

UNIVERSITY OF CAPE COAST

QUITTING THE HOTEL JOB: EMPIRICAL OBSERVATION FROM THE
EASTERN REGION OF GHANA

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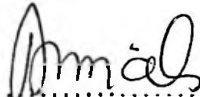
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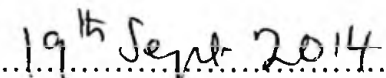
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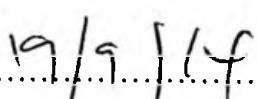
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ABSTRACT

The voluntary quitting of a job, especially when it involves valued employees, has dire consequences for the affected organization and the industry as a whole. Consequently, identifying the factors that trigger quitting intentions should be the first step towards devising strategies to minimise employees' attrition rate. The current study explored the rate of quitting and factors that determine or influence employee's intention to quit hotel jobs in the Eastern Region of Ghana as well as the perceived consequences and strategies put in place by management to minimise the problem. Owing to the small numbers of hotels (37), quantitative survey used a census involving all, star-rated hotels in the study area. Afterwards, 310 hotel staff were selected through random sampling. Additionally, eight employees and nine key informants, including managers and proprietors were purposively sampled and interviewed. Quantitative data were analysed using chi-square tests, binary logistic regression and factor analysis, while qualitative data were recoded, processed and analysed thematically.

Intention to quit was found to be high. Overall, 71% of the employees intended to quit. Unequal treatment, training, professional commitment of staff, lack of job satisfaction and poor orientation were some variables which played significant role in employee intention to quit. Unmarried employees and those who had attained secondary and technical/vocational education had a higher propensity to quit. Employees in the human resource and food and beverage departments, those in the higher star-rated or large hotels were the most likely to quit. Strategic measures put in place included reward system and compensation packages. Frequent collaboration between the hotel sector and educational institutions is recommended to alleviate the threats of quitting jobs.

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DEDICATION

To Kwesi, my pillar and reliable husband as well as my father, the late Mr. E. K. Kwashie and my children, Hannah, Jojo, Tina and Ewura Esi.

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LIST OF ACRONYMS

CIPD	Chattered Institute of Personnel and Development
ER	Eastern Region
GDP	Gross Domestic Product
GHA	Ghana Hoteliers Association
GIS	Geographic Information System
GSS	Ghana Statistical Service
GTA	Ghana Tourist Authority
GTB	Ghana Tourist Board
IDS	Institute of Development Studies
KMO	Kaiser Meyer-Oklin
MoT	Ministry of Tourism
NVTI	National Vocational Training Institute
PCA	Principal Component Analysis
SPSS	Statistical Package for Service Solution
VOTEC	Vocational and Technical Education
WTO	World Tourism Organization
WTTC	World Travel and Tourism Council

CHAPTER ONE

INTRODUCTION

Background to the study

For some time now, organizations have grown to appreciate the critical role human resource plays in today's competitive world of business. Thus, the need to invest huge sums of money in the training, development and maintenance of employees has become key to every industry (Lee & Moreo, 2007). However, the major challenge that seems to confront most of these industries is how to manage employees who frequently quit their jobs voluntarily. This human resource problem found in almost every industry seems to be more acute in the hospitality industry, especially the hotel business.

Various theories have been used to examine the phenomenon of labour turnover (Lam, Lo & Chan 2002; Woods, 2002). Over the years, several studies have been undertaken based on different theories of employee turnover in the hospitality industry. Some research focused on causal determinants of employee turnover fashioned around psychological dimensions, whereby the employee goes through "a mental process which is influenced by emotions, attitude as well as perceptions" (Mueller & Price, 2001:322). Examples studied include organizational commitment (Baruch & Winkelmann-Gleed,

2002; Griffeth, Hom, & Greatner 2000; Robbins, 2007) and job satisfaction (Mobley, 1977; Price & Mueller, 1981).

Additionally, other studies focused on economic dimensions such as pay, training, external opportunities (Morrell, Loan-Clarke & Wilkinson, 2001; Perez, 2008). Employees are de-motivated if the investment such as skills, experience and knowledge they put into an organization is not reciprocated with good salary. They consequently get frustrated, loose interest in the job and motivation is lowered, hence thinking of quitting the job is increased. Pay, however, may not be the only reason why an employee may quit his/her job. Similarly, training and intention to quit the job is traced back to the human capital theory where Becker (1993) argues that the investment in training increases the employee's quality, for which they may lower their turnover intention. An employee however, with much quality and exposure, especially those at the front office or food and beverage departments, are likely to be poached into another organization, increasing turnover.

Researchers have also investigated employee turnover intention and suggested that there is a strong relationship between turnover intention and actual turnover and that the more an individual shows behaviour to quit an organization, the more likely he/she will quit (Chon, 2006; Hom & Griffeth, 1995 and Mobley, Griffeth, Hand & Meglino, 1979). Employees may have reasons to quit an organization or not but whatever the case may be, they make an initial intention before they eventually quit or stay. According to Ajzen and Fishbein (1990) and Gregory, Way, Lefort, Barret and Parfrey (2007), studying turnover is difficult since the employee who has left may be difficult to locate; so it is more appropriate to study turnover intention.

On their part, Price and Mueller (1981) recommended the use of turnover intention since there are other external factors that affect turnover behaviour. In a multiple study by Mobley (1982), out of the seven variables that were combined as a predictor of turnover, only turnover intention related significantly to turnover. All these authorities concluded that turnover intention is the best predictor of actual turnover. In his study, Price (2001) suggested turnover intention construct as an alternative in measuring actual turnover. Therefore, it is appropriate to postulate turnover intention as a dependent variable as it is linked to actual turnover.

Quit intention is the final stage before the actual quitting and it is the actual cognitive variable immediately preceding and having direct causal impact on turnover. There could be certain motivating factors either from the working environment such as the organization itself, management, colleague workers or personal reasons of the individual for which he/she is dissatisfied with to think of quitting the job. If the withdrawal is intensified, the employee has no other alternative than to quit. Managerial quit intention and turnover have also been studied widely (Carbery, Garavan, O'Brien & Macdonald, 2003; Hemdi & Rahim, 2011). To them, managers are the highly skilled employees who can harness and exploit service-based competencies so as to lead to competitive advantage. Losing them therefore, to other organizations may either hinder or destroy the organizational competencies and competitive advantage.

The hospitality sector is a subset of the tourism industry and cannot survive without tourism (Akyeampong, 2007). Tourism is the fastest growing industry in the world today (World Travel & Tourism Council [WTTC],

2013). It is estimated that about 261, 394 million people work in the sector world over, generating over 8.7% of the world's Gross Domestic Product (GDP) in 2012 (WTTC, 2013). The economic importance of the industry cannot be underestimated as it makes significant contributions to the economic development of many countries around the globe. In Ghana, for instance, tourism is key to the development of the nation's economy, ranking as the fourth highest foreign exchange earner (Ministry of Tourism and Creative Art [MoTCA], 2012). Consequently, the industry enjoys enviable attention from both the government and individuals; this has eventually ensured its growth. For the past two decades or so, the industry has witnessed a tremendous boost in Ghana. For example, tourist arrival increased from 428,533 in 2005 to 1,080,220 in 2011 (Ghana Tourism Authority [GTA], 2012) (Table 1).

Table 1: Ghana international tourist arrivals and receipts

Year	Arrivals	Receipts (US\$m)
2005	428,533	836.09
2006	497,129	986.80
2007	586,612	1,172
2008	698,069	1403.1
2009	802,779	1,615.2
2010	931,224	1,875.0
2011	1,080,220	2,179.0

Source: Ghana Tourism Authority, 2012

The significant increase in tourist arrivals have triggered the growth of the tourism and hospitality industry over the years, and given rise to the establishment of many hotels and other accommodation facilities, food and beverage service facilities to meet the needs of tourists (Akyeampong, 2007). As a result, there is high demand for skilled and experienced employees in the hotel business in Ghana. However, this situation has created a more competitive labour market for employees in the sector, giving rise to widespread poaching of the rather limited competent employees and consequently increasing employee voluntary turnover in the industry.

Worldwide, increase in employees' voluntary turnover in the hospitality and tourism industry, especially in the accommodation sector is becoming a canker. According to Birdir (2002), Hinkin and Tracy (2000), and Carbery, Garavan, O'Brien & McDonnell (2003), employee turnover is one of the most problematic issues confronting the global hospitality and tourism industry. The high turnover rate in the industry globally ranges from about 60% to 300% annually (Lam Lo & Chan, 2012; Woods 2002; Sunley, 2006) and is therefore a worrisome feature in the global hotel industry (Baum, 2001; Wefald, Smith, Savastano & Downey, 2008).

The hotel business is unique, challenging and stressful as employees stand on their feet for long hours working and yet have to be skilful and provide quality service to the high demand of the guests. However, Akyeampong (2007) stipulates that the skills and performance of the service provider are influenced by the mood of the employee. Employees, especially the frontline staff are enormously important to the establishment if properly managed. This enables them to be satisfied, committed and retained in the

industry (Rust *et al.*, 1996; Wildes, 2007). Incidentally, retention of staff is the problem that confronts managers particularly in a job environment where employees continuously crave for pay increase and better conditions of service (Halloway & Taylor, 2006; Mbah & Ikemefuna, 2012).

The industry is confronted with the problem of attracting, retaining and motivating employees. According to Aziz *et al.* (2007) and Barron (2008) due to the anti-social working hours, seasonal employment, low job status, its unstable nature and low pay, the hospitality industry has made itself unattractive to many, contributing to its negative image. Another challenge is hiring, keeping the right people and developing them to deliver quality service. On their part, Zeithaml *et al.* (2006) opine that the provision of needed support systems and retention of the best employees to sustain the business is lacking. This is echoed by Berry-Rickert (2007) who asserts that companies must reduce employee turnover, especially among the service providers, otherwise it is impossible to sustain the industry with mediocre performance if turnover is high.

Employee turnover, as a global menace, is uniquely challenging to the industry. It is arguably so because the hospitality sector is service-oriented in nature, and mostly depends almost entirely on its employees who constitute the core resource of the organization. The employees' work as liaisons between the organization and the guests, and this makes them the sole interactive contacts for consumers (Berry-Rickert, 2007). Because the hospitality industry is labour-intensive, the behaviour of the staff, especially frontline or customer-contact staff, has a major influence on the performance of the industry. Therefore, in order to offer quality service, the attitude of

employees towards their customers should be welcoming. This is crucial since guests who are satisfied with the services rendered by the hotel will subsequently pay return visits and bring in more clients. Consequently, high patronage will boost the business and ultimately enhance the growth and success of the sector.

Accommodation as well as food and beverage services are an essential part of the hospitality and tourism industry and, it is the quality of service provided which matters to the visitor. It is perhaps because of this that Gabriel (1988) suggests that the industry ought to develop effective human resource management practices and policies that will enable them to attract, retain, develop and motivate competent employees, who will in turn contribute to the successful achievement of organizational objectives. It is in the light of this that employee turnover demands serious management consideration.

Incidentally, retention of staff is a key problem that confronts managers, particularly in a job environment where employees continuously crave for pay increase and better conditions of service (Halloway & Taylor, 2006; Mbah & Ikemefuna, 2012). But since the skills and performance of the service provider are influenced by the mood of the employee (Akyeampong, 2007), keeping the right people and developing them to deliver quality service is necessary. There is therefore the need to provide needed support systems for the retention of the best employees, to sustain the business. As echoed by Berry-Rickert (2007), there is the need by companies, especially hotel management, to reduce employee turnover. From the above analysis, it is evident that the hotel industry has witnessed a significant growth over time, employing millions of people worldwide. Ghana's Eastern Region is a typical

case of hotel growth. Figure 1 shows the development of hotels in the region from 1989 to 2011 when the current data was collected. No serious development of hotels happened during the pre-independence era. Hotel development, however, took off seriously between 1993 and 1994 when investment incentives were provided to developers after the promulgation of the Ghana Investment Promotion Centre Act of 1994 (Act 478) (MoTCA, 2012).

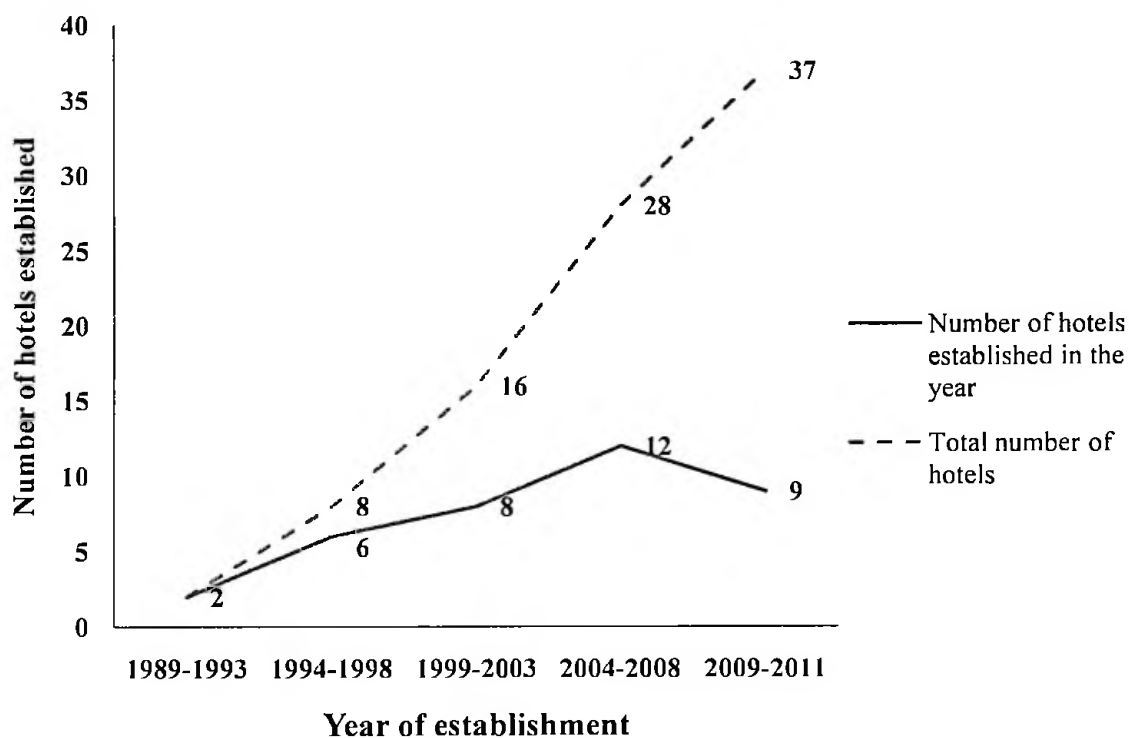


Figure 1: Growth rate of hotels in Eastern Region.

Source: Ghana Tourism Authority

The spurts in the growth rate could probably be due to the investment drive, the awareness in Ghana among investors and the tremendous increase in tourist arrivals in the country. There was phenomenal growth of hotels in the Eastern Region between 2004 and 2008 (Figure 1). As many as 12 hotels were established in the region increasing the accommodation facilities to 37 by 2011 when the survey was conducted. The Confederation of

Cup held in Ghana and “Ghana at 50” celebrations during the 2004-2008 period brought about the establishment of hotel facilities to accommodate both domestic and international tourists in the region.

The hotels sampled in the Eastern Region were managed by the owner, or a relative, who might not have undergone any hotel management training programme. Figure 2 shows that out of the 37 star-rated hotels studied, 28 (75.7%) were managed by the owner independently, while eight (21.6%) had hired management, in which case the staff strength was less than 10.

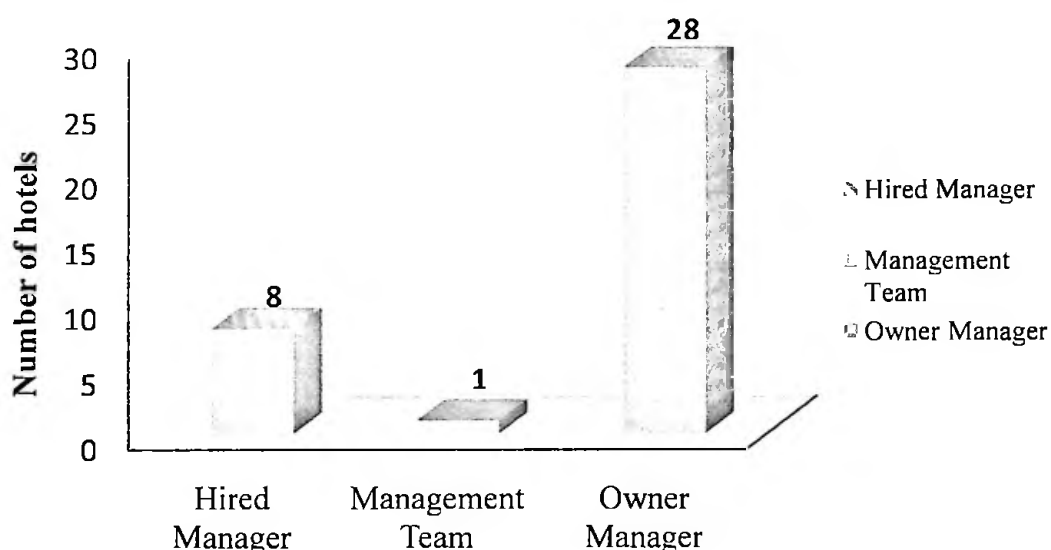


Figure 2: Entity in charge of management

Source: Fieldwork, 2011

The hospitality industry has a monumental economic importance to every nation. That notwithstanding, the industry suffers a fatal setback from employee turnover. As a result, several studies have been carried out to investigate the factors that engender this problem (Limyothin & Trichun,

2012; Perez, 2008; Price & Mueller, 1981). It is upon this premise that the current study becomes imperative, particularly in the Eastern Region of Ghana.

With all the diverse studies that have been done on employees' quit intentions, there are still some gaps in the turnover literature. For example, studies in areas such as socio-demographic dimensions namely educational level, age and marital status of employees are limited. Other areas like employment characteristic such as work experience of the employees as well as the core department within the hotel sector and aspects like the hotel characteristics, for example, hotel grading, size and location of the hotel are still understudied, especially in Sub-Saharan Africa yet such information is of critical significance if the phenomenon is to be curbed.

Statement of the problem

Like any other economic sector, the hospitality trade is faced with a myriad of challenges. Key amongst these is the unusually high rate of employee turnover, especially in the accommodation sector (Hinkin & Tracy, 2000; Birdir, 2002; Carbery *et al.*, 2003). The corollary of such high turnover rates has been undesirable (Pizam & Thornburg, 2000; Booth & Hamer, 2007). The most direct result is often the cost of staff replacement through advertising, pre-employment screening, interviews and recruiting staff, medical examinations, among others (Woods, 2002; Lochhead & Stephens, 2004). The net effect is that these factors tend to create serious effects (both tangible and intangible- on the hospitality and tourism industry (Lashley & Chaplain, 1999; Woods, 2002; Baum, 2001).

The global nature of the phenomenon coupled with how detrimental the problem is to the hotel industry provides enough justification as to why employee turnover has received considerable attention from many scholars. The sheer magnitude of available literature on the subject is itself an indication of the recognition by the academic community of the importance of human resource to the success of any endeavour. An analysis of the available literature suggests that the phenomenon has traditionally been explained from two major perspectives, namely, the psychological and economic dimensions.

Studies that adduce the psychological reasons have essentially argued that the psychological make-up of the individual is influenced by the emotions, attitudes and perceptions as mentioned earlier. The economic perspective on the other hand proposes that the skills, knowledge and experience employees invest in the organization should be reciprocated training, good salary among other (Perez, 2008). The key thinking in the economic argument relates to the level of remuneration. Some researchers (e.g. Barron, 2008) maintain that low and unattractive pay are some of the factors which make work in the hotel industry less attractive, thereby compelling employees to quit their jobs

Their insightful findings nonetheless, some pertinent issues relative to the phenomenon remain unattended to in the literature. One such broad area relates to understanding the views of the potential quitter. Almost all the studies have been premised on an ex-post facto situation in which the information has been gathered from people who have actually quit their jobs. But it could be possible that different perspectives about the causes could be

garnered from persons who intend to quit. Hence this study approaches the phenomenon from a more apriori orientation.

Again, the available studies have generally tended to ignore context related determinants of quitting such as the influence of socio-demographic characteristics, facility peculiarities and other work related variables on the decision to quit. Also the complex psychological processes involved in individual turnover decisions are not fully explained. One weakness of the economic dimension is the often flawed assumption that money is the sine qua non in determining motivation (and, by extension) turnover. Yet, such a position has been roundly disputed (Morrell, Loan-Clarke & Wilkinson, 2001; Perez, 2008). Yet, context-related variables such as existence of equal opportunities, job orientation, professional commitment, education and experience, the type of department one works in and the size of hotel have yet to be rigorously studied relative to quit intentions.

Consequently it is important to understand the psychological processes as well as the influence of facility dynamics that shape the decision to quit. These new perspectives only support the assertion by Boxall, Macky & Rasmussen (2003) about the multi-dimensional nature of the reasons for turnover and the importance of continually exploring for factors to explain it. The dearth of knowledge on these thematic areas is even more pronounced in the African context (Griffeth, 2009) and thereby creates an erroneous impression that hotels in this part of the world are somewhat insulated from the canker. The reality, however, is that the challenge is also present in Ghana. According to Peprah-Mensah (2010) employee turnover is an issue in the hotel sector in Ghana. Moreover, preliminary interactions with managements of

accommodation facilities in the study area have suggested a prevalence of the situation. For example, there is a continuous engagement of new employees in such firms in the study area (GTA, 2010), suggesting high incidence of employee turnover in the region.

It therefore seems suggestive that in the Sub-Saharan African region, particularly, Ghana, a study to this effect has not been given the considerable attention it deserves. It is against this background that the lack of scientific and empirical information on the situation in Ghana presents a research gap that this study attempts to address.

Research questions

The following research questions were asked to be able to address the objectives below:

1. How many employees have expressed the wish to quit their jobs?
2. What factors account for this?
3. How is turnover perceived to affect the hotel business?
4. What measures have management of these hotels put in place to ensure staff retention?

Research objectives

The main objective of the study is to assess the quit intentions of hotel employees in the Eastern Region of Ghana.

The specific objectives is to:

- a) Ascertain the pervasiveness of potential quitters;
- b) Examine the factors that influence their desire;

- c) Examine the extent to which perceived turnover affects the hotel industry; and
- d) Appraise measures that managements have put in place to reverse trend.

Theoretical framework

Some theories and models which helped in explaining the relationship between employees and voluntary quitting their current jobs are explained in Chapter Three. A summary of these are:

The motivation theory

The motivation theory is often used in gauging employee quit intention and quitting. Apart from Maslow, McClelland and McGregor, Herzberg *et al.* (1999) also proposed the motivation theory. The theory focuses on the organization-based motivational variables responsible for job satisfaction or dissatisfaction, which are predictors of employee turnover and retention. According to the theory, when a person is highly motivated, the intention to quit the job is minimized. The theory focuses on a two-factor theory on job satisfaction which suggests that satisfaction and dissatisfaction are driven by motivation and hygiene factors.

Motivators are aspects of the job that either make employees perform well or badly, and inform their decision to stay in or quit an organization. Examples of motivators include achievement, recognition, the work itself, advancement and growth. These are intrinsic and give an indication of whether an employee is satisfied with his/her work, progresses on the job and

subsequently stays on or not. The demoralising factors, on the other hand, are the hygiene factors resulting from extrinsic factors such as company policy, salary, co-worker relations and supervisory styles, which are not directly related to the activity of performing tasks on the job. According to Herzberg *et al.* (1999) if the policies of the organization are not consistent with an employee's values, he/she feels dissatisfied. Poor working conditions, poor salaries, job insecurity and poor working environment are indicators of job dissatisfaction (Herzberg *et al.*, 1999). Satisfaction will occur only if the use of intrinsic motivational variables are looked at.

The equity theory

The Equity Theory describes a give-and-take relationship developed by Adams in 1963 which posits that employees expect to maintain equity between what they bring into an organization and the outcome they receive from it. For Brinkmann and Stapf (2005), individuals would always like to determine whether the distribution of resources is fair to all parties in an organization. An employee's input, like skill level, enthusiasm and hard work should have a fair balance with his/her conditions of service such as salary and working environment. When inputs are fairly distributed and an employee perceives his rewards to be equal to his contributions, motivation falls in place and the employee is more likely to have an intention to stay. Barron, Sheng and Thevenot (2012), therefore, outline five key parts of the theory. They explain that people hold beliefs about their inputs and quality of work experience, and about their rewards/outcomes which include pay, recognition and praise. They then compare their inputs and outcomes to others within or

outside their working environment. If they are dissatisfied they take decisions to hurt the organization.

The social exchange theory

The Social Exchange Theory (Thibault & Kelly, 1959; Homans, 1958) thrives on the assumption that each one's situation should be recognized and each one's need should be noticed. The theory posits that individuals consider potential rewards and risks of social relationships. This is, that individuals who invest much into an organization expect to receive at least the same amount back from the organization. In return, persons who receive a lot from others will be under pressure to give much back to the organization (Brunner, 2008). Farmer and Fedor (1999) intimates that employees terminate relationships as soon as the costs outweigh the benefits.

The human capital theory

The concept of human capital (Becker, 1964; 1993) emphasises the importance of increasing employees' quality of work by investing in them through education and training, since the accumulation of knowledge is related to the rise in income. The education, experience and skills of employees normally add value to the organization and benefit their employers as well as the larger economy. Thus, to be effective, employees need to learn constantly in the increasingly competitive environment (Becker, 1993). According to Leroy (2011), the accumulation of human capital through education and on-the-job training promotes economic growth by improving labour productivity, promoting technological innovation and adaptability. Kern (2009) confirms

that investment in human capital will lead to greater economic outputs. Similarly, Riley (1980) suggests that lack of limited scope for training within an organization forces many employees to seek alternative employment.

Predicting hotel managers turnover cognitions' model

The model provided by Carbery *et al.* (2003) on managerial turnover cognitions identifies three sets of variables as possible predictors of turnover intentions of managers. They, however, use the concept of multiple work related commitments to an organization (Baruch & Winkelmann-Gleed, 2002) such as organizational commitment (Sheldon, 1971). The variables which are mostly psychological, include job satisfaction, job involvement, family orientation and professional commitment. They made reference to Mobley's (1977) organizational withdrawal decision process whereby an experience of job dissatisfaction will lead an employee to think of quitting.

The current study adapted the model of managerial turnover cognitions developed by Carbery *et al.* (2003). The study however, focuses on the employees of hotels. The framework was adapted based on the addition of other variables which were borrowed from the relevant literature to reflect the focus of the study quit intentions. It looks at the factors that explain intention to quit and quitting in hotels, as well as strategies employed by management to retain their valued workers. There are other variables which influence employee quit intention to turnover that the model does not account for. These variables include economic determinants of the employees and employment characteristics such as training opportunities and department that harbour the employees.

Research design

The study is exploratory because very little is known empirically in the area of employee turnover in hotels in the Eastern Region of Ghana. The exploratory design offers more baseline information for subsequent studies in the area of employee intention to quit as well as turnover. The research followed cross sectional design which is the most common design for social science research (Kumar, 2005) and it was used to gather information on a population at a single point in time (Babbie, 2007). The research process began with a review of available literature on the chosen topic. It went further to formulate hypotheses to be tested. Data was collected to test the hypotheses to either confirm or reject the original theories of employee's intention to quit their jobs.

Research hypotheses

Below are hypotheses that guided the study:

Hypothesis 1

H₀: There is no significant relationship between socio-demographic characteristic (e.g. sex, age, marital status, and education) and employees' intentions to quit their jobs.

H₁: There is a significant relationship between socio-demographic characteristics and employees' intentions to quit their jobs.

Hypothesis 2

H₀: There is no significant relationship between hotel facilities (hotel ownership, star-rating, hotel room size and location) and employees' intention to quit their jobs.

H₁: There is a significant relationship between hotel facilities (e.g. star rating, size and location) and employees' intention to quit their jobs.

Hypothesis 3

H₀: There is no significant relationship between employment characteristics (e.g. grade, department and years of experience) and employees' intention to quit.

H₁: There is a significant relationship between employment characteristics and employees' intention to quit.

Significance of the study

This study is significant in many ways. First, although there is a plethora of studies (Hinkin & Tracy, 2000; Birdir, 2002; Carbery *et al.* 2003) on employee intention to quit, they have been undertaken in the western world, where socio-economic and cultural circumstances are, naturally different from that of Africa. This has necessitated the study in the Sub-Saharan African setting where Ghana's hospitality and tourism industry belongs. From the academic perspective, the information acquired from this study will contribute to the already existing literature in the light of filling the gaps identified in the research problem earlier in this chapter. For example, key variables, that account for employees' quitting intentions in Ghana in

particular, and in Africa as a whole. These include equal treatment of employees, orientation of new employees, education, marital status, age, size of hotel and department that most influence employee intention to quit the job.

Secondly, the study forms the basis for future studies into the dynamics of employee turnover as it provides baseline data for monitoring employee turnover in Ghana's hospitality and tourism industry. It will, therefore, augment management's understanding of the actual situation on the ground to enable them address the issue more pragmatically. Further, the study provides hotel managers and policy makers with the appropriate strategies for addressing the problem.

Again, with the provision of knowledge of the variables that influence employees' intentions to quit their jobs, the study will help management to be able to predict employees who would harbour the intention to quit their jobs. Finally, the study will equip the professionals in industry with the contemporary tools to proactively reduce the employee turnover and positively have an impact on workforce productivity since hotel workers are the main interactive contacts for customers.

Delimitation of the study

The current research is restricted to only the accommodation sub-sector of the hospitality and tourism industry in the Eastern Region. Thus, other operations in the industry such as traditional food operations, restaurants, and fast food joints, are not considered in the study. With regard to the accommodation type too, only star-rated hotels within the region (viz 1-3) were selected for the study. This is so because as at the time of the survey,

there were no 4 – or 5 – star facilities in the study area. The study, again, is limited to hotels in the Eastern Region of Ghana though the findings may be generalized to cover hotels in the other regions of Ghana. The study focuses on only permanent employees since they are mostly valued by their employers due to their skills and thus would usually have the intention to quit voluntarily. There are several factors associated with employees' intention to quit the job such as supervisor support, organizational culture, and empowerment. However, the current study is limited to career issues, job and professional issues, organizational commitment, socio-demographic variables and hotel characteristics.

Organization of the thesis

This thesis is organized into eight chapters. The first chapter presents the background to the study, statement of the problem, research questions, research objectives, hypotheses, significance or justification of the study and delimitation of the study. Chapters Two and Three constitute the review of related literature. As a literature review section, Chapter Two focuses on the empirical studies relevant to intention to quit and turnover. Chapter Three, on the other hand, explores the theories and models as well as conceptual frameworks underpinning the study. Chapter Four covers the philosophical dimension which informs the study. It also presents the methodology which includes the research approach, description of the study area, the population and sampling design, instruments and procedure for data collection, the measurement of variables, and the statistical methods used to analyse the data. Chapters Five and Six present the findings of the study, specifically variables

associated with employees' intention to quit job. Chapter Seven evaluates stakeholders' perception of turnover, consequences of turnover and retention strategies adopted by management to deal with the challenge. Chapter Eight concludes the thesis with the summary and conclusion of the study as well as recommendations for future research.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter reviews literature on determinants and effects of quitting intention of employees. Specifically, such issues as types of employee quitting or turnover, intention to turnover or quit reasons, why employees intend to quit an organization, consequences of employee quitting and strategies used to reduce the quitting rate are discussed.

Employee quitting or turnover: Definitions and types

The concept of employee turnover has been a major issue for employers worldwide since employees constitute a core resource for most businesses, organizations and institutions. Beam (2011) defines employee turnover as the number of employees a company must replace in a given period of time to the average number of total employees. Employee turnover may also be explained as leaving the job either voluntary or involuntary. Employee turnover is also a term given to the ratio or degree of the number of organizational members who have left over a given period of time (Price, 1977).

The concept of employee turnover was also considered by Abassi and Hollman (2000) as the rotation of workers around the market, between firms,

jobs and occupations, and between the states of employment. According to Woods (2002), whenever a position is created, be it voluntarily or involuntarily, a new employee might be hired and trained to fill the position, creating a cycle of turnover. Mobley (1982) also argues that, turnover is the cessation of membership of an organization. This is of much concern to employers regardless of the prevalence, which may vary from one organization to the other as adjustments need to be done whenever an employee leaves and this could be costly. Several labels such as quits, attrition, exits, mobility, migration or succession (Perez, 2008) have been employed to describe turnover. But this study maintains the term quit as it appears to be the most relatively preferred term by scholars in this area of study.

Two main types of turnover were classified by Mathis and Jackson (2004), namely voluntary and involuntary. Voluntary turnover is initiated by an employee while involuntary turnover arises when the employees do not make the decision themselves. It may be caused by death, ill-health, retirement, relocating to another place or initiated by employers as in the case of redundancies or lay-offs (Armstrong, 2007). Simon *et al.* (2007: 050) asserted that “involuntary turnover included the need to provide care for children or aged relatives but because both government regulations and company policies create the chance for such staff to come back to work, or to continue to work on a more flexible basis, it should no longer be seen as involuntary”. Involuntary leavers are literally forced out for various reasons by management of the organization and this often happens to staff who would prefer to stay. Involuntary turnover is attributed to four areas as follows:

- Ill-health: a condition where an employee is laid off due to ill-health that may result from accident at the workplace. Fortunately, in Ghana, under Section 50 of the Labour Act 2003 (Act 651), employees are protected against arbitrary dismissals on grounds of ill-health;
- Retirement: In Ghana the statutory retirement age for public and civil servants is 60 years;
- Redundancy: This is where employees are laid off because their jobs are no longer necessary or that the organization can no longer afford to pay them. This is mostly referred to as “downsizing” (Armstrong, 2007); and
- Dismissal: This is a situation where an employee is ordered to leave a job due to gross misconduct (Chartered Institute of Personnel and Development [CIPD], 2007).

Employees voluntarily quit due to several factors such as leaving for further studies or leaving to other organizations for other reasons. Voluntary turnover includes push factors whereby employees who are not satisfied or lack interest in their current job seek alternative employment and pull factors which attract staff to another job by incentives (Loquerico, 2006). There is yet another factor referred to as outside factors related to the situation in which someone leaves the organization for reasons not directly related to their work (Brown, 2007). In most cases, either the employee resigns when a spouse or family relocates or travels or is pressurized with the needs of the family and illness. Previous research suggests that “push” factors such as low salary, lack of motivation and work overload are more significant in situations where managers and supervisors appreciate and value their employees (Loquerico, 2006).

Voluntary turnover is categorized as functional or dysfunctional. Functional turnover is described as the departure of non-performing employees who are not beneficial to the organization in contrast to the dysfunctional turnover where organizations find it difficult to replace employees who perform excellently (Carstein & Spencer, 1987). Normally, workers who have alternate employment opportunities consider leaving and it is the best employees who have most opportunities. According to Dess and Shaw (2001), voluntary turnover is prevalent in most organizations.

Employees' quit intentions from the organization

Cho (2009) defines turnover intention as the likelihood of an employee to quit his/her job in the near future or 'intention to search for a new job that will yield more organizational commitment' than the current one. Souza-Poza and Souza- Poza (2000: 1) also argue that turnover intention is "the (subjective) probability that an individual will change his or her job within a certain time period". Other researchers such as Bigliardi, Petroni and Ivo Dormio (2005) are of the view that intention to quit is associated with individual's likelihood of staying or leaving an organization, and could be exhibited by certain withdrawal attitudes. Thus, if an employee intends to quit, he/she may not necessarily quit. He/she may have to go through some mental decision making for a period of time before implementing the action. It stands to reason also that an employee who might not have such intentions may rather quit due to sudden circumstances. For example, in their study, Henneberger and Sousa-Poza (2007) showed that some employees who had intended to quit did not quit at all while those who had no intention rather

changed jobs. Thus, it can be conjectured that people can react to sudden circumstances such as an opportunity to head a department in another establishment.

Most empirical studies on turnover are based on quit intentions (Carbery *et al.*, 2003; Limyothin & Trichun, 2012; Mobley, 1982). Lambert, Hogan and Barton (2001) supported the assertion when they conducted a study on the relationship between turnover intention and actual turnover, and found a significant relationship between the two variables. In his study, Mobley (1982) used variables such as job satisfaction, thinking of quitting, and search for alternatives including intention to quit or stay among others as predictors for quitting. From his findings, after all the variables were assessed, only quit intention showed a strong relationship to quitting and concluded that quit intention is the best predictor of quitting.

Certain behaviours may be exhibited when an employee intends to leave the organization, for which management as well as employees of hotel operations should understand and identify. For example, lateness to work, excuses of ill-health leading to absenteeism or being antagonistic in the work environment and having problems with almost everyone. It may even be aggravated with poor performance. To achieve this, efforts should be made in investigating the multi-dimensionality of withdrawal intentions of employees (Cameli, 2003).

Reasons employees voluntarily intend to quit

Several potential causes for voluntary turnover exist and researchers have attempted to probe why people intend to quit or actually quit their jobs

(Lawler, 1986; Abdulai, 2000; Griffeth *et al.*, 2000; Carbery *et al.*, 2003). This is done by investigating possible antecedents of employees' intention to quit and by developing models that combine several factors contributing to turnover, and further testing the models to predict why individuals quit. Many of the studies, however, use few variables such as job satisfaction, motivation, pay and job opportunities which explain only a small amount of variability in turnover. This is because the decision to change job is multi-dimensional and, as mentioned in the previous chapter, one factor cannot explain it (Boxall *et al.*, 2003).

Several research exploring the various facets of quit intention and consequently employee quitting have been undertaken over the years. In the present study, reasons for intention to quit are broadly categorized into four main areas namely, job and career aspirations, organizational commitment, hotel characteristics and socio-demographic/employment variables.

Career aspirations

Career involves ones occupation related issues like career anchors, expectations and satisfaction which are necessary for people to spend time on their job so as to discover their abilities required for them to focus on their career (Carbery *et al.*, 2003). The longer employees stay on the job, the more experience and skills they acquire, which eventually make them authorities in their field of work. The concept of career anchors was developed by Schein (1975) (cited in Carbery *et al.*, 2003), who stipulated that individuals begin working with specific aspirations such as fears, hopes and illusions; however, their motives, values and skills are uncovered during the early stages of their

work. With time, more experience is gained and they appreciate their worth. They discover their likes and dislikes, and identify the skills and abilities they need to augment their career. If, on the other hand, their expectations are not met they become dissatisfied and start showing withdrawal intentions and may end up quitting. During the early stages of an employees' working history, they frequently oscillate between hotels so as to gain more experience (Sousa-Poza & Henneberger, 2002; Woods, 1998). Supervisor's support is therefore required to support and satisfy career desires of employees.

Job and professional issues

Job and professional issues are used here to explain those psychological situations employees go through in having intentions to quit while on the job (Carbery *et al.*, 2003). These factors are influenced by the emotions and attitudes of the employees (Price & Mueller, 2001; Verquer, Beehr & Wagner, 2003). These factors include job involvement, rewards and compensation, equal treatment, progression, orientation, trainings opportunities, communication, job stress, professional commitment, sexual harassment, job satisfaction and career satisfaction.

Job involvement

The most common factors influencing employees to quit their job include boredom, low levels of employee involvement and straight forward personality complicity (Loquerico, 2006). According to Ongorl (2007), if roles of employees are not clearly spelled out by managers and supervisors, employees desire to quit their jobs will increase due to lack of role clarity. In a

study by Malik *et al.* (2011) on hospitality employees in Pakistan, the result showed that there was a correlation between job involvement and turnover intention. On the whole, employees shows that employees were not satisfied with their job involvement, and this would most likely lead to their intention to quit.

According to Tor *et al.* (2010), insufficient information on job description with supervisors lacking direction as well as ambiguous performance evaluation, employees feel less involved and satisfied with their jobs and careers. It would result in less commitment to their organizations, and eventually display a propensity to leave the organisation. It is also argued by Firth, Mello, Moore and Loquet (2007) that a sense of powerlessness and lack of control are other factors that could have adverse effect on efficiency as well as performance, and finally influence staff to quit their job. If managers of hotels are transparent in the work environment and involve employees in decision making, the employees may be motivated to give up their best and subsequently use their initiatives while devoting their time and energy to enhance the productivity of the organization. The reverse could result in apathy and quitting intentions.

Rewards and compensations

Employees receive rewards and compensations from the organization in which they work in return for their contributions towards the growth of the organization. Armstrong (2007) categorized compensation into three forms: pay, incentives and benefits. He describes pay or salary to be the hourly, weekly, monthly or annual remuneration given to employees for their work,

while incentives, on the other hand, are commission and profit sharing. There are other benefits such as paid leave, vacation, health insurance and pension income (Abdulai, 2000).

Rewards and compensation stem from the equity theory by Adams (1963), whereby employees compare their inputs such as skills, hard work, loyalty and tolerance to the outputs such as salary and benefits from the organization. They go further to compare with their counterparts in similar organizations. If the employees feel that their salaries are low compared to their counterparts in similar organizations, they are de-motivated and may have intention to quit. Similarly, Henneberger and Sousa-Pouza (2007) stipulate that better-paid employees within the same hierarchy level in an organization stay. However, McGregor (1957) intimates that pay is not the only factor that motivates an employee to stay or quit a job.

Part IV of Ghana's Labour Act, 2003 (Act 651) defines conditions of employment to include: employment contract, the organizational reward and compensation systems, hour of work, paid leave and health, and safety at work. Low staff salary and prompt payment are issues in the hospitality industry and this could influence high quit intention. Moreover, Mano *et al.* (2004) stress that employees quit from organizations due to economic reasons such as bonuses, fringe benefits, scholarship. Cole (1997) also suggests that the reliability and promptness of the payment schedules of pay and benefits is paramount to a decision of an employee to quit the job.

For an employee to be attached to an organization, Idson and Feaster (1990) recommend that he/she should be provided with better chances for advancement and higher wages. Adequate financial incentives are more likely

are not equally rewarded and anger sets in, they put up attitudes that sabotage and put the organization at a competitive disadvantage (Hellriegel *et al*, 2008). For example, a female on maternity leave, deserves all the benefits their male counterparts enjoy. If however, they are deprived of some incentives due them because of their absence from work, dissatisfaction may result and the thought of quitting sets in.

In an investigation conducted by Radzi, Ramley, Salehuddin, Othman and Jalis (2009) on the relationship between organizational justice and turnover intentions using factor analysis, they concluded that when managers perceive that they are treated fairly in terms of outcomes and procedures, they tend to stay in their current organization and do not have the intention to quit.

Progression

Progression deals with raising the status of an individual. This has a relationship with an employee's intention to quit his/her job. Peterson, Puia and Sues (2003), postulate that promotion is a facet of job satisfaction. This assertion is confirmed by Salleh, Nair and Harun (2012) when they conducted a study on 62 employees of a retail company in Malaysia to determine their job satisfaction, organizational commitment and turnover intentions. The research concluded that promoted employees did not have intention to quit their job. An employee, who remains on the job for a long period of time without any promotion will be frustrated, dissatisfied with the job and, consequently, nurtures the intention to quit. Walsh and Taylor (2007) concluded that though compensation and benefits are important, that would not hold employees in a dead-end job. According to Ongorl (2007), if there are

no proper management practices and policies on personnel matters including progression of employees, it could induce the employees to quit.

Training opportunities

Training is appropriate to help individuals to acquire new skills to their already existing knowledge, and gain more experience on the job. There is a relationship between training and quit intention as mentioned in the Human Capital Theory (See Chapter One). Becker (1993) argues that when an investment is made in training, it increases the quality of staff. The employees' confidence in discharging their duties is also increased and subsequently may have less quitting intention. According to Loquercio (2006), insufficient training opportunities can lead to employees quitting. Martin (2011) has also demonstrated the relationship between turnover and training, and suggests that training of workers has the ability to lower their turnover rate.

There is, however, a negative impact on training especially when the training is focused on multi-skilling as it enhances the prospects of workers to find jobs elsewhere (Martin, 2011). In a study by Green *et al.* (2000) on the impact of training on mobility, they concluded that if an individual sponsors himself for training, his job search is higher in contrast to when the organization does the sponsoring. Mowday, Porter and Steers (1982) also suggested that training should be a continuous process. In so doing, employees will be acquainted with current trends and the newly acquired skills will boost their ability to increase productivity, resulting in the organization having a competitive advantage in the industry.

Communication

It is necessary for employers to have strong communication systems, as they lower the intention of staff to quit (Labov, 1997). Magner *et al.* (1996) assert that employees feel comfortable to stay longer, in positions where they are involved in some level of the decision-making process and that if they fully understand issues that concern them and are associated with free flow of information; the chances of continuity of employees in the job are higher. Lack of information flow in the work place creates suspicions and uncertainties which can result in a tense working environment. Dogra (2012), therefore, emphasize the relevance of communication in the work place and concluded that if information is not shared, it results in turnover intention.

Job stress

Long working hours and busy working schedule can contribute to job stress among employees in the hospitality sector. This can lead to work related ill-health, both physically and psychologically (Bohle & Quinlan, 2000; Smith, 2003). Kim, Mummann and Lee (2009) and Grill-Spector (2003), therefore, associated job stress with reduced work output, increased accidents, absenteeism, poor employee performance and employee turnover. Muchinsky (1980) also attempted to explain role stressors and employee turnover. He suggested that role stressors could result from misunderstandings about what is expected and how to meet the expectations.

Some variations exist in the literature on the relationship between stress and employee's intention to quit their job. So Lo and Lamm (2005) demonstrate this in a case study of two hotels in New Zealand; 35 employees

were interviewed on their perception of occupational stress in the hospitality industry. The result indicated that though hospitality work is stressful, and employee turnover is high and increasing, there was no association with job stress. However, Xiancheng (2010) observed a statistically significant relationship of work stress with employee turnover intention. He administered questionnaires to a sample size of 378 employees in hotels in Yangtze River Delta in China. Some explanation could be given for the difference. As can be observed, the two studies were conducted in two completely different environments, New Zealand in Europe and China in Asia. The findings are therefore tentative, given the different economic, social and cultural atmospheres of the two countries. Furthermore, the studies were conducted at different times 2005 and 2010 so the trend could change.

Professional commitment

The relationship between professional commitment, organizational commitment and turnover intentions among Korean researchers was studied by Chan, Tang, & Chan (1999), who found that professional commitment was stronger in predicting turnover intentions than organizational commitment. He further argued that when individuals are committed to the organization, they are less inclined to quit, especially those who were committed to their careers. Those with low career and organizational commitment had the highest turnover intentions because they cared less about their company or their current careers.

Job satisfaction

Job satisfaction has been relevant in various spheres of organizations including manufacturing, public, academic and service sectors. It is acknowledged that the performance of an organization has much to do with the satisfaction or dissatisfaction of the employees. This is due to the belief that high level job satisfaction will generate positive attitudes such as commitment and consequently reduce absenteeism and enhance high productivity. According to Weiss (2002), job satisfaction is an attitudinal behaviour of how content an individual is with his or her job. Several studies have shown empirical evidence of job satisfaction as an important factor of turnover intentions among employees (George & Jones, 1996; Ohlin & West, 1993, 1996; Price, 2001).

An empirical analysis based on HR-Barometer 2007 of 1,366 workers in Switzerland by Perez (2008) to understand the different impacts of factors on turnover intention concluded that job satisfaction revealed the highest relationship, and argued that dissatisfied employees were most likely to leave. This confirms Carbery *et al.* (2003) and Mobley *et al.* (1979) who asserted that job satisfaction impacts a cognitive withdrawal process, stressing turnover intention. An experience of job dissatisfaction will result in thinking of quitting. Consequently signs of withdrawal cognitions, such as absenteeism, faking to be ill are shown. The individual subsequently start looking for alternatives, and examines the costs and benefits associated with leaving his/her job, and finally quitting the organisation (Mobley, 1977). Roznoswski and Hulin (1992) maintain that absenteeism, turnover and early retirement are behaviours that emanate from employees' dissatisfaction.

Job satisfaction, commitment and turnover was studied by Lum *et al.* (1998) and the studies revealed that organizational commitment has the strongest and the most direct impact on intention to quit whereas job satisfaction has only an indirect influence. This implies that satisfaction influences commitment and hence, turnover. Elangovan (2001) also posits that there is strong causal link between stress and satisfaction in that higher stress leads to lower satisfaction, while lower satisfaction leads to lower commitment. According to Firth *et al.* (2007), job related stress (job stress), the factors that lead to job related stress (stressors), lack of commitment in the organization and job dissatisfaction make employees to quit. Trevor (2001) also argues that unemployment rates interact with job satisfaction to predict turnover.

Organizational commitment

Organizational commitment refers to a feeling of identifying oneself with an organization, where common values are shared (Buchanan, 1974; Mowday, 1982). It also denotes one's willingness to devote oneself to achieving organizational goals. The feelings are, therefore, translated into behaviours that are exhibited towards achieving the goals in the organization. Many studies have associated organizational commitment to turnover intentions and actual turnover (Lum *et al.*, 1998; Tang *et al.*, 2000). Griffeth *et al.* (2000) further show that organizational commitment is a better predictor of turnover than overall job satisfaction.

According to Allen and Meyer (1990), strongly committed employees are less likely to quit. Several studies have identified different types of

organizational commitment such as affective commitment, continuance commitment and normative commitment (Allen & Meyer, 1990; Baruch & Winkelmann-Gleed, 2002). Buchanan (1974) also categorized organizational commitment into identification, involvement and loyalty while Robbins (2007) breaks it down into initial commitment, commitment during early employment and commitment during latter career.

In explaining affective commitment, Allen and Meyer (1990) and Sheldon (1971) submitted that it is an employee's positive emotional attachment to an organization. Furthermore, it is the most commonly mentioned because an employee's emotional attachment depends on the strength of his/her commitment, involvement and enjoyment of membership in the organisation. They further explain that continuance commitment refers to a situation where there is some form of benefit associated with remaining in the organization and a cost associated with leaving. Normative commitment, on the other hand, refers to employees' feelings of obligations to remain with the organization because they think it is the right thing to do, based on their personal norms.

In their study, Mowday, Porter and Steers (1982) defined commitment, as the relative strength of an individual's identification with, and involvement in a particular organization and categorized it into three: a strong belief in an acceptance of the organization, willingness to strive harder on behalf of the organization and a desire to be loyal and remain with the organization. Various scholars (Khatri, Budhwar & Fern, 1999; Sommers, 1995) opine that organizational commitment is a strong predictor of turnover. Similarly, Limyothin and Trichun (2012) employed the structural equation model to

study the factors that influenced the hotel staff in Thailand to quit their jobs. The results showed that the variables in the model including organizational commitment explained 56% of the variance of the quit intention. On the contrary, Aryee (1991) indicated a negative relationship between organizational commitment and quit intention of professional accountants in Singapore.

In their study on the link between turnover and the three components of attitudinal commitment, Allen and Meyer (1990) also indicate that they are negative indicators of turnover. Van Brenkelen, Van Der Vlist and Streensma (2004) also posit that job satisfaction and organizational commitment are negatively associated with quit intention. The relationship between organizational commitment and job satisfaction is controversial. For example, Price and Mueller (1981) argue that organizational commitment emanates from job satisfaction because an individual who is satisfied with his/her job will be committed to the organization. However, Currivan (1999) disagrees and stipulates that the relationship between organizational commitment and job satisfaction does not exist.

Sexual harassment

Sexual harassment has been described by Eller (1990:1), as “the epitome of unethical behaviour, perpetuated at all levels of organizations”. According to Antonis and Andreas (2009), both men and women can be sexually harassed, and can also be of the same sex. To them, the harasser could be a boss, supervisor, a co-worker or someone from outside the organization. Sexual harassment has also been associated with high incidence

of quitting in the hospitality industry (Brough & Frame, 2004; Wildes *et al.*, 2007).

Owing to cultural stigma, victims of sexual harassment are often unlikely to disclose their ordeals (Antonis & Andreas, 2009; Britwum & Anokye, 2007.). This could be because they fear they would lose their job or they may opt to quit, so as to avoid any consequences associated with complaining (Eller, 1990). Merkin (2008) found out in Argentina, Brazil and Chile that sexually harassed workers were likely to have quit intentions. Though Davidson and Earnshaw's (1991) study revealed that 64.8 % of managers regarded sexual harassment as a serious management issue, normally nothing is done about it.

According to Gilbert *et al.* (1998), victims of sexual harassment often cover up the act by remaining silent and subsequently leaving the organization in order to avoid further harassment, yet they do not disclose the main reason for quitting. In a study in a Korean luxury hotel on the prevalence of sexual harassment, Cho (2002) concluded that female employees are at risk of sexual harassment and those who fall victims do not complain. Also, 27.8% of men fell victims to sexual harassment. Again, Antonis (2009) interviewed 20 sexually harassed female employees in the hospitality industry in Cyprus where they found that majority of the victims either lost their job or resigned.

Socio-demographic variables and employees' intention to quit

A number of researches on employee turnover have identified socio-demographic characteristics as important antecedents to quitting the job (Allen & Meyer, 1990; Tan *et al.*, 2006)). However, only a few of these such as age,

gender, tenure, education, and pay meaningfully predict employees' intention to quit and turnover. According to Tan *et al.* (2006), age and tenure are socio-demographic characteristics negatively related to intention to quit. Souza-Poza and Henneberger (2007) also posit that employers engage people in order to maximize their benefits. It is therefore noticeable that younger people are engaged since they are energetic and more enthusiastic when they start to work, especially when their personal values match those of the organization (Souza-Poza & Henneberger, 2002). They move on after a short while to try other options because, as stated by Souza-Poza and Henneberger (2007), they are at the experimental stage of their career. However, with time, a change is less attractive as they age (Perez, 2008).

Again, young people are likely to be influenced by the social exchange theory which refers to reciprocity where they expect that their investment into an organization should be fairly rewarded. If employees are, therefore, rewarded fairly their level of commitment will be enhanced. Older employees, on the other hand, are mostly committed to the organization due to their social responsibility to helping the organization to succeed regardless of their personal gain (Kanungo & Conger, 1993). The longer an employee remains in on organization, the more positive his/her feeling towards the employer (Turnipseed & Murkison, 2000). This could be because of the benefits such as promotion, more income and other benefits that may be gained and, therefore, less likely to intend to quit.

Also, marital status reflects the work life of an employee. Tan *et al.*'s (2006) study on "Psychological factors for reducing turnover of employees" revealed that married employees had significantly lower turnover intention to

quit than single counterparts. Gender represents the state of being male or female. A majority of hospitality sector workers are females, as hospitality sector is alleged to be prone to feminisation and sexualisation (Lucas, 2004). Ucho, Mkauga and Onyishi (2012), in a study on job satisfaction, gender, tenure and turnover intentions among civil servants in Benue State Nigeria, indicated that women had a higher turnover rate than men. Further investigations will be required to determine the extent and the ways in which hospitality sector work is gendered, by examining the interplay of emotion and sexuality and their role in the structuring of both the work and the employment relationship (Adkins, 1995; Taylor & Tyler, 2000).

There are varied results in relation to gender differences in turnover intentions and turnover rates. Some studies report higher levels of turnover intentions of women (Schul & Wren, 1992) and actual turnover (Mano-Negan, 2003) than men. Schul and Wren (1992) attributed this to job dissatisfaction of women due to lower level position or lower earnings and fewer opportunities for advancement. Donnelly and Quirin (2006) also intimated that women experience a greater number of events such as pregnancy and child birth that force them to decide to leave the organization. However, other studies of managerial and professional positions found no gender differences in turnover intentions (Xu & Tsubota, 1995; Ucho, Mkauga & Onyishi, 2012). In contrast, Smith and Calasanti (2005) found that men had higher turnover intentions than women. Based on the inconclusiveness of research on gender and turnover intentions, it is needful for researchers to further investigate gender differences in turnover intentions, especially in less explored contexts, such as employees in hotels in the Eastern Region of Ghana.

Furthermore, education is a significant predictor of intention to quit job. Literate employees can easily search for information about job opportunities and make comparisons with the current job. If the options are better, the employee could have intention to quit the job. Adu-Frimpong (2012) maintains that employees in the hospitality industry in Ghana have attained at least basic education. The hospitality and tourism industry as an international organization requires staff who have attained at least basic education in order to communicate confidently with guests, in particular English language, which undoubtedly is considered a global language for business. However, Carbery *et al.* (2003) assert that an employee who has attained lower education has relatively less turnover intention when compared to a higher educated employee.

Consequences of employee turnover

Employee turnover affects the hospitality industry adversely, especially in hotels where the service rendered to customers are expected to be of high quality standard in order for them to pay repeat visits. The consequences of turnover from the employees' point of view, are positive and negative on the organization (Heilmann, 2005). The positive consequence to the employee could be higher income, job challenge and escape from the stress environment (Mobley, 1982). For the employer, it could be assumed that the obvious positive consequence for the organization could be a better replaced employee than the former. The major negative consequence could be the cost to the organization. In situations where customers are fond of the

service providers, their absence may result in frowning at new staff and may follow the old staff to their new organization (Lochhead & Stephens, 2004).

High labour turnover is affecting the achievement of broader business outcomes (Schuler & Jackson, 1987; Schuler, 1989; Cho *et al.*, 2006). Some turnover is inevitable and even desirable because, from the point of view of employees, turnover is viewed as more positive. However, from the employer's point of view, it is primarily a negative phenomenon, which is also expensive (Heilmann, 2005). These perceptions are relevant to interpret the findings of the current study. Voluntary quitting can result in several effects, such as replacement costs to organizations; John (2000) argues such costs include search of the external labour market for a possible substitute and selection between competing substitutes.

The costs of turnover are categorized into two; pre-employment costs and post-employment costs. According to Institute of Development Studies (2008), pre-employment costs are tangible costs that are incurred before the suitable applicant is employed. These include separation costs, temporary replacement costs and recruitment costs. Interim costs are incurred in securing the services of temporary or contract workers as well as overtime for current employees who take up the workload. Morale suffers if current employees are expected to perform the task of an employee who left for an extended period of time. Each time an employee is lost, the hiring and selection cycle must start again. Taylor (2002) indicates that, the cost of advertising employment vacancies can be up to 3% of employees' salary. Post-employment costs, on the other hand, are intangible and include activities associated with in-processing of new employees (Advisory Conciliation and Arbitration Service,

2003). These include medical examination, orientation, time spent in training and coaching and formal and informal training of the substitute until they attain performance levels equivalent to the individual who quit.

Many researchers argue that high turnover rates might have negative effects on the profitability of organisations if not managed properly (Barrows, 1990; Hogan, 1992; Wasmuth & Davis, 1993). Turnover has many hidden or invisible costs. Philips (1990) posits that these invisible costs are the result of incoming employees, co-workers closely associated with incoming employees, co-workers closely associated with departing employees, and vacant positions being occupied. All these affect the profitability of the organisation. On the other hand, turnover affects customer service and satisfaction. Turnover affects the profitability of the organization and if it is not managed properly, it would have negative effects on its profits. Research estimates indicate that hiring and training a replacement worker for a lost employee costs approximately 50 percent of the worker's annual salary (Johnson *et al.*, 2000), but the costs do not stop there. Each time an employee leaves the firm, it is presumed that productivity drops due to the duration it takes in getting the newly recruited understanding the job and the organization.

Hence, Meaghan *et al.* (2002), mention that loss of intellectual capital adds to the cost of turnover, since not only do organizations lose the human capital and relational capital of the departing employee, but also competitors are potentially gaining these assets. Therefore, if employee turnover is not managed properly, it would affect an organization adversely in terms of personnel costs and, in the long run, affect its liquidity position. However, voluntary turnover incurs significant cost, both in terms of direct costs

(replacement, recruitment and selection, temporary staff, management time), and also (perhaps more significantly) in terms of indirect costs (morale, pressure on remaining staff, costs of learning, product/service quality, organisational memory) and the loss of social capital (Dess *et al.*, 2001).

Employee retention strategies

Retention strategies are ways of managing the working environment to encourage employees to remain in the organization. In his definition of retention, Lockwood (2006:2) stressed that “the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining, and utilizing people with the required skills and aptitude to meet current and future business needs”.

The current economic environment has changed drastically with continuing globalization and technological advancement. It has become more challenging with the growing competition facing organizations as they are under pressure to retaining their skilled employees in order to maintain competitive advantage (Burke & Ng, 2006). In order to survive, Roepke, Agarwal and Ferrat (2000) suggest that the organization must not only attract people to join the organization, but to also retain their existing workers who are experienced, knowledgeable and productive. Failing to retain high performers will be left in the organization with under-staffed employees who are less qualified and lack the ability to remain competitive (Rappaport, Bancroft, & Okum, 2003). It is important to appreciate that the reason people may remain on the job may not always be the same reason for their quitting

(Steel, Griffith & Hom, 2002). In addition, they may be staying because they are happy with the organization or leaving because they want more pay. If employees are to be content with the work, Mulder (2001) and Mullin (1995) suggest that empowerment, proper orientation and training of new employees, involving employees in decision making as well as providing feedback are some measures to put in place by management.

Employee empowerment

It is important for employers to empower employees and identify their point of view in conformity with the saying, “two heads are better than one” regardless of their status in the organization. Empowered employees are motivated to stay on the job and provide quality service which can influence high productivity. When employees are given more responsibilities, they are committed, creative and remain loyal to the organization (Carter, 2009). It could be assumed that when managers or supervisors give subordinates added responsibilities beyond their normal schedule they may end up taking charge of the leadership responsibilities. This may not be so, rather, bridging the gap between management and employees and giving room for broader employee participation (Carter, 2009). Empowerment of employees may generate satisfaction with the job, have a feeling of being fairly treated which in turn enables them to perform to the best of their ability and hence enhance continuous stay in the organization. As a result, superiors would have more opportunity to supervise more employees and delegate more responsibility to their subordinates.

Proper orientation and training of new employees

Newly recruited employees enter the organization for the first time with much expectations and anxieties. During this period, they are challenged with their new environment, work rules, responsibilities and coping with bosses and co-workers (Wood, 2002). As a result, they may feel insecure and may leave if proper orientation is not done to alleviate the stress they go through. Approximately 60% of yearly turnover occurs within the first 30 days of engagement (Henkoff, 1994). According to Wood (2002:155), orientation programmes aim at “reducing the stress that employees feel when beginning a new job”. New employees have a lot of uncertain questions on their mind and management need to answer these questions promptly in order to retain them and achieve full productivity.

In a study of a lodging facility in the United States on employee turnover and retention, Moncarz, Zhao and Kay (2009) found that hiring and orientation, promotion and training practices influence non-management employee retention. Again, Klienman (2001) also showed in a study in Texas that employees who were oriented properly reached full productivity two months earlier than their counterparts who were not. For an organization to be successful, the orientation process should be focused on the new employee so as to alleviate their fears and anxieties and feel welcome and secure. Wood (2002 p.155) categorized orientation programmes into three:

- “Information about job-related issues such as company standards, management expectations of employees, policies and procedures;
- Cultural issues such as acceptable norms of conduct and

- Specific job responsibilities and technical aspects of the job, such as what is contained in job description, how performance is evaluated among others”.

Summary

This chapter reviewed the turnover and turnover intention concepts from the relevant literature. This was followed by explaining the relationship between the two concepts. Reasons employees voluntarily leave their job were also examined. Finally, the potential consequences to organizations when employees quitting the job and the strategies management have put in place to address the challenges were also considered.

CHAPTER THREE

CONCEPTS, THEORIES AND CONCEPTUAL FRAMEWORK

Introduction

This chapter presents the various theories and models adduced for measuring and explaining the propensity for employees quitting their current jobs. These include the motivation, equity, social exchange, and the human capital. The models are Mobley's (1977) employee turnover decision process model, Price and Mueller's (1981) causal model of turnover, Lee and Mitchel's (1999) unfolding model of turnover, and the model of predictors of manager turnover intentions by Carbery *et al.* (2003). Finally, the chapter discusses the conceptual framework underpinning the current study.

The motivation theory

The motivation theory is often used in gauging employee intention to quit and turnover. Limyuothin and Trichun (2012) define motivation as the process whereby an individual is "stimulated by stimulants for behavioural responses to achieve goals" (p.23). There is an inverse relationship between motivation and employee intention to quit and turnover. This is to say that, the higher the motivation of staff, the lower the intention to quit and turnover and vice versa. A motivated person is happier, full of enthusiasm and zeal, willing

to give of his/her best and is more likely to stay on the job. Sheldrake (2003), therefore suggested that organizations can use motivation as a tool in retaining highly competent staff who, consequently, are inspired in achieving organizational goals.

A two-factor theory on job satisfaction was proposed by Herzberg *et al.* (1999). They focused on the organization-based motivational variables responsible for job satisfaction or dissatisfaction, which are predictors of employee turnover and retention. The theory suggests that satisfaction and dissatisfaction are driven by motivation and hygiene factors. Motivators are aspects of the job that either make employees perform well or badly, and inform their decision to stay on or quit an organization. Herzberg *et al.* (1999) further argue that motivators are intrinsic to the content of the job, and that they (the variables or the motivators) include achievement, recognition, the work itself, advancement and growth. These give an indication of whether an employee is satisfied with his/her work, progresses on the job, and subsequently, stays on or not.

The demoralising factors, on the other hand, are the hygiene factors resulting from extrinsic factors such as company policy, salary, co-worker relations and supervisory styles, which are not directly related to the activity of performing tasks on the job. According to Herzberg *et al.* (1999), if the policies of the organization, for example, are not consistent with an employee's values, he feels dissatisfied. In addition poor working conditions, poor salaries, job insecurity as well as poor working environment are indicators of job dissatisfaction. They further argue that eliminating dissatisfaction through deployment of hygiene factors would result in a neutral

state. Satisfaction will occur only as a result of the use of intrinsic motivational variables which have to do with meeting employees' expectations.

Herzberg's theory has been criticized as being too simple, in that, people can naturally take credit for their satisfaction and discredit the external factors when they are dissatisfied. In addition, the fact that one is satisfied does not mean he/she has attained a high level of motivation. Nevertheless, despite its weakness, it is accepted that true motivation comes from within a person. Beach (2003) presents the view which conforms to the work of Herzberg that if maintenance needs such as working conditions, fringe benefits among others are taken care of adequately, employees will stay on the job. Therefore, if maintenance factors are based on motivation, job performance and retention can be improved.

The equity theory

The equity theory describes a give-and-take relationship developed by Adams in 1963 and which has been discussed in Chapter One. The theory posits that employees expect to maintain equity between what they bring into an organization and the outcome they receive from it. According to Brinkmann and Stapf (2005), individuals would always like to determine whether the distribution of resources is fair to all parties in an organization. Consequently, the situations where one person receives a lion's share while the other receives very little creates an imbalance.

An employee's inputs, such as skill level, enthusiasm and hard work should have a fair balance with his/her conditions of service such as salary and

working environment. When inputs are fairly distributed and an employee perceives his rewards to be equal to his contributions, and that his rewards are at about the same rate as his/her peers, motivation falls in place and the employee is more likely to have an intention to stay. To further understand the equity theory, Barron (2012) has outlined five key parts of the theory. He explained that people hold beliefs about their inputs such as education, and quality of work experience, and about their rewards/outcomes which include pay, recognition and praise. He indicated that they compare themselves (their inputs and outcomes) to others within or without/outside their working environment.

According to Barron (2012), perception of inequity motivates action to restore equity. Employees may experience distress in the form of a feeling of guilt, if they are over-rewarded. On the other hand, when an employee is under-paid, it may result in anger or agitation for equitable payment. Failure to achieve equity, Helliogel *et al.* (2008) argue, force employees to behave in ways that harm the organization. For example, organizations which lose highly skilled employees as a result of dissatisfaction lose their productive talent and subsequently their competitive advantage. If, on the other hand, they stay while dissatisfied, they may act/ behave in ways that may lower quality and may sometimes sabotage the organization, putting it at a disadvantage. The hotel job requires that all employees put their resources together as a team in order to deliver quality service to their customers and to achieve organizational goals. This can be successful if employees are treated equally.

The social exchange theory

The social exchange theory is traced to the studies of Blau (1960); Homans (1958) and Thibault and Kelly (1959). The theory is based on the assumption that each one's situation should be recognized and each one's need should be noticed. The theory also refers to reciprocity whereby privileges granted by one are returned by the other. The theory posits that individuals consider potential rewards and risks of social relationships. This implies that individuals who invest much into an organization expect to receive at least the same amount back from the organization. In return, persons who receive a lot from others will be under pressure to give much back to them (Brunner, 2008). According to Farmer and Fedor (1999), people will terminate or abandon the relationship as soon as the costs outweigh the benefits.

The human capital theory

The concept of human capital was extensively developed by Becker in 1964. The human capital theory emphasises the importance of increasing employees' quality of work by investing in them through education and training, since the accumulation of knowledge or information is related to the rise in income (Becker, 1993). The education, experience and skills of employees normally add value to their human capital to the benefit of their employers as well as the larger society.

The theory emphasized that, to be effective, employees need to learn constantly in the increasingly competitive environment (Becker, 1993). According to Leroy (2011), the accumulation of human capital through education and on-the-job training promotes economic growth by improving

labour productivity, promoting technological innovation and adaptability. Kern (2009) confirms that investment in human capital will lead to greater economic outputs. Similarly, Riley (1980) suggests that lack of scope for training within an organization forces many employees to seek alternative employment.

Recent emergence of employability draws attention to employees who are proactive in developing themselves to attain competencies that can be transferred from one organization to the other. Due to competition in the hospitality industry, employees who are skilled and career focused are able to move easily from one organisation to another.

Investment in human capital includes schooling and on-the-job training. School was defined by Berker (1993) as “an institution specializing in the production of training” (p.51), while on-the-job training deals with increasing productivity of employees by learning new skills and perfecting old ones while on the job” (p.31). Employees can develop their capacity through specialization and experience from schooling as well as in the organization. According to Perez (2008), employees trained specifically by an organization will hardly find alternatives to meet their expectation, such as pay. From the discussion of the theory, it can be deduced that employees who are trained specifically by the organization may have lower intention to quit the job. The higher the investments in a specific knowledge, the higher the considered transaction costs (Henneberger & Sousa-Poza, 2007, as cited in Perez, 2008).

Selected models for measuring employees' turnover process

Several researchers such as Mobley (1977), Price and Mueller (1981), March and Simon (1982) and Carbery *et al.* (2003) have attempted to investigate the determinants of people's intention to quit their job by examining the antecedents of employees' intention to quit. They used different methods and techniques for their respective studies. As a result of this, their findings have been less consistent, resulting in suggestions of several/different reasons for employees leaving their organization (Mbah & Ikemefuna, 2012). Four turnover models have shaped this study on intention to quit and these are chronologically presented here:

- Employee Turnover Decision Process Model, by Mobley (1977).
- Revised Causal Model of Turnover, by Price and Mueller (1981).
- The Unfolding Model of Turnover, by Lee and Mitchel (1999).
- Predicting Hotel Manager's Turnover Cognitions, by Carbery *et al.* (2003).

Employee turnover decision process model

The employee decision-making process model developed by Mobley (1977), pioneered the psychological turnover process based on previous studies such as March and Simon's (1958) theory about ease and desirability of work concept and quitting intention. The decision making process (Figure 3) gives an illustration based on cognitive stages starting with the evaluation

of existing job followed by an emotional state where an individual experiences either job satisfaction or dissatisfaction (Perez, 2008:25).

The model proposes seven stages between job dissatisfaction and eventual turnover. Mobley (1977); Mbah and Ikemefuna (2012) suggests that in situations where there is dissatisfaction, the thought of quitting results and may eventually lead to quitting. Subsequently, an evaluation of the expected use of searching for another job and the cost of quitting the current job begins. If there is the possibility of finding an alternative job and the cost is not too high, the employee takes the next step, where the individual starts thinking of search for an alternative job. The employee is then likely to actually search for an alternative job. If there happens to be an alternative job, then a second evaluation of the alternative will proceed, whereby a comparison of the present job to the alternative will then follow. Where the comparison is favourable then the quitting intention follows and eventually, actual quitting results.

Other researchers such as Price and Mueller (1981) extended Mobley's theory by assessing the factors that affect job satisfaction. According to Hom and Griffeth (1991) and Dalessio *et al.* (2000), there is a limitation to Mobley's model in that there is lack of empirical evidence for the conceptual differentiation among his explanation constructs. Hom and Griffeth's (1991) study showed a similar possible intermediate step in turnover, though there exists a major distinction where intention to quit takes precedence over intention to search.

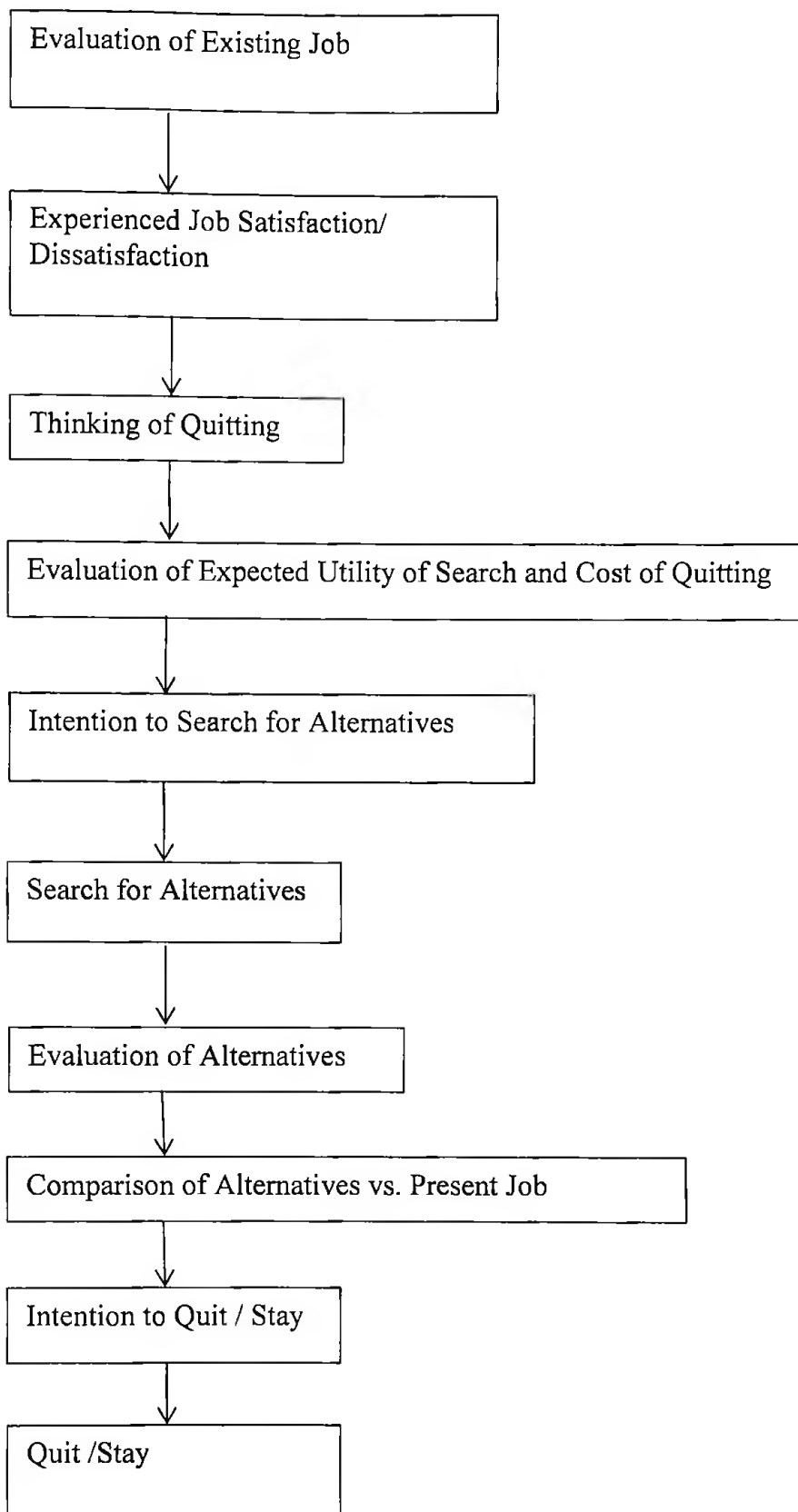


Figure 3: Mobley's employee turnover decision process model

Source: Perez (2008)

In a survey analysing mobility in an international comparative study, Sousa-Poza (2002) confirmed Mobley's (1977) observation that job satisfaction is one of the most important determinants of intention to quit. This was also confirmed by Perez (2008) who also tested this model in Switzerland on 1,366 different categories of employees in industries such as manufacturing, health and social care, hotels and restaurants among others. The results indicated that job satisfaction displayed the highest relationship with turnover intention. This therefore suggests that employees who are dissatisfied with their job can be linked with intention to quit.

Revised causal model of turnover

Price and Mueller (1981) developed the causal model (Figure 4) and based the theory within the psychological school of turnover research and revised the Price (1977) model. They indicated that 11 determinants of turnover preceded two intervening variables, namely; job satisfaction and intent to stay in the causal model of turnover. The new components include generalized training, kinship responsibility and intent to stay (Price & Mueller, 1981). This was believed to be positively related to intent to stay. Opportunity, believed to moderate the relationship between job satisfaction and turnover (Price, 1977), was thought to be positively and directly related to turnover.

The revised causal model by Price and Mueller (1981) represents a broad range of approaches to analysing the turnover phenomenon. The model places emphasis on analysing the causal determinants of turnover, and outlining the causal pathways between antecedent variables such as 'participation' and the ultimate dependent variable 'turnover'. They stressed

on a comprehensive list of determinants in contrast to other models, such as March and Simon's (1958), which seeks a more generic account of factors such as job satisfaction. Morrell, Loan-Clarke and Wilkinson (2001) mention that the advantages of Prices' (1977) approach are that it offers a methodical and comprehensive review of the literature and empirical data on turnover. The benefits of this comprehensive review can be seen where selection of hypothetical determinants has empirical as well as a theoretical support.

In their revised model, Price and Mueller concluded that turnover is more difficult to predict than intentions since there are many external factors that affect it. Though Price and Mueller (1981) enhanced their model by adding other variables such as social support and search behaviour (Price, 2001), there were some limitations. For example the testing of this model has been restricted to hospital staff (Hom & Griffeth, 1995). Other investigators (Steel & Griffeth, 1989), have argued that nurses quitting, poorly model turnover in other organizations, because nurses quit without having any job offer. The reason could be because, since they are predominantly females, they have no option than to leave the job for child bearing, or relocate with their spouses (Lee, Mitchel, Holtom, McDaniel & Hill, 1996).

They may also quit for other less tedious job so as to take care of their young children and the family at large. If this happens, then the job market is likely to be abandoned. Again, though nurses conform to the withdrawal cognitions, their quitting path may be different with other vocations since in their case they mostly secure other jobs before quitting (Mobley, 1982). According to Lee *et al.* (1996), why and how nurses who are generally women quit their job, varies from men in different careers.

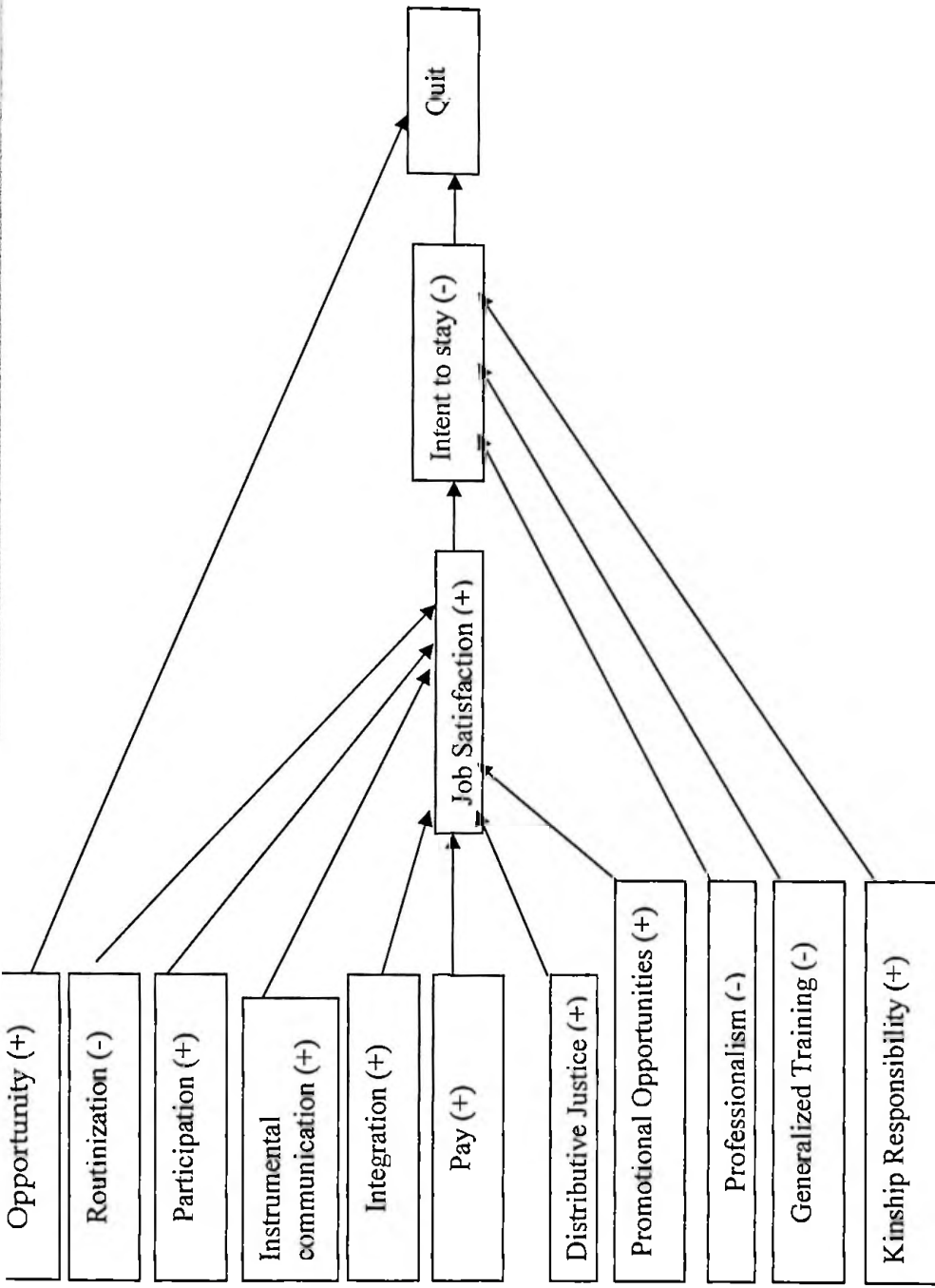


Figure 4: A causal model of turnover

Source: Price and Mueller (1981)

Additionally, Mathieu and Zajac (1990) emphasised, the need for occupational heterogeneity in turnover studies, although there is evidence to suggest that there are few differences between the study of nurses and other occupations in terms of turnover and theory testing (Hom *et al.*, 1992).

Price and Mueller's (1981) model, outlines a series of unidirectional causal relationships, with turnover as the dependent variable. Yet, despite empirical support for the existence of this relationship, there is, so far, inadequate support for the model as a whole. The failure of Price and Mueller's (1981) account to explain turnover may be due to the lack of an underlying theory of behaviour or action that limits the potential for this model to offer explanation. Steel, Griffith and Hom (2002) however, stated that consensus on how to model turnover has yet to be achieved.

Unfolding model of voluntary turnover

The unfolding model by Lee and Mitchell (1994) focused on different ways by which employees quit their organizations. The model was based on the theory of decision making (Beach, 1990). It stipulates that people leave their organization not only because of job dissatisfaction but also due to various jarring situations referred to as "shocks" (Perez, 2008). Such shocks occur when, for example, one's marital status changes, or when management of the hotel changes or even when various hotels merge. As a result, according to the theory, five pathways of decision making process occur before an employee finally quits his/her job. The components of the model include shocks, engaged script, image violation, satisfaction and job search.

The first pathway describes how shock can bring about an engaged script which is a plan of action as a result of past experience, observation of the experience of others or social expectation. A shocking experience can push an employee into making a decision to quit without considering other job alternatives. This path is not influenced by job satisfaction in the decision process. In path two, an employee evaluates his attachment to the organization with a shock experience as a result of image violation which may occur. If his/her values do not conform to the organizational goals or if he/she experiences a shock, he/she quits without looking for other job alternatives.

In the case of path three, however, when an image violation occurs as a result of shock, an employee evaluates other job alternatives before making a decision to quit. Path four focuses on job satisfaction so an employee who experiences job dissatisfaction quits without considering other job alternatives, while with path five an employee searches and evaluates other job alternatives before deciding to quit. Path five conforms to other turnover processes by other theorists (Hom & Griffeth, 1995) and, according to Perez (2008), the other paths in the unfolding model, other than the path five, suggest other processes that have not been discussed in the literature which is a break from the established paradigms. Morell (2001) and Perez (2008), however, conclude that this model includes many unclassifiable routes which still need to be examined.

Predicting manager turnover cognitions model

Carbery *et al.*'s (2003) model on managerial turnover cognitions identifies three sets of variables (Figure 5) as possible predictors of turnover

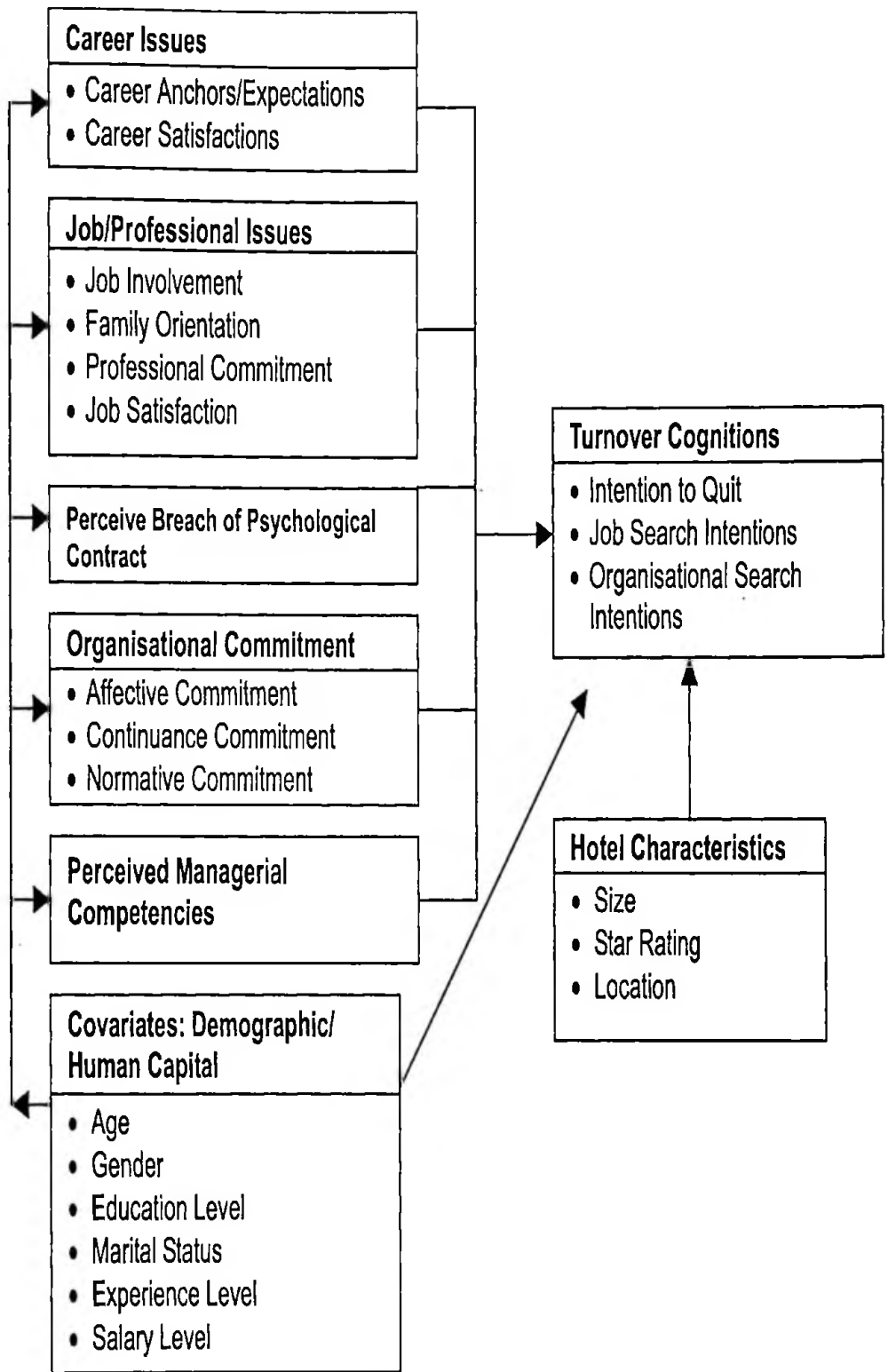


Figure 5: Manager turnover cognitions model

Source: Carbery *et al.* 2003.

intentions of managers. The model neither used existing models of turnover such as the unfolding model focused on managers who had already left an organization through different psychological paths (e.g., Lee *et al.*, 1999) nor did they use models that explain behavioural experiences (e.g. Weiss & Cropanzano, 1996; Blau & Ryan, 1997) which believe that different individuals' work values differ and should therefore be studied differently (Carbery *et al.*, 2003). They, however, used the concept of multiple work related commitments to an organization (Baruch & Winkelmann-Gleed, 2002) such as organizational commitment where the individual's identity is linked to the organization (Sheldon, 1971).

The variables used by Carbery *et al.* (2003) include psychological variables, socio-demographic/human and hotel characteristics. They made reference to Mobley's (1977) organizational withdrawal decision process whereby an experience of job dissatisfaction will lead an employee to think of quitting. In their findings, they reported that some dimensions of job satisfaction are significant. In addition, some managers who report that their job is central to life interest report more organizational search cognitions than those who report higher levels of professional commitment report more job and organization search cognitions.

Model of employees' quit intention

Figure 6 is an extension of the model by Carbery *et al.* (2003). The original model touched on six main constructs (career issues, job / professional issues, perceived breach, organisational commitment, perceived managerial

competencies) which were the independent variables that influence turnover cognitions (dependent variable).

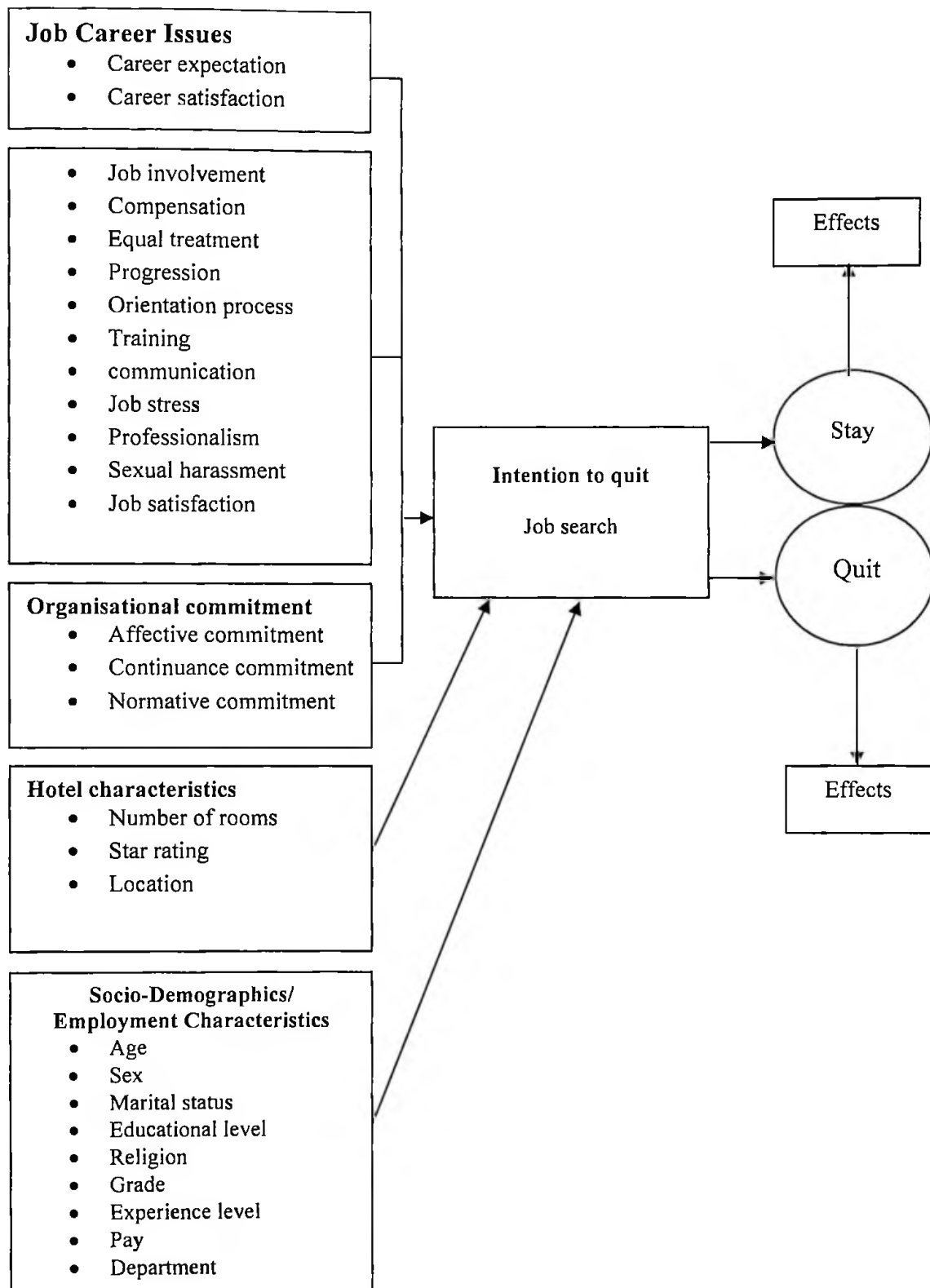


Figure 6: Hotel employee's intention to quit

Source: Adapted from Carbery *et al.* (2003)

The adapted framework also focused on six independent variables (career aspirations, job and professional issues, organisational commitment, hotel characteristics and socio demographic and employment characteristics). These variables directly influence the intervening variable (Intention to quit). The outcome therefore is that the individual either stays in the organisation or quit the organisation.

The framework was adapted following the addition of other variations which were received from literature to reflect the focus of the study (Intention to quit and quit/stay and its effects). With regard to the framework and the hypotheses, the framework shows that there is an association between hotel characteristics (number of rooms, star rating and location) and intention to quit. Again, there is an association between socio demographic characteristics (age, sex, marital status, educational level, and religion) and intention to quit. Lastly, there is an association between employment characteristics and intention to quit.

The star rating of a hotel could influence the employee to quit for a higher grade hotel which could offer better prospects to the employee. Again, the location of a hotel could influence an employee to quit. Reason could be that the current location of the hotel is in a rural or urban area. Again, age could also influence an employee's intention to quit.

The reason could be that, young employees have the tendency to work in different hotels, whereas old employees are found to be loyal and stay with current employers. The grade of the employee could influence the employee to quit for another job that could offer them an upgrade. The pay given could also

influence their quit intention if another facility promises them a better remuneration. The current study, however, focuses generally on the employees of hotels. These include those at the front office (receptions), housekeeping departments, food and beverage departments and administration departments. The framework also looks at the factors that explain intention to quit and quitting in hotels, as well as strategies employed by management to retain their valued workers.

Summary

This chapter reviewed the literature on issues relevant to the current study. It started with a discussion of concepts of turnover and intention to quit, and a discussion of the relationship between these. The theories that guided the study were also discussed. These are the motivation theory, equity theory and human capital theory. Several models developed by researchers on turnover and turnover intentions exist. This study however was limited to four models for the purpose of the study. These are the employee turnover decision process model (Mobley, 1977); the revised causal model (Price & Mueller, 1981), the unfolding model of turnover (Lee & Mitchel, 1999) and the predictors of managers' turnover intentions model (Carbery *et al.*, 2003).

The chapter concluded with a proposed conceptual framework adapted from the model of Carbery *et al.* (2003). Other variables used by (Price & Mueller, 1981; Mobley, 1977) were also included in the model for the study. In addition the researcher included variables such as sexual harassment, employment characteristics like grade, department and experience level of the

employee. The framework was also extended to include perceived effect of turnover and retention strategies.

CHAPTER FOUR

METHODOLOGICAL ISSUES

Introduction

This chapter deals with the methods for gathering data for the study as well as their underlying philosophies. The specific topics covered are a brief description of the study area and the epistemological and philosophical issues. The adapted framework also focused on six independent variables (career aspirations, job and professional issues, organisational commitment, hotel characteristics and socio demographic and employment characteristics). These variables directly influence the intervening variable (Intention to quit). The outcome therefore is that the individual either stays in the organisation or quit the organisation.

The framework was adapted following the addition of other variations which were received from literature to reflect the focus of the study (Intention to quit and quit/stay and its effects). With regard to the framework and the hypotheses, the framework shows that there is an association between hotel characteristics (number of rooms, star rating and location) and intention to quit. Again, there is an association between socio demographic characteristics (age, sex, marital status, educational level, and religion) and intention to quit. Lastly, there is an association between employment characteristics and intention to quit.

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The chapter further gives an overview of earlier empirical studies and the methods used. In addition, a description of the research design, sources of data, sampling procedure and development and pre-testing of research instruments, as well as the fieldwork are elicited. The chapter concludes with issues from the field as well as ethical considerations and methods of data analysis and presentation.

Profile of the study area

The study is the Eastern Region of Ghana, which occupies a land area of 19,323 kilometers and constitutes 8.1 per cent of the total land area of Ghana. It is the sixth largest region in Ghana in terms of land area. The region shares common boundaries with the Greater Accra, Central, Ashanti and Volta Regions (Figure 7). It has 21 municipalities and districts with Koforidua as the regional capital.



Figure: 7 Map of the Eastern Region

Source: GIS (2013) Remote Sensing and Cartography Unit, Department of Geography and Regional Planning, University of Cape Coast

The Eastern Region is popularly known as the home for friendly and polite people in Ghana (www.ghanaweb.com). It is endowed with rich natural resources, such as the mountains, scarps, hills, waterfalls, landscapes, endangered birds and insect species and the biggest tree in the West African sub-region. In addition, it has one of the largest man-made lakes in the world. The region's rich stock of attractions therefore promotes tourism, particularly eco-tourism. In recent times, a paragliding festival, which attracts hundreds of visitors from all over Ghana and beyond, has been added to the region's tourist attractions. Overnight stay in the region was for a long time low, as compared to some of the other regions in Ghana, however, accommodation facilities have increased in recent times (Akyeampong, 2007).

The main economic activity in the region is agriculture such as hunting, forestry and fishing. The backbone of the Ghanaian economy in the last decades, cocoa was first planted in the region by Tetteh Quarshie.

Research perspectives

The study adopted two major philosophical paradigms, namely positivist which forms the theoretical background of quantitative study, and constructivist or interpretivists which forms the basis of qualitative study in social research. These paradigms informed the use of mixed methods for the study. This direction was based on the fact that from the positivist perspective, respondents give real objective responses while respondents will be more natural and interactive with the interpretivists' perspective (Sarantakos, 2005).

Positivism is guided by the principle of realism and objectivism and as such can be understood by systematic enquiry and investigation through the

generation of theories which are tested by deriving hypotheses from them (Willig, 2001). They are then tested in practice through experiments or observations in order to reject or retain the theories. Positivist philosophy regards reality to be 'out there and has an identity of its own'. This can be perceived through the experiences of the senses. Quantitative research is therefore the main approach in positivism (Polit & Hungler, 1999). The positivist approach is aimed at reducing ideas into smaller and discrete set of variables that can help to explain cause and effect in the study of any phenomenon (Sarantakos, 2005). It involves the collection of data numerically and use of statistical methods for analysis.

Several criticisms have been levelled against the quantitative method, one of which is that, the quantitative method operates in such a way that the research design determines what is relevant and how it will be studied prior to the study. This limits the research process and inhibits the researcher's initiative and motivation, thus, rendering the research ineffective and producing unrealistic and artificial data (Sarantakos, 2005).

Interpretivism/constructivism, on the other hand aims at finding out the meaning of the various issues in real life situations to gather data designed to focus on observables. This paradigm attempts to understand phenomena according to the meaning that people assign to them. Interpretivists' research does not state hypothesis, but is concerned with the complexity of human sense making as the situation unfolds (Kaplan & Maxwell, 1994). Constructivist researchers employ qualitative methods which are taken from a relativist's orientation, constructivist ontology and an interpretivist epistemology (Sarantacos, 2005). To the social world, qualitative methods are more faithful

than quantitative ones because they allow for the data to emerge more freely (Gergen & Gergen, 2000).

This study employed both the quantitative and qualitative methods which brought out the significant contributions of the research on the overall findings of the study. The two research types, in addition, provided the study with the acquisition of numerical data and interpreted them using the qualitative approach. In addition, the shortfall of one would take care of the other. It can also help deepen understanding of the different dimensions of an issue (Cain & Finch, 1981). Other advantages of using the mixed method approach include capturing a more complete, holistic, and contextual portrayal of what is being studied and overcoming problems of bias and validity (Jick, 1984).

Research design

The study was exploratory because very little is known empirically in the area of employee turnover in hotels in the Eastern Region of Ghana. The exploratory design offered more baseline information for subsequent studies in the area of employee intention to quit as well as turnover. The research followed cross sectional design which is the most common design for social science research (Kumar, 2005) and it was used to gather information on a population at a single point in time, to collect a body of quantitative or quantifiable data in connection with two or more variables, which are then examined to detect patterns of association (Babbie, 2007). Thus, the study employed descriptive, correlational and exploratory research techniques.

Descriptive research, deals with a problem or service and attempts to answer questions of what, where, when and how (Kumar, 2005). In this study, factors that influence employee's intention to quit were described from the employee's perspectives. Correlational research on the other hand establishes or discovers the relationship or interdependence between two or more variables. The study attempted to establish the relationship between the socio-demographic and organizational characteristics of the employees and their intention to quit the job.

The cross-sectional design was also suitable for making generalizations from a sample to a population and also to draw inferences about some characteristics, attributes or behaviours (Babbie, 1990). This design was therefore the most suitable for the researcher in this study. The research process began with a review of relevant literature on the chosen topic. It went further to formulate hypotheses to be tested. Data were collected to test the hypotheses to either confirm or reject the original theories of employees' intention to quit their jobs.

Sources of data

Both primary and secondary data were used for the study. There were two main categories of primary data collected, namely survey questionnaires and interviews. The former intended to seek views of employees on their intentions to quit or stay on their job in star-rated hotels in the Eastern Region. Secondly, the data on the prevalence of employees' intention to quit, the effects of turnover on the hotel business and strategies used by management to retain their valuable employees were derived through interviews. The

secondary data, including information on hotel development and regional distribution were sourced from reports such as Ghana Tourism Statistical Factsheets by the GTA, published and unpublished research papers, books, journals, magazines, newspapers and websites of hotels.

Target population

A study population is aggregation of elements from which sample is actually selected (Babbie, 2007). The population for the study was drawn from all categories of employees from all the 1-3 star-rated hotels licensed with the GTA. As at December 2010 a total of 42 registered star-rated hotels were in the Eastern region (Table 2). The employees of the various departments within the hotels who had worked for three months or more, namely food and beverage, front office, housekeeping and administrative staff, including human resource and accounts at both the supervisory and lower levels in the study area were targeted . These also included managers and owner-managers of the sampled hotels as well as representatives of Ghana Tourism Authority (GTA) and Ghana Hoteliers Authority (GHA). All the categories of star-rated accommodation establishments in the Eastern Region.

Sampling and sample procedure

Data were collected from all the star-rated hotels in the study area for the quantitative study. The census technique was used in the selection of the sample hotels in the study area for the quantitative study. The census method was preferred because the star-rated hotels in the Eastern Region were few and

it allowed all the hotels to be represented. In all, the hotels added up to 42, (Table 2).

Table 2: List of registered hotels in the study areas

Location	3 star	2 star	1 star	Total
New Juabeng Municipality	2	6	1	9
Akwapim North and South	-	2	5	8
East and West Akim	-	2	8	10
Kwahu Area	-	4	4	8
Kwaebibirem/Fanteakwa/Suhum	-	-	1	1
Asuoguman Area (Akosombo)	1	2	2	5
New Abirim	1	-	-	1
Total	4	6	21	42

Source: GTB, 2009

However, in the end 37 hotels, participated in the study because three owners refused to participate while two had suspended operation during the period of data collection in October 2011 to March, 2012. The employees were randomly selected from the sample frame using Fisher et al.'s (1998) formula for determining sample size. In situations where the employees were five or

less they were all selected for the study. This was achieved by computing the minimum sample size required for accuracy in estimating proportions at 95% confidence level (1.96), percentage response (50% = 0.5) and the confidence interval (0.05 = ±5). The following is the formula:

$$n = \frac{z^2 pq}{d^2}$$

Where:

Z = standard normal deviation set at 95%
confidence level

P = percentage picking a choice or response

C = confidence interval

The sample size is thus calculated as follows;

$$n = \frac{(1.96)^2 (0.5) (1-0.5)}{0.05^2}$$

$$\underline{n = 384}$$

$$n + 16 = 384 + 16$$

$$\text{Sample Size} = \underline{400}$$

Owing to anticipated non-response rate, the sample for the study was rounded up to 400 to ensure that adequate numbers of responses were obtained for quantitative analysis. The census method was used to collect data from employees of 1-2-star hotels with the exception of those who failed to participate. With the 3-star hotels, proportional allocation of the number of employees was done and simple random sampling (lottery method) was used to select the respondents. In all, a total of 90 questionnaires were distributed out of which 75 were valid in the 3-star hotels and 310 questionnaires were

distributed among the 1-2-star hotels with 235 being valid. These added up to 310 useful responses.

A sample size of nine managers and owner-managers and eight employees was purposively selected from all the categories of the hotels for the qualitative study. These consisted of three managers and owner managers from each group of the 1-3-star hotels. The employees included four supervisors (two males and two females) and four lower level employees (two males and two females) also from each group of the sampled hotels. The manager of the Eastern Regional office of Ghana Tourism Authority as well as an executive member of the Ghana Hoteliers Association in the region also participated in the study. Informal chats were also held with some of the employees. The in-depth interview brought in credible information general demographic data, promotions, training, employee mobility, job satisfaction and the managers and opinions on employee quitting the job.

Development of the research instruments

The data collection employed the survey method through questionnaires which were in written form and interview schedules which were administered orally. Structured questionnaires were used for collecting data from employees of the sampled hotels for the quantitative study while semi-structured interview guides (See Appendices 1 to 5).

Questionnaires

Questionnaires are instruments used for collecting data from respondents, usually in written format relevant for analysis. They are usually

used for larger sample sizes and primarily used in surveys (Babbie, 2007). The questionnaires were self-administered by the employees because they were predominantly literate. The questionnaire was deemed appropriate because it is the most widely used method for collecting data and it is very effective for obtaining factual information about practices and conditions of which the respondents are presumed to have knowledge (Kerlinger, 1986). Furthermore, the questionnaire method is not time consuming as, respondents have time to answer questions at their own convenience. In addition, the respondents' flexibility and anonymity in answering the questions are achieved (Singleton *et al.*, 1993; Sarantakos, 1998).

The major challenge with self-administered questionnaire was that waiting for answers could take a long time and non-response rate might be high. Furthermore, questions may be misinterpreted. However, this setback could be overcome if the survey is carefully and properly done and the results are reliable and represent a wider population. The set of items in the current survey was structured using the Likert format with a 4-point response scale as well as open and close-ended structured questionnaire. The Likert scale was easy to prepare and interpret. It was also simple for respondents to answer and the scale allowed for a stronger comparison and conclusion to be made (Zikmund, 2000).

The questionnaire began with an introduction providing respondents with the aim and content of the study and assurance of anonymity. A four-point scale indicating the respondent's agreement or disagreement was used. The questionnaire was divided into seven modules (A to G). These are career issues, job/professional issues, organizational commitment/loyalty issues and

intention to search, hotel characteristics, work experience and socio-demographic characteristics respectively. Modules A to E required respondents to indicate the extent to which they agree or disagree with the statements ranging from (e.g. 1= strongly agree, 2 = agree, 3 = disagree to 4= strongly disagree). Modules F and G consisted of close-ended items on socio-demographic characteristics of the respondents such as age, sex, education level, income, religion as well as employment characteristics such as work experience, department, grade, among others. Intention to quit was the dependent variable and was measured a binary variable with 'Yes' and 'No'.

Interview guide

Semi-structured interview guides were used to elicit information from the manager and owner manager, an executive member of the hoteliers' association and the manager of the GTA in the Eastern region on employee turnover. The guides included items on effects of employee turnover on hotel business as well as strategies put in place to retain valued employees. A semi-structured interview guide was also used to elicit information from employees on issues concerning quitting intentions. The semi-structured interview approach was adopted because the presence of interview allowed for observation on non-verbal behaviour as well as its flexibility; these advantages are normally non-existent in the use of questionnaires (Sarantakos, 2005). There was also the opportunity to ask follow-up questions based on the responses given by the interviewees.

The interview guides were developed by reviewing literature on employee turnover, the effect of such turnover and the retention strategies of

the organization. The interview guide was semi-structured and open-ended and it comprised the following areas:

- Introduction of the interviewer;
- Explanation of the purpose of the interview;
- Relevant questions on the study; and
- Permission to follow up if need be.

Training of research assistants

Prior to the fieldwork, four research assistants were trained for one day on the 20th August, 2011. The training was to equip them with the necessary skills in administering questionnaires, interviewing, research ethics, and translating the items. The training session began by introducing the purpose and objectives of the study. A lecture on research ethics and techniques of interviewing was given to the research assistants followed by mock interviewing followed by discussion of all the items in the questionnaire and their interpretation. An opportunity was given to the research assistants to ask questions based on the training session for necessary clarifications.

Pre-testing of instruments

The purpose of pre-testing is to ascertain the suitability of the instruments used for the research and to maximize their reliability and validity. According to Sarantakos (2005: p.255), "Pre-tests are single elements that are predominantly used to check its 'mechanical' structure". Pre-testing is undertaken to address five critical issues namely, respondents' comprehension, burden and interest; interviewer tasks; questionnaire issues; sampling as well

as coding and analysis (Czaja, 1998). Pre-test was done from 25th to 30th August 2011; 20 questionnaires were administered to employees in three hotels in Elmina. Using the interview guide, were also conducted with two hotel managers from two of the hotels.

This exercise was to ensure that the instruments were relevant, appropriate and valid for the actual data collection and to avoid a situation which could affect the content validity and reliability of the research. In both cases, the administration of the questionnaire as well as the interview was conducted in the same manner as intended for the main study.

During the pre-testing, a draft questionnaire was completed by respondents after which they were asked for their interpretation of words, phrases and their understanding of the entire items and challenge associated with responding to the items. The researcher conducted the interview and had discussions with the respondents regarding the difficulty with the items and any suggestions for improving upon the questionnaire. As a result of the field pre-testing, the instruments were improved. By means of the pre-test, the questionnaire was modified based on some major issues identified. For instance, it came to light that some items were not properly structured whilst others were found to be irrelevant to the Ghanaian context. Some open-ended items were reversed into close-ended ones since it was realized that the meaning could not be properly grasped by respondents. Similarly, the interview guide was also reviewed with the help of the supervisors.

Reliability and validity

Reliability and validity measure the relevance, precision, accuracy and consistency of a research instrument. Reliability is the degree to which findings from the study could yield consistent results. When similar results were therefore, obtained over a period of time, and across the same situations, reliability is achieved (Zikmund, 2000). Cronbach's alpha is the commonly reported estimate of reliability (Kline, 2005). In the current study, Cronbach's alpha value of 0.805 was above the limit of 0.7 and therefore provides evidence for reliability. The instrument was, in addition, pre-tested where the questionnaire was subjected to criticism and proposition and clarity of the wording as stated earlier in the chapter could be replicated for further studies on the subject.

Again, training of the research assistants as well as constant checking of the completed schedules was done and any lapses found were rectified. Another method used to enhance reliability was the structuring of the questionnaire which was similar to instruments employed by earlier researchers creating an opportunity for comparison of the findings. The researcher also ensured that the interviews conducted were the same throughout the period.

Validity informs the researcher as to whether the instrument adopted measures for the intended outcome or the results. The validity of this study was obtained by comparing the key findings with the existing literature to establish the closeness to the reality on the ground. Again, the items were selected from the literature as well as responses from hotel employees and academia. In addition, the instrument used yielded a high level of variance extracted (63.57)

for employees' intention to quit. Also, the alpha value for the overall scale (0.805) indicated that convergence validity was met. So the instrument can be considered to be reliable and valid. Furthermore, the key concepts were clearly defined and the instruments were given to the two supervisors of this thesis, one other lecturer, one student and a manager of the Ghana Tourism Authority in Accra to assess the content and construction of the questionnaire. Regarding the in-depth interview, measures were put in place to ensure that the issues captured were correct.

Field survey

Actual fieldwork was undertaken from 1st October 2011 to 20th March 2012. The questionnaires were mostly self-administered except in a few cases where research assistants together with the researcher had to administer the questionnaires through interviewing. The in-depth interviews were conducted by the researcher. Permission was sought from the targeted hotels prior to the fieldwork and an agreed date was scheduled for the questionnaires to be administered to the employees.

The purpose of the study was explained to the employees from the very onset and those who accepted to participate in the study were given the opportunity to complete the questionnaires on their own. However, those who refused to participate were replaced. Most of the employees readily responded to the questionnaires, but for those who were not able to an agreed date was arranged so that field assistants later went to collect the completed questionnaires. In the case of the in-depth interviews, permission was sought from the managers of the sampled hotels, the leadership of the Ghana Hoteliers

Association and the GTA in the Eastern Region were contacted personally and they were followed up by phone calls after which the interviews were conducted on agreed dates. Permission was sought to record the interviews. Each interview lasted for nearly an hour.

Response rate

A total of 400 questionnaires were administered in all, out of this 338 (86.7%) were returned from the field. However, 310 were considered useful for the analysis, representing a response rate of 80%. The 13.3% non-response rate was due to respondents either refusing to participate in the survey or non-completion of the questionnaire. The response rate of 80% was, thus, deemed appropriate for analysis and interpretation of the data. To deal with anticipated non-responses, a larger sample than what was needed was drawn.

Ethical considerations

The basic ethical considerations which were observed in this research were the assurance of confidentiality, privacy and anonymity. In order to attain these, pseudonyms were used for the informants and their workplace. Initially, the respondents were informed in writing or orally about the research and assured them that whatever information they provided would be used only for the purpose of the thesis. The letter stated clearly the research topic, purpose, institutional affiliation of the researcher, assistants and use of the research results.

The respondents were also given the option to participate in the study or not. Permission was also sought from the GTA and the Eastern Regional

branch of the Ghana Hoteliers Association with the assurance that the findings of the research will be disseminated to them. To further ensure confidentiality, information about the identity and personality of the respondents and about their organizations were treated with utmost confidentiality and anonymity. Also care was taken not to mention any of their names in the presentation of the findings. Again, questionnaires, audio tapes and transcripts of interviews were stored under lock and key, and will be destroyed after completing the thesis.

Issues from the field

The field work was successful and the respondents were generally cooperative. Like other studies, a few challenges were encountered. However, this did not affect the validity of the data collected, as steps were taken to address the challenges.

First, three managers were not co-operative and refused to participate in the study. They gave several reasons such as not receiving feedback from previous studies. Others also complained of lack of limited time since they were very busy. A manager specifically stated that it was against the company's policy to allow studies in the organization. In addition some questionnaires were misplaced and could not be retrieved. The fieldwork was stressful and tedious due to travelling long distances throughout the region owing to the geographical spread of the hotels.

Some of the respondents felt lazy in completing the questionnaire, so they put it aside and misplaced them, till the researcher returned to give another questionnaire. Sometimes, it became necessary to wait till the questionnaires

were filled before leaving the premises. Sometimes several phone calls were made to remind them to fill the questionnaires. Field assistants sometimes reported to collect completed questionnaires only to be rescheduled for collection another time. These experiences therefore prolonged the field work unnecessarily.

In spite of the assurances of confidentiality, some of the respondents were adamant; they were reluctant with disclosing their identity and so refused to divulge relevant information. As a result, some of the questionnaires were discarded as they were not useful for analysis.

Data processing, analysis and presentation

The quantitative data were cleaned, edited, coded and processed and entered onto a spread sheet using the Statistical Package for Service Solutions, version 16 (Predictive Analytics Software). The four-point Likert scale was collapsed into (Agree and Disagree). This was to enable clear cut distinctions to be drawn in the response item by item but not to find out the extent of agreement. For the qualitative study, data obtained from the interviews were recorded, processed and analysed thematically. The key informant interviews were transcribed verbatim. The transcribed interviews were then coded based on themes and analysis.

Descriptive statistics such as percentages, frequencies, means and standard deviations were used in describing and summarising nominal data. Factor analysis was also used to examine the multivariate structure of the data and, significant correlations among the variables; it also measured well-defined groupings among the variables and identified how the specific factors

influenced employees' quit intentions. It was also used to condense the large volume of data into smaller sets of composite variables. Forty Five (45) items that influenced employees' quit intentions were subjected to Principal Component Analysis (PCA). The Kaiser-Meyer- Oklin (KMO) measure of sampling adequacy was conducted. The recommended minimum value should be 0.6. The Cronbach's Alpha was also used to test the internal reliability of the Likert-type scale. According to Pallant (2005), a Cronbach's Alpha Coefficient at 0.7 or more indicates significant reliability of the scales used. The factors were further rotated in order to present components represented by strongly loaded variables.

The chi-square test of independence and binary logistic regression model were used to test for associations and determinants of employees' intention to quit. For the binary logistic regression, intention to quit was expressed as a dependent variable and was set against socio-demographic profile, employment and hotel characteristics to identify the most important predictors of intention to quit. The dependent categorical variable was recoded into a dichotomous function with 0 representing 'no intention' and 1 representing 'intention'. Subsequently, all the independent variables were recoded to reflect an increasing magnitude with the exception of sex which had 0 as female and 1 as male. They included the odds ratio (B); Wald value and the significance level (P) which shows the degree of importance the individual predictor has on the entire model. To be considered significant to the model, a predictor variable should have an odds ratio value of more than 1 and a significant value less than 0.05. The Exp (B) or odds ratio decreases if the value of the variable is less than 1 or increases if the value is greater than 1.

The results were presented using tables, graphs and charts.

Summary

This chapter dealt with the methodological underpinnings of the study; these included data collection and analysis. Description of the study area was addressed and issues such as epistemological considerations and research design also discussed. Both primary and secondary data were collected from employees and managers of the sampled hotels and other stakeholders and organizations. Questionnaires were used to obtain data from employees while interview guide was used to collect data from respondents. Both probability and non-probability sampling procedures were used in arriving at a sample of 384 which was rounded to 400 employees and 11 key informants. Questionnaire returned added up to 338 but 310 were useful for analysis. Strategies for addressing the issues of validity and reliability were also considered. In addition, issues from the field were discussed. The data collected were processed using SPSS and analysed using chi square test of independence and binary logistic regression model were used to test for associations and determinants of employees' intention to quit. Factor analysis was also used to examine the multivariate structure of the data and significant correlations among the variables; it also measured well-defined groupings among the variables and identified how the specific factors influenced employees' quit intentions. It was also used to condense the large volume of data into smaller sets of composite variables. The next chapter describes the socio-demographic and workplace characteristics of the potential quitter in the study area.

CHAPTER FIVE
POTENTIAL QUITTER: SOCIO-DEMOGRAPHIC AND
WORKPLACE CHARACTERISTICS IN THE STUDY AREA

Introduction

This chapter focuses on the socio-demographic characteristics of the hotel employees, specifically, sex, age marital status, level of education, religious affiliation and salary. It also presents the employment characteristics: the features of and conditions at each hotel. The chapter finally presents the employees' intention to quit by their socio-demographic dynamics as well as the hotel characteristic.

Descriptive statistics such as frequencies and percentages are presented in tables to describe the socio-demographic characteristics such as age, sex, marital status, level of education, income as well as employment characteristics of hotel employees. Furthermore, the characteristics of hotels such as ownership, rating, number of rooms (size), staff strength and location are also reported. Cross-tabulations have also been employed to establish the relationships among the characteristics and intentions to quit the job, and these are further subjected to Chi-square test of independence. Bar charts and line graphs are also used to show the management style and the trend of hotel establishment in the Eastern Region of Ghana.

Socio-demographic profile of hotel employees

Available literature suggests that various socio-demographic characteristics are widely observed/ considered in turnover research (Perez, 2008) and they are important antecedents to quitting a job (Allen & Meyer, 1990; Tan *et al.*, 2007). The socio-demographic characteristics, namely sex, age, marital status, level of education, religious affiliation and salary were categorized and respondents were asked to appropriately provide the information. The respondents included managers, supervisors and junior staff in the various departments of the study hotels such as food and beverage, housekeeping, front office and other administrative departments.

There is the view held by some researchers that female workers dominate the hospitality sector (Groshen, 1991; Lucas, 2004). The current study confirms the said view (Table 3) as females were slightly more (51.3%) than males (48.7%). This is contrary to that of Akyeampong (2007), who opines that females do not dominate the workforce in Ghana's accommodation sector. The findings also contradict Carbery *et al.* (2003) who found in their study conducted in Ireland that male employees were more than female employees. In recent times, however, due partly to education, changes in lifestyle and economic challenges in Ghana, females are making major contributions to supporting their family's incomes. Females are therefore in competition with their male counterparts for each and every opportunity on the job market. This could therefore be the reason for the difference observed in the current study, though it is marginal and may not be significant.

Table 3: Socio-demographic characteristics of hotel employees

Variable	Frequency (N=310)	Percentage (%)
<i>Sex</i>		
Male	151	48.7
Female	159	51.3
<i>Age</i>		
20-29	235	75.8
30-39	52	16.8
40-49	15	4.8
50-59	8	2.6
<i>Marital status</i>		
Married	108	34.8
Unmarried	202	65.2
<i>Level of education</i>		
Primary	16	5.2
Junior High School	40	12.9
GCE 'O/A' level	25	8.1
SSS/WASSE/VOTCC	154	49.7
Tertiary	75	24.2
<i>Religious affiliation</i>		
Christianity	268	86.5
Islam	35	11.3
Traditional	6	1.9
Other	1	0.3

Table 3 continued

<i>Total monthly salary (GH¢)</i>		
50-200	230	74.2
201-400	49	15.8
401-600	17	5.5
601-800	5	1.6
801-1000	3	1.0
1001 and above	6	1.9

Source: Fieldwork, 2011

The conceptual framework identifies age as one of the important socio-demographic features of hotel employees. Young people between the ages of 20 and 29 were found to constitute over three-quarters (75.8%) of the sample while only 2.6% were 50 to 59 years old (Table 3). There is the general perception that in Ghana the hotel sector is usually used as a stepping stone by the youth to gain some income so as to continue with their education. In a similar study in some Kenyan hotels, Kimugu and Maringa (2010) found that most of the workers were below 35 years of age. This could be attributed to the dynamic nature of the hotel business which requires young people who are adaptable to change and can work at odd hours. On their part, Souza-Poza and Henneberger (2007) posit that employers engage young people in order to derive maximum benefits and to project the organization's image since they are more energetic and are likely to withstand the pressure at work.

Marital status was also considered in this study. A large percentage of the respondents (65.2%) were not married. This could be due to the youthfulness of most of the employees in the study (Table 3) and it also

confirms Allen *et al.*'s (1990) view that hotel employees are mostly youthful and unmarried. This is contrary to a study by Hemdi and Rahim (2011) who reported that, in Malaysia as high as 61.1% of respondents were married. This could be because in Ghana, according to the Children's Act 1998, section 13(2), the legal age for marriage is 21 years for males and 18 years for females, while in Malaysia the legal age for males is 18 years and 16 years for females but requiring the consent of parents.

In the case of Muslims it could even be lower, as provided by of the Sharia law. In Ghanaian culture, however, most of the youth, especially the educated ones, prefer to be gainfully employed before getting married. There seems to be a trend of more unmarried individuals carving their career path in the hospitality industry as per the outcome of the current study. This could ensure some stability and reduce the attrition rate of employees, especially when we juxtapose the intensity of the work, which keeps them working long hours, with the fact that the majority of this generation of employees are not in any of such relationships as would affect decisions to quit or stay on the job.

Regarding education, Akyeampong (2007) is of the view that the educational levels of employees in the hospitality industry are low in Ghana. However, the workforce in the hospitality industry in the study area appears fairly well educated. The results suggests that a little over half (57.8%) of the respondents had attained at least secondary school education while 24.2% had attained tertiary education (Table 3). Also, 12.9% of them had completed junior high school. This observation also confirms Adu-Frimpong's (2012) assertion that employees in the hospitality industry in Ghana have at least basic

education. This is an indication that hotels currently prefer employing workers with reasonable levels of formal education and who are more trainable, in order to facilitate on-the-job training.

Moreover, since the hospitality industry hosts all manner of guests, international and domestic, members of staff with basic formal education are better positioned to interact with guests with confidence. This was also a key conclusion in the study by Kimugu and Maringa (2010) who found that hotels in Kenya did not see the need to hire highly educated manpower. Almost half (44%) of the managers interviewed in the current study also confirmed that they favoured recruiting secondary and vocational school leavers and then training them on-the-job because that was cheaper. In particular, they preferred holders of the Vocational and Technical [NVTI, 8121 (Intermediate) & 8122 (Advance) catering] certificate holders for work in the kitchen since people with those qualifications were more competent in the practical skills required in the kitchen.

The respondents were predominantly of the Christian religion (86.5%); adherents of the Islamic religion constituted only 11.3%. This may be due to the fact that in Ghana, from the 2010 Population and Health Census, Christians constituted the majority of the population (Beeko, 2011; GSS, 2012). Traditional and other religions made up only 1.9% and 0.3% respectively.

Salaries were generally found to be quite low. From the conceptual framework, the salary of employees may influence their decision to quit or stay on a job. The current study showed that the dominant monthly salary range for most of the employees (74.2%) was between GH¢50 and GH¢200 per month. The amount did not conform to Ghana government's recommended minimum

wages of GH¢5.24 per day (The Tripartite Committee, 2013) which amounted to about GH¢150.00 per month. It can, therefore, be said that the hospitality industry's employees in the Eastern Region receive very low salaries. Kimugu and Maringa (2010) also found in Kenya that low income was one of the labour characteristics in that country's hotel industry. According to Manu *et al.* (2004), low staff salary and delay in payment are issues in the hospitality industry with consequences for employees' quitting intentions; invariably employees quit organizations mostly as a result of such economic reasons. Cole (1997) also suggests that the reliability and promptness of the payment of wages and benefits is paramount to the decision of an employee to quit a job.

Employment characteristics

The structure of the workforce assumes the pyramid shape typical of the hospitality industry which is broad at the base and narrow at the top (Akyeampong, 2007). The grade levels of the employees followed a trend (Table 5) in which the junior staff constituted as high as 75.8%, followed by middle management (18.4%) and senior management (5.8%). Normally, in every organization the junior staff out-numbers the middle and senior management. The same can be said of the individually-owned, small scale hotels, where the owner manages and makes most decisions. As a result, few supervisory or managerial positions are found in the hotels resulting in what Akyeampong (2007) describes as "an organizational chart with 'flat occupational pyramid' with very few supervisors or line managers or specialists" (p. 170)

Table 4: Employment characteristics of respondents

Variable	Frequency (N=310)	Percentage (%)
Grade		
Junior staff	235	75.8
Middle management	57	18.4
Senior management	18	5.8
Years on grade		
Less than 1 year	135	43.5
1-5 years	149	48.1
5-10 years	13	4.2
10 years and above	13	4.2
Years of experience		
Less than 1 year	119	38.4
1-2 years	95	30.6
2-3 years	47	15.2
4 years and above	49	15.8

Source: Fieldwork, 2011

To sum up, the typical workers in this study were generally females, young and not married. They also appeared fairly well educated and affiliated mostly to Christianity; their salaries were found to be quite low. The junior staff formed majority of the population in the study with a few individuals occupying supervisory or managerial position.

Employees' quit intention: Socio-demographic dynamics

Intention to quit is operationally defined here as the thought or decision making process of an individual to quit or stay in an organization. Employees may have reasons for quitting or not quitting an organization. However, as mentioned earlier, employees generally conceive an initial intention before they eventually quit or stay (Mobley *et al.*, 1979; Hom & Griffith, 1995; Chon, 2006). Quit intentions were high in the study area. From the findings, as high as 71% of the respondents intended to quit their current organization (Figure 8).

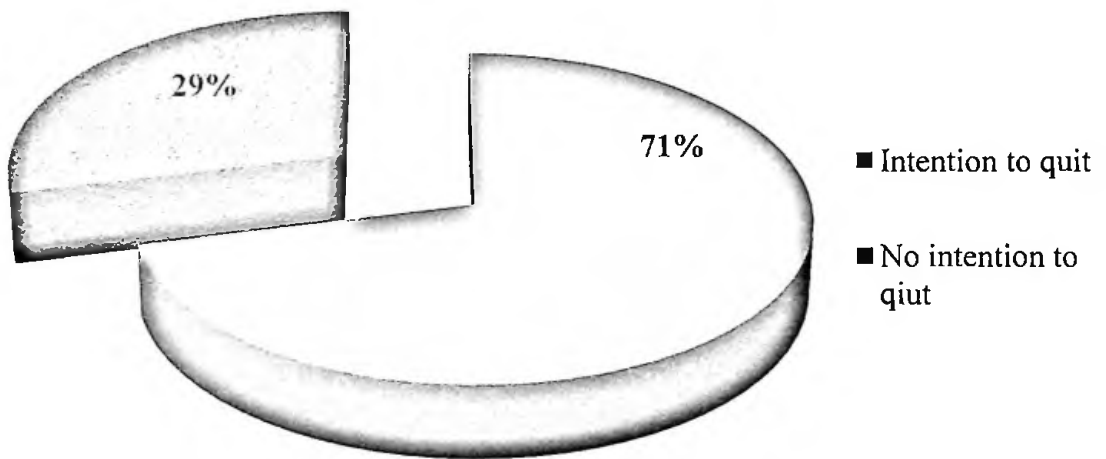


Figure 8: Intention to quit

Source: Fieldwork, 2011

Background characteristics may influence an employee's intention to quit his or her job (Allen & Meyer, 1990). In this section, employee's intention to quit was cross-tabulated with six socio-demographic variables: sex; age; marital status; educational level; religion; and salary. The output of the responses yielded some striking patterns as shown in Table 5.

Age was one characteristic that returned significant association with quitting intentions. There were statistically significant ($p=0.043<0.05$) relationships across the various age groups relative to intention to quit (Table 5).

Table 5: Employees' intention to quit job by socio demographic characteristics

Socio-demographic characteristic	N	Intention to quit		X ² Statistic	P value
		Intent (%)	No intent (%)		
Sex					
Male	151	73.9	26.1	1.138	0.566
Female	159	72.7	27.3		
Age					
20-29	235	70.4	29.6		
30-39	52	86.6	13.4	12.992	0.043*
40-49	15	83.3	16.7		
50-59	8	50.0	50.0		

Table 5 continued

Marital status					
Married	108	70.8	22.2	6.164	0.046*
Unmarried	202	77.8	29.2		
Educational level					
Primary	16	62.5	37.5		
Junior High School	40	63.8	36.2		
GCE 'O/A' level	25	90.0	10.0	16.966	0.075
SSCE/WASSC/ VOTEC	174	69.0	31.0		
Tertiary	55	74.5	25.5		
Religious affiliation					
Christianity	268	74.6	25.4		
Islam	35	61.4	38.6	7.159	0.306
Traditional	6	75.0	25.0		
Others	1	100.0	0.00		
Monthly salary (GH¢)					
50-200	230	70.9	29.1		
201-400	49	75.5	24.5		
401-600	17	86.3	13.7	12.124	0.277
601-800	5	90.0	10.0		
801-1000	3	100.0	0.00		
1001 and above	6	75.0	25.0		

Alpha level = ≤ 0.05

Source: Fieldwork, 2011

In addition, the calculated chi-square value (12.99) was significant ($p < 0.05$). The analysis data indicates that the strong relationship between the two variables did not occur by chance. As two managers put it:

“Chefs have the highest propensity to quit; especially the young ones. A chef can come today and leave tomorrow. The older staff stay on the job because there is serious competition out there between the youth and elderly because any employer will pick the youth” (Manager of a 3-star hotel, Akosombo, 24/10/2011).

“Normally between the ages of 20 and 28 years, they are able to take such instant decision because often they are not tied down by anything; the person can decide to manage for a month or two before getting a job but if they are married they can't just take that decision.....” (Manager of a 1-star hotel, Nkawkwa, 15/10/2011).

About three quarters of the respondents in the younger age group (30-39) agreed that they intended to quit. This finding confirms a study by Perez (2008) who found that, in Switzerland, age had a negative relationship with intention to quit. This was also confirmed from the interviews conducted, where young people were perceived to be the most likely to quit. This is shown in the following responses from a manager:

“They are the young, dynamic ones who are coming to look for money to continue their education. Usually, they are between

the ages of 20 and 35 years. They are the skilled ones in the kitchen and sometimes the house keeping staff” (Manager of a 2-star hotel, Koforidua, 12/10/2011).

The conceptual framework for the study suggests a relationship between employee’s sex and intention to quit job. The cross-tabulation in Table 5 shows that the relationship between sex and intention to quit was not significant ($p=0.566$). Though slightly more males (73.9%) intended to quit than females (72.7%), no significant relationship ($p=0.566$) was found between the two variables. Considering the fact that men are the main bread winners in the family, it is likely that a man will continue searching for work if he feels his current pay is inadequate, and that when he gets a job with higher pay and better conditions of service, he is likely to opt for that.

The findings corroborate that of Ucho, Mkauga and Onyishi (2012), who found that though women had a higher turnover rate than men, there was no statistically significant gender difference found in intentions to quit on organization. Unlike the current study, however, other studies (Manu-Negrin, 2003; Miller & Wheeler, 1992) reported higher levels of turnover intentions among women than men. Donnelly and Quinn (2006) observed that women experience a greater number of events such as pregnancy and childbirth that force them to think of quitting an organization.

That the issue of sex and intention to quit as highlighted in the present study was not statistically significant could be attributed to the socio-economic conditions in Ghana, where job opportunities are limited as a result of the saturation of the labour market. Meanwhile, several graduates with certificates

in hospitality and tourism are churned out yearly to compete for the few available jobs regardless of their sex. It is therefore possible that intention to quit one's job may not be affected by the person's sex.

This implies that as an employee grew older, he/she was less likely to entertain the intention to quit a job. The younger employee on the other hand, were more energetic and more ambitious as espoused by Souza-Poza and Henneberger (2007), and were at the experimental stage of their career so they move on to try other options. Wood (1997) also observed that younger employees have the tendency to quit their job in comparison to the older ones. This could be because older employees have the tendency of being more committed than younger employees so may stay longer (Mathieus & Zajac, 1990).

The reason could also be that an older employee may have all the experience at the workplace (i.e. may have attained or may be looking for some stability in life which strips him/her of all quitting intentions), or may have progressed to an advance rank, or may even be content with his/her career. It, therefore, becomes unnecessary to intend to quit the job. In the present study, the older age group (50-59) was divided; half of them intended to quit while the other half did not intend to quit. If the younger people dominate in the sampled hotels in the Eastern Region, then it may seem that management may not want to spend money and other resources in providing favourable conditions of service and therefore turnover of staff would become the other of the day.

Marital status also showed association with employees' intention to quit. The chi-square test of independence indicated that more of the married

respondents intended to quit their job and this was significant (Table 5). There were more unmarried employees (77.8%) who intended to quit as compared to those who were married (70.8%). This finding confirms that of Tan *et al.*'s (2007) study of psychological factors for reducing turnover of employee in Singapore, where married employees had a lesser tendency to quit than their single counterparts. It could be speculated that work and family life could conflict. For example, if a couple is separated due to work, there could be challenges such as running two homes which can affect the family budget so they may weigh the options and one of them could intend to quit the job so as to cut down on costs. The single employee, on the other hand, may not have any allegiance to family to influence his/her intention to quit. The calculated chi-square value was significant at ($p=0.046$).

Educational level of employees showed a tendency with their intention to quit, but it was not statistically significant. In their study of hotel managers' turnover cognitions in Ireland, Carbery *et al.* (2003) concluded that more educated employees have relatively higher turnover intentions than their counterparts with lower educational attainment (Table 5). Out of the 174 employees who had attained SSCE/WASSC/VOTEC, 69% had intention to quit their jobs. Of the GCE 'O/A' level and tertiary employees, 90% and 74.5% respectively intended to quit their jobs. In this regard, this study, confirms Carbery *et al.*'s (2003) findings as mentioned above.

The Salary did not show an influence on intention to quit (Table 5). This finding disputes the assertion by Manu *et al.* (2004) that employees quit from organizations due to economic reasons. Money may not necessarily be the sole reason why people would make up their mind to quit their jobs. For

example, three of the employees interviewed stated categorically that they intended to quit because they wanted to gain experience elsewhere. One waiter interviewed stated emphatically that

“..... Actually I am thinking I will leave here because when I move from one job to the other I may gain some new skills to learn from that new place” (27 years, waiter, Koforidua, 22/06/12).

A cook in a 2- star hotel also expressed his sentiments as follows:

“..... I had always wanted an experience from other places, I cannot work here all my life, so I am thinking of quitting, not because of pay or the stress, but rather it is necessary to gain experience elsewhere” (21 year, cook, Aburi, 22/12).

Intention to quit: Employment dynamics

The literature also shows a relationship between intention to quit and employment dynamics. Employment dynamics in the present study include grade, years on grade, years of experience and department.

Of the four it was years of experience and department that were significantly associated to intention to quit (Table 6); more than three quarters (85% and 81%) of respondents with 3 – 4 years and 5 years and above of experience intended to quit. The influence was found to be significant ($p=0.013$) with chi-square value of (16.198). This observation confirms a similar one made by Han and Kim (2009) in a study among new nurses in Korea where those who had longer years of experience on the job intended to

Table 6: Employees' intention to quit job by employment characteristics

Socio-demographics	n	Intention to quit			
		Intent (%)	No intent (%)	X ² Statistic	P value
Grade					
Junior staff	235	72.1	27.9		
Middle management	57	75.4	24.6	4.015	0.404
Senior management	18	80.6	19.4		
Years on grade					
Less than 1 year	135	67.8	32.2		
1-5 years	149	76.9	23.1	8.964	0.176
6-10 years	13	88.5	11.5		
11 years and above	13	73.1	26.9		
Years of experience					
Less than 1 year	119	65.2	34.8		
1-2 years	95	74.2	25.8	16.198	0.013*
3-4 years	47	83.0	17.0		
5 years and above	49	81.6	18.4		
Department					
Food & Beverage	105	70.5	29.5		
Front office	65	67.7	32.3		
House keeping	75	56.0	44.0	12.103	0.033*
Accounts	21	47.6	52.4		
HRM	8	100.0	0.0		

Alpha level = ≤ 0.05

Source: Fieldwork, 2011

quit the job. When an employee stays long in an organization, much knowledge and skill is acquired so when a better opportunity comes by, he/she will evaluate the options for that better alternative.

As shown in Table 6, senior management employees were more likely to quit their jobs than the middle management level, as well as the junior staff. The chi-square test, however, revealed that there was no significant relationship ($p=0.404$) between intention to quit and the status of employees. Managers at that level may have attained higher education and might have worked for longer years and have attained much skill to compete for alternative job offers. With better job offer he/she may have the thought to quit. The departments generally showed some associations with employees' intention to quit the job. From Table 6, all the respondents in the human resource department indicated their quit intentions. This was followed the by the food and beverage, front office and housekeeping departments in that order. This was statistically significant ($p =0.033$). This finding reinforces the assertion by Pepra-Mensah (2010) that employee turnover was a serious problem in these departments. Thus, employees in the food and beverage department had more intention to quit (39.8%) and as such, are more likely to quit their jobs than employees in the front office department (23.7%), and housekeeping department (22.6%). Employees in the accounts department were the least among those who indicated their quit intention.

The reason for this pattern could be because the food and beverage, front office and housekeeping departments form the core to an organization and the staff are the frontline workers who have the needed skills to deliver service to the customers. Demand for them is therefore high so if they are not

satisfied with the conditions in the current job they will think of quitting. In all, the analysis justified the significance of socio-demographic and employment characteristics in turnover research around the globe. It also justifies their inclusion in the conceptual framework in the present study. Thus the potential quitter in this study was found to be a young, unmarried person with 3-4 years of experience working in a core department; specifically, the human resource, the food and beverage, front office and housekeeping departments.

Organizational characteristics of hotels

Hotel is a specific product in tourism provided for tourists who require an accommodation to spend a night or days for a fee (Akyeampong, 2007). The facilities provided should therefore be comfortable enough to merit the value for the money paid, and for the guest to feel at home. A good hotel exudes good characteristics including the warmth of staff aimed at satisfying the guest. The current study considered the various characteristics in the sampled hotels.

Table 7 shows that there were several 1-star and 2-star hotels (48.7% and 43.2% respectively) in the study area, while only 8.1% were in the 3-star category. Data from GTA suggests that hotels are expanding by adding extra rooms to existing ones due to the growth of the industry. In the current study, more than 60% of the hotels had between 10 and 29 rooms while only 8.1% had 70 rooms or more. The average number of hotel rooms was 27.51.

Table 7: Hotel characteristics

Variables	Frequency	Percentage (%)
Star-rating		
1-star	18	48.7
2-star	16	43.2
3-star	3	8.1
Total	37	100.0
Location		
Rural	11	29.7
Urban	26	70.3
Total	37	100.0
Membership of Ghana Hoteliers Association		
Member	34	91.9
Not a member	3	8.1
Total	37	100.0
Ownership type		
Sole proprietor	36	97.3
State owned	1	2.7
Total	37	100.0
Staff strength		
Less than 10 employees	18	48.6
10-29 employees	16	43.3
30-49 employees	1	2.7
>70 employees	2	5.4
Total	37	100.0
Number of hotel rooms		
Less than 10 rooms	1	2.7
10-29 rooms	23	62.2
30-49 rooms	9	24.3
50-69 rooms	1	2.7
70 rooms and above	3	8.1
Total	37	100.0

Table 7 Continued

Occupancy rate per week		
Less than 50%	28	75.7
50-59%	5	13.5
60-69%	4	10.8
Total	37	100.0

Number of rooms- mean= 27.51; standard deviation= 22.764

Number of staff - mean= 13.67; standard deviation= 14.915

Source: Fieldwork, 2011

The study hotels were mainly Small and Medium Enterprises (SMEs). Therefore, their classes and the number of their rooms are most likely to reflect their sizes and operational capacities Hotel ownership in Ghana is categorized into Ghanaian family, Ghanaian shareholding, Ghanaian consortium, Ghanaian/foreign consortium among others (Akyeampong, 2007).

The sampled hotels in this study were mainly owned by individuals as sole proprietors (97.3%). There was only one hotel owned by the state (2.7%). The finding is in consonance with Sangkawon and Mujtaba's (2010) study on products, pricing and promotional practices in the province of ChiangMai in Thailand where hotel and resort facilities were mostly sole proprietorships.

Ownership of hotels in Ghana is normally by private individuals and by limited liability companies which own the divested state-owned hotels.

Patronage level in hotels in Ghana seems to be low probably due to the economic conditions and the extended family system, where people are welcomed by friends and family members when they travel to other destinations in the country. This study shows a trend of low patronage (Table 7). As many as three quarters (75.7%) of hotels recorded less than 50%

occupancy rate per week. This is in line with the assertion by Akyeampong (2007) that the Eastern and Central Regions have less occupancy rate due probably to proximity to Accra. From interaction with GTA and a representative of the Ghana Hoteliers Association, the trend is however better in the upscale hotels where businesses and organizations now opt for conferences and meetings especially Akosombo and Koforidua where the environment is serene.

Employees' intention to quit by hotel characteristics

The data, shown in Table 8, revealed significant relationships between intention to quit and all the hotel characteristics. Over four out of five respondents (87.9%) in the public-owned hotel intended to quit while about three quarters (72.2%) of those in privately-owned hotels intended to quit. The relationship between hotel ownership and intention to quit was significant ($P=0.026$) with the calculated chi square value of independence 7.265.

From Table 8, there seems to be a relationship between employees' intention to quit and star-rating of hotel. The higher the star-rating of the hotel, the more likely the employee intended to quit the job. Examination of the calculated chi-square suggests that hotel star-rating has a significant relationship with intention to quit ($P=0.012$). Size of hotel also had significant relationship with employees' intention to quit ($p=0.023$).

Large hotels, in this case, hotels with more rooms, were generally more likely to have lower turnover rates than smaller ones as asserted by Wood (1997). This could be attributed to management investing more in training as well as reducing workload and role ambiguity.

Table 8: Employees' intention to quit job by hotel characteristics

Hotel Characteristic	N	Intention to quit		X ² Statistic	P value
		Intent (%)	No intent (%)		
Hotel ownership					
State-owned	37	87.9	12.1	7.265	0.026*
Private	273	72.2	28.8		
Star rating					
1 star	101	63.4	36.7		
2 star	134	75.3	24.6	12.798	0.012*
3 star	75	82.6	17.4		
Number of rooms					
< 10	20	47.5	52.5		
10 – 29	70	68.6	31.4		
30 – 49	56	65.2	34.8	17.740	0.023*
50 – 69	27	88.9	11.1		
>70	56	75.0	25.0		
Location					
Rural	71	63.4	36.6	7.288	0.026*
Urban	236	76.6	23.4		

Alpha level = ≤ 0.05

Source: Fieldwork, 2011

Boulard (2000) reported that more investment on training result in a concomitant reduction in their turnover rate. In the current study, however, more than four out of five (87.9%) and more than half (64.3%) of employees in hotels with 50-69 and 70 and above guest rooms respectively, intended to quit

their jobs. This could be probably due to the fact that staff of larger hotels are better qualified and can easily get jobs elsewhere. The calculated chi-square showed significant relationship between number of rooms and employees' intention to quit ($p=0.023$). The geographic location of hotels can have a relationship with turnover intention. More than three quarters of the employees in both rural and urban hotels indicated their intention to quit and this was significant. This implies that an employee's intention to quit is universal regardless of the location.

Summary

This chapter described the socio-demographic characteristics of study hotels and their employees the Eastern Region of Ghana. It went further to assess the relationship between the various socio-demographic characteristics as well as the hotel characteristics and their intention to quit the job. Available literature suggests that intention to quit a job is influenced by both employees and hotel characteristics.

The study established that though female employees dominated the workplace, though significant differences were not found. Most of the employees were youthful. Almost all the hotels were owned by sole proprietors (97.3%) and were managed by the owners (75.6%). The hotels in the Eastern Region were small scale and operated at low capacity with an average of 27.5 rooms, employing an average of 13.7 employees. The occupancy rate per week was less than 50% for the 1-star facilities..

The cross-tabulation of the socio-demographic and employment characteristics showed statistically significant relationship with employee's intention to quit. These were noticeable with age, marital status and years of experience. In the case of the hotel characteristics, employees in the state-owned hotel, those in the higher star-rating (3-star) and those with over 50 rooms showed significant relationship with intention to quit. Furthermore employees in the urban areas showed more intention to quit.

CHAPTER SIX

CONTEXTUAL DETERMINANTS OF EMPLOYEES' QUIT INTENTIONS

Introduction

One of the objectives of this study was to examine the factors that predict hotel employees' intention to quit. Different predictor variables, broadly put into personal and hotel characteristics, influence hotel employees' intention to quit or stay (Khalid *et al.*, 2009). Both quantitative and qualitative data were used to explain employee's intention to quit their job.

The chapter presents the reasons for employee intention to quit. Specifically the study used factor analysis to establish how the variables used in assessing intention to quit were related. The result of Binary Logistic Regression analysis which was employed to determine the predictability of the socio-demographic, employment as well as hotel variables and employee's intention to quit their jobs is also presented.

Determinants of quit intention

One of the main objectives of this study was to explore the factors that influence hotel employees' intention to quit their current job. Observations made earlier in the Chapter 5 show that socio-demographic characteristics such as age and marital status predict intention to quit. Hence, the binary logistic model was used to further examine how each of the independent variables in

the conceptual framework influences the dependent variable, intention to quit. One key advantage of binary logistic regression is its capacity to analyze all types of predictor variables without limitation (Tabachnick & Fidell, 2001).

The characteristics of the output of the binary logistic regression, which were relevant for the analysis, are presented in Table 9. They included the odds ratio (B); Wald value and the significance level (P) which shows the degree of importance the individual predictor has on the entire model. It can be noted that the Omnibus Tests of Model Coefficients (goodness of fit) was highly significant ($\chi^2 = 61.73$, $df = 29$, $P = 0.00$). This confirmed the suitability of the model in predicting employee's intention to quit. As shown by the Cox & Snell R squared and the Nagelkerke R square values, otherwise known as the Pseudo R square, the model explained between 0.19 (19%) and 0.25 (25%) of variance shared by the variables under investigation. The model correctly classified about 70.1% of total prediction of intention to quit. Out of the employees that were predicted to have intention to quit, the model accurately identified 73.5% of them while picking about 65.6% of those who predicted not to have intention to quit.

It was hypothesized that socio-demographic characteristics had no positive influence on employee quitting intention. However, two of the socio-demographic predictors, namely educational level and marital status, contributed significantly to the predictive ability of the model. Therefore, two major socio-demographic factors, educational level and marital status, were predicted to influence an employee's intention to quit his or her job. The other socio-demographic variables, namely, age, sex and religion, did not significantly influence employees' intention to quit.

Table 9: Binary logistic regression on intention to quit current hotel job

Employee/Hotel Characteristics	N	Wald Value	Odds Ratio (B)	P	95% C.I. for (B)	
					Lower	Upper
<i>Age</i>						
50 years and over (ref)	6	5.598	1			
30 - 39 years	37	1.592	0.568	.207	.236	1.368
40 - 49 years	11	1.298	0.312	.255	.042	2.316
18 – 29	166	2.109	4.573	.146	.588	35.587
<i>Sex</i>						
Male (ref)	107		1			
Female	113	0.009	1.027	.924	.594	1.776
<i>Education</i>						
Primary (ref)	12	8.482	1			
JSS/JHS	28	2.181	0.356	.140	.090	1.402
Secondary/Technical	127	8.416	0.078	.004	.014	.437
Tertiary	53	2.784	0.318	.095	.083	1.222
<i>Marital status</i>						
Married (ref)	77	8.785	1			
Unmarried	143	4.039	20.025	.044	1.077	372.319
<i>Religion</i>						
Others (ref)	1	1.151	1			
Islam	24	1.056	1.606	.304	.651	3.966
Traditional	5	.072	0.753	.788	.095	5.948
Christianity	190	.000	0.000	1.000	.000	.
<i>Years of Experience</i>						
3 years (ref)	33	2.662	1			
2 years	66	.003	0.983	.958	.519	1.861
1 year	85	2.125	0.524	.145	.220	1.249
4 years	36	.584	0.690	.445	.267	1.784

Table 9 continued*Monthly salary (GHC)*

801- 1000	2	.574	1			
201-400	35	.004	1.029	.949	.433	2.445
401- 600	12	.056	1.180	.813	.299	4.663
601- 800	4	.257	0.451	.612	.021	9.811
50- 200	163	.000	0.000	.999	.000	.

Grade of Hotel

3-Star	53	.557	1			
2-Star	95	.064	1.110	.800	.495	2.487
1-Star	72	.528	1.469	.467	.521	4.145

Size of Hotel(no of rooms)

>10 rooms	4	12.104	1			
10 - 29 rooms	92	1.643	0.224	.200	.023	2.207
30 - 49 rooms	79	4.451	0.077	.035	.007	.834
50 - 69 rooms	9	.926	0.276	.336	.020	3.797
<70 rooms and over	28	4.851	0.058	.028	.005	.731

Location of Hotel

Rural	50		1			
Urban	167	.028	0.929	.866	.397	2.176

Constant

3.193	3.193	3.193
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* $p < 0.05$, Chi square= 61.729, df=29, $p = 0.000$

Cox & Snell R square= 0.186; Nagelkerke R square= 0.252

Overall Percentage Accuracy in Classification= 70.1%

Positive Predictive Value = 73.5%

Negative Predictive Value = 65.6%

Source: Field work, 2011.

There is the general assumption that the level of education has a positive effect on quitting a job, since higher education is often associated with better labour-market alternatives (Royalty, 1998). This was confirmed in the current study where the results showed that the propensity to having a quitting intention increased with high educational level attainment. For instance, secondary/technical educational level made a significant influence on employees' intention to quit ($p=0.004$). The odds ratio of 0.078 being lower than 1, however, suggests that employees with secondary/ technical educational level were less likely to have an intention to quit their current job than employees with primary level education if they had an alternative. There is also the assertion by Carbery *et al.* (2003) that an employee with low education has relatively less turnover intention when compared to employees with higher level of education. Other studies, however, did not show any significant influence (e.g. Booth & Francesconi, 1999). The other educational level predictors did not make any significant influence on employee's intention to quit.

The significant influence of the secondary/technical educational level on an employee's intention to quit could be attributed to the fact that from the descriptive statistics, employees with secondary/technical education were preferred, especially for work in the kitchen and this could be attributed to the fact that such caliber of workers, especially those with technical education, go through acquisition of special techniques in culinary arts, both internationally and locally. The demand for them is therefore very high. They acquire skills needed to work at the operational level in a hotel, hence the high demand for such caliber of staff.

As regards marital status, unmarried employees made a significant influence ($p=0.044$). With an odds ratio of 20.025, the unmarried employees were 20 times more likely to have the intention to quit their jobs than married employees. This finding agrees with that of Tan *et al.*'s (2007) study of psychological factors for reducing turnover of employee which found that married employees had significantly lower turnover intention to quit than their single counterparts. It is usually more costly if the family has to relocate as a result of either the man or woman changing jobs. Most families were less likely to have intention to quit their jobs even if they were not satisfied at the workplace.

In the case of hotel characteristics, only hotel size significantly influenced an employee's intention to quit his or her job. Though hotels with 30 to 49 rooms and hotels with more than 70 rooms showed a significant influence on an employee's intention to quit ($p=0.035$ and $p=0.028$ respectively), the odds ratio of 0.077 for 30 to 49 rooms and 0.058 for those with over 70 rooms suggest that employees in both categories of hotels were less likely to quit than employees in hotels with less than 10 rooms. A possible reason is that in such small facilities, the staff tends to be family members who have special ties to both the hotel and the owners. Carbery *et al.* (2003) confirmed that employees working in lower star rated hotels had lower intention to quit.

Summary of test for hypotheses

The employees' socio-demographic characteristics that statistically influenced quitting intentions at $p<0.05$ significantly. These were age, marital

status and educational level. Similarly, of the organizational characteristics, experience of employees and department where they worked significantly influenced their intention to quit ($p < 0.05$). For the hotel characteristics the size of the hotel showed significant relationship with employees' intention to quit. A summary of the hypotheses follows in Table 10.

Table 10: Summary of test of hypothesis

	Hypotheses	Result
H1:	<i>Socio-demographic characteristics</i>	
	There is no significant relationship between socio-demographic characteristics and employees' intention to quit:	
	Sex	Supported
	Age	Not Supported
	Marital status	Not Supported
	Educational level	Not Supported
	Religion	Supported
	Income	Supported
H2:	<i>Employment characteristics</i>	
	There is no relationship between employment characteristics and employees' intention to quit:	
	Experience	Not Supported
	Department	Not Supported
H3:	<i>Hotel characteristics</i>	
	There is no significant relationship between hotel Characteristics and employees' intention to quit:	
	Star rating	Not supported
	Size	Not supported

Source: Fieldwork, 2011

Factors influencing employees' intention to quit Job

With reference to the conceptual framework, the reasons for employees' intention to quit were grouped as follows: career issues, job and professional issues, organizational commitment, and hotel characteristics (Table 11). A four-point Likert Scale was used to measure hotel employees' level of agreement or disagreement with each of the variables. (The mean value include: 1.0-1.49 = Strongly Agree; 1.5-2.49 = Agree; 2.5-3.49 = Disagree; 3.5-4.0 = Strongly Disagree). Forty-five variables were used in measuring the concerns of hotel employees' intention to quit job. Table 11 presents the frequency distribution of the responses to every statement, their mean responses and their standard deviations.

The frequency distribution showed employees disagreed to career issues, job and professional issues, organizational commitment and job search issues (mean = 2.65, mean=3.19, mean=3.09 and mean=3.16 respectively) as reasons for intention to quit. However, respondents 'strongly disagreed' that hotel characteristics had an influence on their intention to quit their job (mean=3.46). These factors are discussed in turn.

The result produced some ambivalence. On the one hand, respondents declined with the proposition that career-related aspirations contribute to their intention to quit (mean = 2.65). In relation to each of the issues, respondents agreed with the statements that they were satisfied with their career (mean = 2.38), that they will accept to work anywhere in the hotel industry if only it was in their area of expertise (mean = 2.15) and that they dreamt of gaining expertise in other hotels (mean = 2.21).

Table 11: Factors influencing hotel employees' intention to quit (n=220)

Statement	Agree (%)	Mean	Standard Deviation
<i>Career issues</i>			
I am satisfied with my career	72.6	2.38	1.29
The work I do is in my area of expertise	69.5	2.15	1.13
I feel I should remain in this job since I may be promoted	44.9	3.18	1.26
I feel if I move to another hotel, I may be promoted	61.6	2.58	1.22
I will accept to work anywhere in the hotel industry if only it is in my area of expertise	72.9	2.37	1.20
I hope to gain expertise in other hotels	72.2	2.21	1.24
<i>Overall score</i>	<i>65.6</i>	<i>2.65</i>	<i>0.767</i>
<i>Job and professional issues in hotels</i>			
I feel I am paid well for the work I do	39.4	3.52	1.42
I receive other allowances and benefits apart from my pay	31.8	3.74	1.31
I am generally satisfied with my job	25.3	3.94	1.20
New staff are given orientation	56.2	2.37	1.38
I like the orientation given to new employees	54.7	2.94	1.38
There is professional commitment in the working environment	68.9	2.53	1.30
I am clear about the goals of my organization	62.8	2.39	1.23
I feel a sense of belonging in my job	61.9	2.36	1.17
I often feel that I am appreciated for the work I do	59.5	2.73	1.30
I am happy with the chances for progression	51.5	2.91	1.31
Communication is good at my work place	60.0	2.46	1.35
My colleagues have been harassing me sexually	8.6	4.00	0.92
My boss has been harassing me sexually	9.7	4.00	0.95
There is too much back-biting and fighting at work	28.3	3.61	1.28
Staff are treated fairly and equally	53.1	3.00	1.36
I enjoy working with my co-workers	80.5	2.18	1.10
My job is very stressful	66.6	2.41	1.29
Staff are given regular training	38.0	3.46	1.32
<i>Overall score</i>	<i>47.6</i>	<i>3.19</i>	<i>0.65</i>

Table 11 Continued*Organizational commitment issues*

I would like to spend my entire career in this hotel	3.85	3.85	1.30
I really feel proud working in this place	66.0	2.39	1.19
I don't mind switching to another organization	65.0	2.43	1.10
I feel emotionally attached to this hotel	51.2	3.05	1.16
I will quit this job even if haven't gotten another	30.1	3.47	1.21
Too much of my work will be disrupted if I leave my work right now	38.6	3.37	1.31
I believe that I have too few options to consider if I leave the hotel business	41.3	3.27	1.21
This hotel deserves my loyalty	68.7	2.44	1.19
Staying in the organization is a necessity	51.0	3.02	1.18
I would feel guilty if I leave my organization now	39.5	3.33	1.22
<i>Overall score</i>	<i>48.0</i>	<i>3.09</i>	<i>0.59</i>

Job search issues

I have made some contacts about getting a job in a different organization.	53.2	2.66	1.21
I have revised my Curriculum Vita (CV) recently	43.7	3.01	1.24
I will probably look for a new job in the near future	43.1	3.01	1.24
I have attended an interview for a job offer	31.2	3.34	1.15
I am thinking about quitting my job at the present time	79.4	3.75	0.98
Over the past six months I have read advertisement in the newspaper for job opportunity	42.3	3.07	1.32
I considered leaving the job within the past six months	39.9	3.15	1.24
<i>Overall score</i>	<i>42.5</i>	<i>3.16</i>	<i>0.79</i>

Hotel characteristics

Want to quit because the hotel is too small	24.7	3.56	1.27
Want to quit because the hotel is in a remote area	24.9	3.67	1.13
Will quit because the hotel is too far from where I live	21.8	3.62	1.11
Desire to work in a higher star-rated hotel	21.8	2.48	1.29
<i>Overall score</i>	<i>23.4</i>	<i>3.46</i>	<i>0.79</i>

Scale: *Mean (1.0 - 1.49 = Strongly Agree; 1.5 - 2.49 = Agree; 2.5 - 3.49 = Disagree; 3.5 - 4.0 = Strongly Disagree).

Source: Fieldwork, 2012

On the other hand, respondents disagreed to the statements that 'I feel I should remain in this job since I may be promoted' (mean = 3.18), and 'I feel if I move to another hotel I may be promoted to a higher level' (mean = 3.18). Wood (1997) opines that during the early stages of an employee's career, issues such as high expectation are more likely to be responsible for employees' intention to quit since, at that stage, they have a desire to gain more experience which can be satisfied through changing work places. Again, the study showed those employees who do not have the opportunity to practice their skills to use within their current job environment had intentions to quit.

Eighteen items on 'job and professional issues' as indicated in the conceptual framework were used to measure how job and professional issues contribute to intention to quit. These include job involvement, reward and compensation, job satisfaction, progression, communication, job stress, sexual harassment, equal treatment, orientation, training opportunities, and professional commitment. In general, a little less than half (47.6%) of the respondents disagreed (mean = 3.19) that 'job and professional issues' contributed to their intention to quit. The respondents, however, had different opinions with the specific items. For example, a majority (80.5%) of the respondents agreed that they enjoy working with co-workers (2.18) while almost two thirds experienced job stress (66.6%, mean = 2.41). Job dissatisfaction stood at a high 61.9%, (mean = 2.51). Since more than half of the employees enjoyed working together, there is bound to be cordial working relationship and teamwork in the working environment.

However, irregular training of staff, job stress and dissatisfaction with their job could have influenced employees to have intention to quit and also

account for the high job dissatisfaction prevalent among respondents. Elangovan (2001) posits that there is a strong causal link between stress and satisfaction in that higher stress leads to lower satisfaction. On their part, Firth *et al.* (2004) found that job related stress and job dissatisfaction make employees to quit.

Respondents felt that the training given to staff was inadequate (mean = 3.46). The lack of training or retraining in an organization is not to be taken lightly since training in workplace builds up staff confidence and trust. This is an important observation made in the literature. According to Hemdi and Rahim (2011) and Su and Lee (2011), for example, in order to enhance employees' trust in an organization and reduce their intention to quit, training and development programmes should be provided to employees.

Almost two thirds in the current study disagreed that they were clear concerning what the goals of the organization were (62.8%, mean = 2.69). A great majority (68.9%, mean= 2.69) were also not impressed with professional commitment in the working environment. On sexual harassment, a clear majority of the respondents denied being subjected to sexual harassment by either their bosses or colleagues (mean = 4.40 and 4.00 respectively). But, over half of the respondents (53%) denied that they were treated equally (mean = 3.00). Employees are likely to be motivated to stay on the job when rewards are fairly and equally distributed.

Organizational commitment is also known to have a relationship with employees' intention to quit (Tang *et al.*, 2000). Generally, the respondents were not definitive about the notion that organizational commitment issues contribute to their intention to quit (mean = 3.09). Ten items were used to

probe the contribution of organizational commitment issues to employees' intention to quit. Specifically, respondents strongly disagreed that they would like to spend their entire career in their current workplace (mean = 3.85) and were determined to quit the job even if "I haven't gotten another one" (mean = 3.47). They, therefore, strongly agreed with switching to another organization (mean = 2.43) but also agreed that their current hotels deserved their loyalty (mean = 2.44) and accepted that there is a feeling of pride in the workplace (mean = 2.39). Respondents also disagreed with the notion that staying in the organization was a necessity (mean = 3.02). Lum *et al.* (1998), see organizational commitment as having the strongest and the most direct impact on intention to quit whereas job satisfaction has only an indirect influence. The findings of the study do not, however, support that assertion.

The current study examined how respondents related to seven items on job search issues. In all, about 42.5% of respondents were in agreement that job search issues contribute much to the intention to quit (mean = 3.16). In more specific terms, respondents agreed to the statement that they had made contact about getting a job in a different organization (mean = 2.66). They also agreed to the statement that they had thought about quitting their job at the present time (79.4%, mean = 3.75). In contrast, respondents disagreed with the rest of the statements, such as 'I considered leaving my job within the past six months' (mean = 3.15), 'I will probably look for a new job in the near future' (mean = 3.01) and 'I have revised my Curriculum Vita (CV) recently' (mean = 3.01). This finding is in contrast to the finding of a study by Ryan (2011) conducted in Malaysia and which found that only 20% of respondents frequently thought about quitting their job.

Respondents in the current study were of the view that hotel characteristics did not contribute much to intention to quit (23.4%, mean = 3.46). Desire to work in a higher rated hotel was the only item agreed on by over a fifth of respondents (21.8%, mean = 2.48) as having an influence on quit intentions. The rest of the statements were not agreed on by the respondents. These included items such as, 'I will quit because the hotel is too far from where I live', 'Want to quit because the hotel is too small' and 'I want to quit because the hotel is in a remote area' among others.

Factors affecting hotel employees' intentions to quit their job.

Factor Analysis was used to identify how the specific factors influenced employees' quit intentions and to condense the large volume of data into smaller sets of composite variables. It was employed to identify the set or category of factors that account for such quit intentions. Forty Five (45) items that influenced employees' quit intentions were subjected to Principal Component Analysis (PCA) (Table 12). The correlation matrix for employees' quit intentions revealed the presence of many coefficients of 0.3 and above. This implies that the data does not violate correlation strength assumptions.

The Kaiser-Meyer- Oklin (KMO) measure of sampling adequacy was conducted yielding a value of 0.784 which exceeded the recommended minimum value of 0.6. Therefore, the KMO index confirmed the suitability of the data for factor analysis. This showed that the variables were interrelated and they shared common factors (Kaiser, 1974). The Bartlett's Test of Sphericity, which was 3441.151 reached statistical significance at ($P = 0.000 < 0.05$) and supports the factorability of the data.

Table 12: Factor analysis of employees' quit intentions

Factor (F) or component/construct	Factor loadings	Eigen Values	% of variance	Cronbach alpha
<i>F I: Job and professional issues</i>				
Equal treatment of staff	0.630			
Training opportunities for staff	0.598			
Professional commitment	0.594	10.622	22.795	0.776
Job satisfaction	0.586			
Orientation processs for new employees	0.579			
<i>F II: Job search</i>				
Prospecting for better job offers	0.619			
Made some contacts about getting a job	0.585			
Read job advertisement over the last six months	0.584	8.622	15.630	0.740
Revised CV recently	0.491			
Considered leaving job within the past six months	0.477			
Seeking transfer to a new job within the hotel	0.440			
<i>F III: Hotel characteristics</i>				
Want to quit because hotel is too small	0.478			
Want to quit because hotel is located in a remote area	0.476	6.747	13.806	0.780
Desire to work in a higher rated hotel	0.347			
<i>F IV: Organizational commitment</i>				
Have too few options if I quit job	0.576			

Table 12 continued

Quitting job now will disrupt life	0.569			
Feel guilty for leaving organisation	0.488	5.084	11.342	0.766
Staying with organization is a necessity	0.401			
Hotel deserves my loyalty	0.362			
<i>Total variance explained</i>			<i>63.573</i>	

Bartlett's Test of Sphericity (Approx. Chi-square) = 3441.151: alpha value = 0.00, Kaiser Meyer-Olkin (KMO) Measure of Sample Adequacy = 0.784

Source: Fieldwork, 2011

All the other sub-scales had high internal reliability, since the Cronbach's Alpha coefficient being higher than 0.7 was each sub-scale. The factors were further rotated in order to present components represented by strongly loaded variables. The PCA, employing the varimax rotation, reduced the 45 items to four underlying factors which accounted for employee intention to quit among the sampled hotels.

The eigenvalues for the four (4) uncorrelated factors were as expected – they decrease in magnitude from factor one to four (Factor I: 10.62, Factor II: 8.62, Factor III: 6.75, Factor IV: 5.08). An inspection of the Scree Plot also revealed a clear break after the fourth component. Based on the initial eigenvalues, the four components were retained for further analysis. In all, the four components with eigenvalues greater than 1 explained 63.6% of the total variance as shown in Table 12.

This output implies that 36.4% of other factors might have accounted for hotel employees' intention to quit. However, they contributed differently to the explanation of the total variance indicated in Table 12.

Factor I Job or professional issues

Job and professional issues had six of the items, which measured employees' quit intentions. 'Equal treatment of staff' had the highest loading (0.630) of this factor while 'orientation process' had the lowest loading (0.579). 'Training opportunities given to staff' was the second highest with an eigenvalue of 0.598. The other items were 'professional commitment at the workplace', 'satisfaction with job', and 'orientation process'. Professional commitment accounted for 22.8% of the total variance with an eigenvalue of 10.6%. On the whole, none of the items in this factor had factor loadings below 0.50 which confirms that some job and professional issues mentioned in the conceptual framework played a significant role in employee intention to quit.

This result is also consistent with a survey conducted by Matin (2003) into determinants of labour turnover in the UK. That study found that establishments that enhanced skills of workers and treated them equally tended to have lower turnover rates. Similarly, Shah and Burke (2003) and Ongorl (2007), in a review of the literature on employee turnover, found that if roles were not clearly spelt out by managers and supervisors, there was a greater likelihood of employees quitting their job. From the equity theory, if distribution of resources is not fairly done employees will be demotivated and dissatisfied resulting in quit intentions. From the current results, employees felt they were not treated equally hence their intention to quit. This was also confirmed in an interview in which a waiter made the following assertion:

“...not really... we are not treated fairly... the way they handle some of the cases of some staff it is not right but who are you to complain about anything” (A front office staff, 2-star hotel. Pepeace. 8/02/2012).

In the work environment, employees do a lot of comparisons about how they are treated and if there is the perception that there is partiality an employee may be de-motivated which could lead to an intention to quit the job. So, with reference to the equity theory, Brinkmann and Stapf (2005) assert that individual resources should be fairly distributed to all parties in an organization. According to Leroy (2011), the accumulation of human capital through education and on-the-job training promotes economic growth by improving labour productivity, promoting technological innovation and adaptability. On his part, Kern (2009) maintains that investment in human capital will lead to greater economic outputs. The response from interviews in the current study also indicated, how reluctant most of the hotels are to train their staff because of the uncertainty of them not remaining in the job after.

“Professional commitment” was also identified as a contributor to employees’ intention to quit the job with a factor loading of 0.594. This implies that if there is professional commitment in the working environment, employees may not have intention to quit. The hotel business is very busy and workers stand on their feet for long hours and therefore require professionalism to succeed. If supervisors and managers, therefore, exhibit skills to promote professionalism in the working environment, intention to quit would be minimized. From Herzberg et al.’s motivation theory, poor working environment is an indicator of job dissatisfaction which can lead to an employee intending to quit the job.

“Job satisfaction” and “Orientation” also contributed to employees’ intention to quit with factor loadings of 0.584 and 0.579 respectively. Empirical analysis of 1,366 workers in Switzerland on the different impacts of factors on turnover intention, Perez (2008) concluded that job satisfaction displayed the highest relationship and that dissatisfied workers were most likely to leave. Similarly, Limyothin and Trichun (2012) in their studies of Thai hotel staff’s intention to quit, concluded that job satisfaction had the highest direct effect. The motivation of staff is paramount to employees’ job satisfaction in that, if they are equally treated, trained adequately and the orientation process is satisfactory alongside professional commitment in the working environment, employees are likely to be committed to the organization. Subsequently they will reduce job search attributes and hence lower their intention to quit the job.

Factor 2: Job search

Job search accounted for 15.63% of the total variance with an eigenvalue of 8.622. The items included ‘prospecting for better job offers’ which ranked highest (0.619) on this factor and ‘seeking transfer to a new job within the hotel’ which ranked lowest with a loading of 0.440 on this factor. Other items included ‘made some contacts about getting a job’, ‘read job advertisement over six months’, ‘revised of CV recently’ and ‘considered leaving job within the past six months’.

This result confirms the study by Khatri, Fern and Budhwar (2001) who found in Asia that, job search is positively associated with quit intention. When an employee starts making enquiries about getting a job elsewhere, the

deduction could be that, he/she intend to quit the job. It can be assumed that, some of the reasons could be either unfavourable conditions within the organization or may be influenced by colleagues, especially when an influential person is involved.

Factor 3: Hotel characteristics

Hotel characteristics comprised only three items concerning employees intention to quit. 'Hotel is too small', ranked the highest with a loading of 0.478, 'Hotel is located in a remote area' and the 'desire to work in a higher rated hotel' had the least loadings (0.347) of this factor. This factor accounted for 13.81% of the total variance and an eigenvalue of 6.747.

There is the assumption that large organizations pay higher salaries and have good working conditions, so people may have the desire to work in organizations. It is therefore not surprising that hotel size emerged as a factor that influenced the intention to quit the job in the Eastern Region of Ghana. This was also confirmed by Perez (2008) in his study of turnover intent in of workers in Switzerland.

Factor 4: Organizational commitment

The final factor, namely organizational commitment, was conceptualized as affective, continuance and normative commitment. This factor had five items which accounted for the least percentage of total variance (11.34%). The item with the highest loading in this factor was continuance commitment with the item being 'having too few options to quit'. Affective

commitment, which was assessed with the item 'hotel deserving loyalty' had the lowest loading (0.362).

This finding, confirm the study of Limyothin and Trichun (2012) on factors that influenced the hotel staff in Thailand to quit their jobs, using the structural equation model. Their results showed that organizational commitment influenced employees' intention to quit the job. Griffeth *et al.* also found that organizational commitment was a better predictor of turnover than satisfaction. On the other hand Aryee (1991) found a negative relationship between organizational commitment and quit intention of professional accountants in Singapore.

It is very important for employees to be very committed to the organization since the put in extra effort to achieve organizational goals. Lack of commitment can influence negative attitudes such as lateness, apathy and all forms of excuses such as ill health just to stay out of work and consequently have quit intention as found in this current study.

In all, out of the five components, four factors emerged, explaining 63.6% of the total variance of factors accounting for employees' intention to quit (Table 12). Based on this, it can be deduced that the Factor Analysis technique successfully provided four (4) essential factors that explained turnover intention of employees in the sampled hotels. The total variance, however, is low so there could be other factors accounting for employees' quit intentions that were not captured in this study.

Summary

This chapter sought to assess the factors that influenced employees' intentions to quit their current job in the sampled hotels. In addition interviews conducted on the reasons why employees quit their current job were discussed. Almost all the factors from the literature were found to have some influence on intention to quit the job. The findings of the study, in relation to the percentage distribution of the factors influencing employee quit intentions, reveal that career issues ranked the highest (Total Mean = 2.65); with hotel characteristics being the least (Total Mean = 3.46).

Factor Analysis of 46 variables that influenced employees' intentions to quit yielded four factors, namely job and professional issues, job search, hotel characteristics and organizational commitment. The factors explained 63.57% of the total variance. Job and professional issues, however, had the highest loading and accounted for 22.80% of the variance and had an eigenvalue of 10.6%, while organizational commitment ranked the lowest with the total variance of 11.3. Of the job and professional issues, 'Equal treatment of staff' had the highest loading while 'Orientation process for new employees' had the lowest loading.

The binary logistic regression employed provided further statistical information of the socio-demographic characteristics in intention to quit. Employees with secondary/technical qualification predicted significant influence on intention to quit. However, the odds ratio of 0.078 suggests that there is a lower likelihood of employees with higher education indicating quitting intentions, compared to respondents with primary education. Also in the case of the marital status, respondents who were single significantly

predicted their intention to quit ($B=20.025$) ($p<0.05$). However, they were less likely to have reported satisfactorily their intention to quit as compared to those who were married. Employees working in hotels with more rooms showed significant influence on intention to quit, although there is less likelihood of them quitting than those working in the hotels with less than 10 rooms. The grade of the hotel did not also predict employees' intention to quit.

CHAPTER SEVEN

INCIDENCE, CONSEQUENCES AND RETENTION STRATEGIES

Introduction

This chapter presents the views of other stakeholders, including hotel owners and managers of the sampled hotels, on issues relating to employee turnover in their facilities. These include the incidence of turnover in the study area, categories of employees who quit, why they quit, and why some stay as well as views on sexual harassment and turnover. The consequences of employee turnover and retention strategies that management put in place to address these concerns are also considered. The chapter, finally, examines opinions of representatives of Ghana Tourism Authority and the Eastern Regional branch of the Ghana Hoteliers Association.

Employee turnover: manager/owner manager's perception

In Figure 9, between 2008 as 2010 voluntary turnover rated higher (16% to 15%) than involuntary turnover (9% to 8%). This confirms Dess and Shaw's (2001) assertion that voluntary turnover is prevalent in most organizations. This therefore calls for management's attention since organizations prefer to retain such employees. Previous studies (e.g. Loquerico, *et al.*, 2006) have suggested that 'push' factors such as employees' dissatisfaction with their current job which cause them to seek alternative

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Loquerico, *et al.*, 2006) have suggested that ‘push’ factors such as employees’ dissatisfaction with their current job which cause them to seek alternative employment elsewhere are more significant in most resignations than ‘pull’ factors like attraction towards other jobs, which most managers and supervisors do not appreciate.

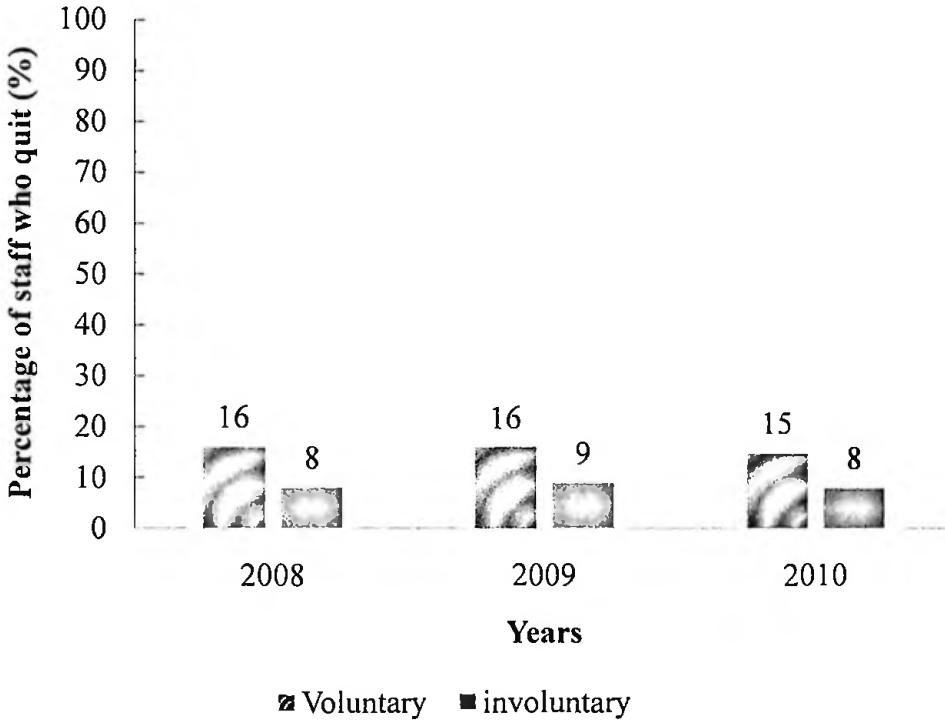


Figure 9: Incidence of turnover in selected hotels in the eastern region

Source: Records from the Hotels

Incidence of voluntary turnover

The incidence of employee turnover in hotels is a growing concern for owners and operators in the industry. The high incidence of turnover in the current study shows a reduction in turnover from 2008 to 2010 (Figure 5). Most respondents’ interviewed were of the view that though the incidence of

statements by the human resource manager of a 3-star hotel and an owner-manager of a 2-star hotel underlying this point:

“Initially, it was a bit on the high side but the last two years we’ve managed to keep it down. We are now doing about 3%. In 2006, it was 15%, it dropped to 8% in 2007, and in 2008 it jumped to 16% while in 2009 it came to 3%” (A manager of a 3-star hotel, Akosombo, 24/10/2011).

“The trend of quitting has been improving; it is reducing gradually. We find out their background and also provide free accommodation and free meal” (Owner manager of a 2-star hotel, Koforidua, 12/10/2011).

This reducing trend could be because of high unemployment rate in Ghana, and also because people may not want to risk leaving their current job for an alternative job when they cannot guarantee getting another job, which may not be available. On the contrary, other respondents were of the view that the trend of quitting had increased due to, for example the desire of employees to have better conditions of service and others to join their spouses. As one manager stated:

“It has increased very rapidly. Some want better conditions of service, some leave to join their spouse, but most of them quit for better conditions outside Koforidua” (Manager of a 3-Star Hotel, Koforidua, 25/10/2011).

Determinants for voluntary quitting

From the interviews conducted, the stakeholders perceived some of the reasons for quitting voluntarily to include lack of education, lack of training, poor remuneration, sexual harassment and unequal treatment. These confirm previous studies (Cho, 2002; Shah, 2010; Walsh & Taylor, 2007). Other reasons are the springing up of accommodation facilities all over the country due to political stability and the resultant increase in business opportunities in Ghana.

On education, it was established that the younger generation of today has become very ambitious and desirous to attain higher education so as to be competitive in their chosen careers. Furthermore, several opportunities exist in both public and private institutions in the country for individuals to upgrade themselves. These include weekend as well as sandwich programmes. As a result, a job in the hotel sector is taken as a means to raise money for the pursuit of higher education by these young employees. This point is indicated in some of the responses given by respondents as thus:

“...But some people also leave because of schooling. Well, you will find out that those who are employed tend to be the young dynamic ones who are looking forward to a brighter future. They only use the hotel job as a stepping stone to save some money to further their education and then move on. Most of the time, these are the categories of staff that we have that normally leave”

(Manager of 3-star hotel, Akosombo, 24/10/11).

“.....you see these young ones pass through here just to make some money and leave with the excuse of going to further their education...” (Manager of a 1-star hotel, Nkwakaw, 15/10/11).

There is, therefore, the demand for highly skilled professionals who are lacking in the tourism and hospitality industry and has resulted in widespread poaching of such skilled personnel through the offer of better pay and conditions of service.

Another reason given by managers for employees quitting the job is lack of training opportunities for the employees. Training, either on-the-job or off-site, boosts the employee's morale and confidence in discharging his/her duties. In addition, it increases loyalty and commitment to the organization. Lack of training, on the other hand, is likely to lower the employee's interest in the job and so may leave the job if he/she gets an opportunity elsewhere. Loquerico (2006) suggests that insufficient training opportunities can lead to employees quitting. From the interview conducted, it was discovered that training of staff was rare in the sampled hotels. The reason given for the lack of training was the fear that employees may be poached by competitors after much resource had been used to train them. This fact was highlighted in the following excerpts by respondents:

“.....Most of the proprietors refuse to train their staff because of past experience where their staff left after giving them training. .Now, they are reluctant to invest in their staff for fear of being poached by their competitors but they fail to realize that lack of

training is one of the reasons employees quit. they leave.....”

(The Regional Manager, GTA, Koforidua, 21/02/2012).

Another also added that:

“we used to train them, but we have stopped because they go without informing us after we have spent so much money. As a result our current policy is that if you want to train, you have to do it on your own without support by the company” (Manager of a 2-star hotel, Koforidua, 5/10/2011).

On his part, an executive member of the GHA identified the following benefits that come with training, but though he was keenly aware of the benefits accruing from training. He emphasized that:

“it is good to train the staff, but they are very unreliable. This has been a problem for us hoteliers and be examined critically. As a matter of fact, lack of training results in poor service, which affects our business and investment.....” (An Executive Member, GHA, Koforidua, 23/02/2012).

The interview again reveals that location of a hotel influences an employee's decision to quit his/her job. In situations where opportunities for development may not be available in the vicinity where the hotel is located, especially in the rural areas, the employee may quit if an opportunity for a new job presents itself. In this regard, a manager lamented:

“I don't know whether it is because they want to be close to Accra because even though we are only 15 minute drive to Accra,

most young ones consider this place 'rural' and are not so comfortable spending their time here.....if for example they want to further their education, transporting to Accra and back is a problem..." (A Manager of 2-star hotel, Aburi, 25/10/2011).

Poor remuneration of employees was identified as yet another reason why employees quit the job. Employees expect to be adequately rewarded for the contributions they make to the growth of the organization, especially the professionals among them. If they, however, feel they are not receiving good remuneration, especially when compared with their counterparts in other organizations, they may quit for an alternative job if available. In addition, the few skilled employees always quit for better job opportunities with good conditions of service. The following quote from two managers confirm this assertion:

"The business is growing very fast currently but the professionals in the industry are very few and so they are in high demand, so they look for greener pastures, well-paid jobs and better conditions of service..." (A Manager, 3-star hotel, Akosombo, 24/10/2011)

Besides salary, another major reason from the Regional Manager of the GTA was lack of involvement at the workplace. In this, she lamented:

"Proprietors do not involve employees in decision making. When you make employees part of the organization, you give them a sense of belonging....Also the salary is too low, right now, I am

on one of them to increase the salaries of the workers. Other places such as the 3 -star, the lowest paid worker takes GHC200 but in the lower hotels, they are paying their staff between GHC50 and GHC100 a month, ...It is horrible” (Regional Manager, GTA, Koforidua. 21/02/2012).

Sexual harassment also emerged as one of the reasons associated with high incidence of quitting in the current study and confirms the findings of Brough and Frame (2004); Sims *et al.* (2005); Wildes (2007). Eight employees interviewed, revealed it was one of the reasons they intended to quit the job. Yet, most of the employees denied such experience in the quantitative study (mean=4.00). This is evident from two of the employees interviewed:

“My boss tried holding me and touching my breast and buttocks and I hit him hard on his arm, he didn’t venture again.....” (An employee, a 1-star hotel, Nkwakwa, 5/03/2012);

“Yes, it happens, but I don’t want to talk about it....., it is very bad, so I’m planning to quit the job” (An employee, a 2-star hotel, Akosombo, 7/03/2012).

Managers were also asked about their perceptions of the occurrence of sexual harassment. Two managers reported cases of sexual harassment from a boss within the organization which led to the departure of the victims. They, however, indicated that the victims did not complain till they were about to quit or had quit. According to them:

“We have encountered a lot. The General Manager and others in management positions can easily handle it if it happens and is brought to their notice, but if it is between juniors and their bosses, it becomes difficult. They won’t come out to complain until they are about to leave or have left. The reason is because if you come out to complain you may suffer recriminations” (Manager, a 3-star hotel, New Eberima, 13/10/2011).

“Okay, to be sincere with you, it was between 2002 and 2009 when the then General Manager was so much involved in sexual harassment of his subordinates and it was so bad.....otherwise sexual harassment by staff has not been an issue” (Manager, 3-star hotel, Akosombo, 24/10/2011).

An owner-manager who was interviewed, however, denied awareness of sexual harassment in the establishment, stating that:

“Not that I know of, there hasn’t been any such complaint in my hotel. If there were such incidents I will know about them because the working environment is very cordial, and there is mutual respect among the staff (Owner-manager, a 2-star hotel, Koforidua, 12/10/2011).

Owing to cultural stigma, victims of sexual harassment in Ghana are often unlikely to disclose their ordeals (Britwum & Anokye, 2006). Merkin

(2008) found that in Argentina, Brazil and Chile, sexually harassed workers were more likely to have turnover intentions. The current study found this to be true and the Regional Manager of the GTA indicated that sexual harassment did, indeed, result in employee turnover. According to her, normally the employees would confide in her after they had left the establishment. She said:

“You see, when it comes to sexual harassment, the women do not want to go into details. They do not talk about it. They just say “I have left”. After going into it, I got to know they left because of sexual harassment. They do not want any publicity about such incidents (Regional Manager, GTA, 21/02/2012).

This is in agreement with Davidson and Earnshaw’s (1991) study in the cost of turnover in Australia where they found that 64.8 % of the managers regarded sexual harassment as a serious management issue. According to Gilbert *et al.* (1998), victims of sexual harassment often covered up the act by remaining silent and subsequently leaving the organization in order to avoid further harassment, yet they did not disclose the main reason for quitting. A representative of the Hoteliers Association, however, declined that sexual harassment existed in the industry. He went further to indicate that if it exist at all, it was very low:

“No, not at all. It is against the ethics of the industry and so if it did exist at all it must be very low. It can destroy our business so we ensure that as an association, members desist from it and see to it that, such occurrences are sanctioned ” (A representative, Hoteliers Association, Koforidua, 3/03/2012).

Views on the consequences of employees quitting the organization

All the respondents except one were of the view that when an employee quits the job, it affects the organization many ways. Employee turnover affects the hospitality industry adversely, especially in hotels where the service rendered to customers is expected to be of quality standard in order for them to make a repeat visit. The consequences of turnover from the employees' point of view, is positive but negative for the organization (Heilmann, 2005). The positive consequence to the employee could be higher income, job challenge and escape from the stress environment (Mobley, 1982). For the employer, the possible positive consequence could be a replaced employee who is better than the former. The major negative consequence could be the cost to the organization. In situations where customers are fond of the departed service providers, their absence may result in frowning at new staff and may follow the old staff to their new organization (Lochhead & Stevens, 2004). Managers interviewed expressed their sentiments about how the turnover of their staff affects their business.

The respondents were of the view that there is the challenge of training newly recruited employees who are not able to meet the existing standards. This confirmed the assertion by the Chartered Institute of Personnel and Development [CIPD] (2007) who acknowledged how expensive it is to recruit and train new employees especially when those who left worked for a very short period of time. This could be the long time it takes the new employee to acquire the desired skills and productivity is likely to drop in the interim. Estimates made by Johnson et al. (2000) indicated that, hiring and

training a replacement worker for a lost employee costs approximately 50 percent of the worker's annual salary. Three interviewees remarked that:

"... if you have a very experienced person who has been doing one particular job for a long time and unexpectedly he/she puts in a resignation letter, it takes some time for you to re-adjust and re-organize to get a good replacement. You have to look for someone in-house to train to take that position. In that case Training is not a drain to me because if you spend GH¢1,000 to train a whole staff for a month, it is not a loss because what you will get in return is more" (Manager of a 3-star hotel, Akosombo, 24/10/2011).

"Yes, this affects the business. This is the case where somebody comes to work for six months, and having had in-house training, he/she suddenly leaves the work and you have to employ new persons who mess up till they are trained, and training is very expensive" (Manager, a 2-star hotel, Peduase, 13/10/2011).

"Yes, especially when they are trained, they leave soon afterwards. The young girls and boys who are engaged do not perform initially, and this affects quality of service. Until they pick up, all sorts of complaints are received from guests. It is clearly, very noticeable when one or two experienced people leave; that is when, certain complaints start arriving" (Manager, a 3-star hotel, Koforidua, 25/10/2011).

This could have manifold cost to the organization due to subsequent replacement. This entails the securing of temporary or contract workers, as well as, overtime for current employees who take up the workload and training orientation among others (IDS, 2008). This therefore, means that anytime an employee is lost the selection cycle begins.

Managers also expressed their sentiments about other effects of turnover on the organization, such as the low morale and pressure on remaining staff after their colleagues quit. When an employee quits the job, especially when they leave unannounced, management is compelled to assign the responsibilities to other colleagues which may put a lot of pressure on them. Management may also resort to engaging temporal staff or paying overtime during the vacancy period (CIPD, 2007).

“... Its impact? Hmmm! Generally, it affects the work when somebody leaves. Sometimes, people have to hold the fort for the person who is gone; it comes with high overtime payments before you recruit. There is recruitment cost that comes with paper work, among others. Again, it takes management to go through a long process before acquiring the desired skills on the job. When a new staff is recruited, the person has to learn the rudiments of the job for some time before the person will adjust, and all of these have their impact on the job that we do” (Manager, a 3-star hotel, Akosombo, 24/10/11).

Respondents were of the view that the confidence, loyalty of regular customers drops when employees quit the job voluntarily. According to Kramer *et al.* (2005), turnover affects the quality of service and affects the satisfaction of the customer. If this happens they may leave or follow the quitters to their new jobs, which can affect the profitability of the organization while they lose out to their competitors. The Regional Manager of the GTA expressed her sentiments thus:

“I try to impress upon them, as a leader, that it is better to retain staff than to lose them, because, some of the clients get used to some staff, so when they leave, it affects the organization. For example, when guests identify the same person who renders good service and they do not see that person anymore but someone else, they are not comfortable and may leave” (Regional Manager, GTA, 21/02/2012).

An owner manager of a 2-star hotel claimed that turnover does not affect his business negatively because people are always on the waiting list and will therefore call on them when they are needed. He may incur some costs but on a minimal scale since there may be some form of orientation.

“It has never affected my business at all. What we do is to raise the number of staff, and we encourage them that if they are about to go, “please tell us.” We always have a large number of people who apply for jobs so we call them as soon as there is a vacancy.

With training, it doesn't cost us much" (Owner manager, 2 star-hotel, Koforidua, 12/10/2011).

The effect of an employee quitting the job can be adverse. It is perceived to affect profitability if not properly managed. Factors such as service quality which lead to competitive advantage in the organization will inhibit the growth of the business if this is compromised with the frequent quitting of valued employees.

Management retention initiatives in the study hotels

Retention of staff is crucial to alleviate the losing of valued employees in the current dispensation of technological advancement in the world at large. For an organization to survive, therefore, it is important to put in place effective retention programmes early enough to retain the employees when they are recruited. There could be an assumption that people stay on the job because they are happy with conditions that prevail in the company, or, others are quitting because of money which may not necessarily be so. Several interventions such as salary increase and improved conditions of service coupled with reward systems, treating employees equally, providing training opportunities, taking new recruits through good orientation process, involving employees in decision making as well as giving feedback could be some of the measures put in place by management (Mullins, 1995). In the current study, management of the various hotels provided information on certain measures to reduce the rate of employees quitting the job. These are detailed below and include, proper orientation of new employees, improved salary and better

working conditions, promotion of deserving employees and training opportunities, Part-payment of rent or free accommodation and meals and annual bonuses and incentive schemes.

Orientation of new employees was one the strategies put in place by the management of some hotels interviewed. New employees form their first impressions about the organization during the initial stages of their new job after which they make up their minds to either stay or quit. If they feel welcome and are pleased with the orientation process and their expectations are met, they may feel secure and hence stay on the job. It is, therefore, a very crucial period for the organization to properly orient the new employees to build their confidence. Comments from two managers which represent the dominant views are as follows:

“....But as time goes on, when we engage the new people that are trained, eeehm, frequent training, for instance, in my case as the departmental head, when new people come, whether they have the experience or not, I train them for about a week or one month, and based on their performance, I decide on either allowing them to be working by themselves or to be assisted” (Manager, 3-star hotel, Koforidua, 25/10/2011).

“.....we take new employees through orientation when they come. For example, I introduce them to the staff in all the departments in the hotel, and take them through how we work,

according to our standards.....” (Food and beverage manager, 2-star hotel, Akosombo, 26/10/2011).

All the respondents stated that the salaries of the employees and their conditions of service have been improved so as to retain the valued workers. Others have also introduced reward schemes. Salaries in the hotel business are generally low in Ghana and this was confirmed in the quantitative study. When salaries of employees are competitive they may stay on the job. This is in conformity with the equity theory by Perez (2008) where employees compare their hard work to their salaries and benefits from the organization. With good salary they are motivated to stay on. In his study in the Eastern Cape in South Africa, Porter (2008) concluded that a competitive salary, training, development, recognition and reward for good performance, among others, were the variables that ranked amongst the most important variables that motivate employees to remain in an organization. Some comments made some respondents were that:

“...management increased the salary of employees recently. Maybe, that is why they are not leaving now as they used to. They are paid well; in fact, either the best or one of the best paid hotels in town” (Manager, 2-star hotel, Koforidua, 5/10/2011).

“Okay, when we started operation the director never gave end of year bonus. But since the past two years or so, the staff has been enjoying it. For example, this year we had the best worker award.

However salaries have not been increased since last year... ”(Manager, a 2-star hotel, Koforidua, 5/10/2011).

The only state-owned facility in the study area had good salary and working conditions as the retention strategy. For example, they enjoy almost the same working conditions as their counterparts in the public sector. They also have end of service benefits based on the years of service rendered to the organization. In some cases those who stayed for long periods were given special packages:

“One advantage here is that we are a public one so, at least, you know you are secured because there are a lot of procedures to follow before you are sacked. And the other thing is that, with the other hotels, there are some benefits that we have that the private ones don't have. When leaving, they go home empty, but here, being a state-owned hotel, at least, we know that when one stays for a while, he/she does not go empty-handed when leaving. At least, you will go with a package. At least, everybody gets what he/she is entitled to” (Manager, a 3-star hotel, Akosombo, 24/10/2011).

A manager of a 3-star hotel emphasized that promotion was one of the strategies they use in motivating their staff to stay. This finding confirms Sallah (2012) in his study of job satisfaction, organizational commitment and turnover intention in Malaysia where he concluded that promoted employees

did not intend to quit their job. Peterson, Puia and Sues (2003) also acknowledged that promotion was a facet of job satisfaction. Employees always crave for promotion as it goes with increase in salary. If therefore there is equity in promoting employees as they always compare with their counterparts, there will be job satisfaction which can further result in their commitment and loyalty to the organization. The following is a comment made by a manager:

“We motivate them in several ways, some promotions, some you increase salaries, some you train to acquire new skills and they become loyal to the company” (Manager, a 3-star Hotel, New Eberim, 13/10/11)

Compensation packages such as free accommodation and meals were given to employees to retain them on the job in the current study. In Ghana, decent accommodation is a major issue which may be due to rural urban migration. Workers travel long distances to their place of work due to scarcity of accommodation, when available, it is very expensive so most workers cannot afford. Similarly cost of living is very high due to high inflation in the country. If employees are, therefore, given such facilities as free accommodation, part payment of their rent and meals, then most of them are likely to remain on the job for long. Following are comments by some respondents.

“Accommodation, free meal and pay rise, if your performance is good... There are things we do that some hotels don't do, such as free accommodation, so that is it. We feed them three times. This

is to prevent stealing, especially kitchen staff, at least, that encourages people to stay. When you invest, you see things differently” (Owner-Manager, a 2-star Hotel, Koforidua. 12/10/2011).

“We have increased their salary, we give them uniforms, and we pay their health insurance, free accommodation and end of year awards as well as special packages for employees who are outstanding in service delivery”. (Manager, a 1-star hotel, Nkwakaw (15/10/2011).

Employers of some hotels gave training opportunities to their staff in the current study. Sometimes they are given in-house training or sent elsewhere such as in the polytechnics. The results obtained from the quantitative data also revealed that training of employees influenced for their intention to stay. This implies that given opportunities for self-development is likely to reduce intention to quit. The fear expressed by the management respondents, however, was how some of the workers leave after being given such opportunities. Some organizations also allow the employees to sponsor themselves. The challenge that could arise for an organization when employees sponsor themselves could be the likelihood of quitting for a better job. In their study, Green et al. (2000) concluded that, if an individual sponsors himself for training, his job search is higher in contrast to when the organization does the sponsoring. On their part, Acton and Golden (2003) opined that training helps

in retaining knowledge within an organization but may not help in retaining employees.

As stated by an owner-manager in the current study, “..... *I organize training both within and outside, even when we recruit them. But after training, some of them still leave, wasting our resources. But, at least, some of them stay. Even though it is expensive, we try*”. (Owner manager, 2-star hotel, Koforidua, 12/10/2011).

“When the young girls and boys are recruited, the service becomes very poor until we train them, eeehm, with frequent training at the inter-department level, but even with that, some of them still leave”. (Manager, 2-star hotel, Pepease, 15/10/2011)

“.....Yes, we allow them to develop themselves and arrange with them to schedule their shifts to when it is convenient. Some of them also go off during the weekends to enable them do part-time programmes”. (Manager, 1-star hotel, Kade, 17/10/2011)

On the contrary, an employee interviewed stated that though he/she received some form of training, it was irregular. When they want to upgrade themselves, they arranged with management to allow them attend evening or weekend classes. Some had no option than to resign in order to upgrade themselves. One employee respondent stated that:

“....Not very regular training but, actually once a while one of the managers will organize training sessions and teach us modern ways of folding napkins, laying of cutlery...this happen when there is a mistake or a guest complaint” (A waiter, 3-star hotel, Koforidua,7/02/2012).

Three of the hotel managers acknowledged that they have put in place annual bonuses to deserving employees and incentives to everyone without discrimination so as to motivate them to stay. In a study in Belgium where questionnaires were administered to 349 employees and 11 employees interviewed, Dochy, Michielsen and Moeyaert (2008) concluded that appreciation and stimulation helped in retaining the valued employees.

In the present study a management respondent stated that:

“You see, we are constantly scanning the environment to see what in it that we can do to improve the system. So, for instance, we have annual bonuses and incentive schemes. I mean, we try to improve conditions of service for everybody, and there is no discrimination. We also appraise the staff and give incremental bonuses for those who perform, because this job is driven by motivation”. (Manager, 2-star hotel, Aburi, 25/10/2011)

Another added that:

“Yes, we give bonus at the end of the year to those who perform well during the year. We also give them some incentives. At least,

we try to make them happy". (Manager, 1-star hotel, Nkwakwa. 15/10/2011).

Two hotels seemed to have provided some level of empowerment to their employees at all levels, from management to the least employee in the organization. This includes involving them in decision-making and delegating responsibilities to them. Given such opportunity to employees at all levels will boosts their ego and helps them to identify the psychological attachment with their job (Kanungo, 1982).

One manager respondent said that:

"We treat them well and assign them with responsibilities such as making them group leaders where the leaders report on the performance every week. There is also strong communication between supervisors and their subordinates..." (Manager, 2-star hotel, Aburi, 25/10/2011).

Again, another manager responded that:

"Everyday, before service starts, we do briefing where the previous day's performance is appraised and the workers are allowed to make suggestions to improve service and sales. If there is something they are not happy with, they voice it out and we discuss it" (Manager, 3-star hotel, Koforidua, 25/10/2011).

Summary

This chapter addressed the perception of managers and owner managers of hotels as well as other stakeholders on the incidence of quitting and the perceived effects of quitting an organization. The strategies management have put in place to retain the valued employees were also discussed. Interviews were used to obtain the information required. All the respondents acknowledged the adverse effects of employees' quitting on the organizations in the current study. These include the cost of training new recruits which takes a long time before the desired skills of the new recruits are achieved. Other effects include pressure of work on the remaining staff and effects on customer service and satisfaction.

The chapter also described the various retention strategies put in place by management to reduce the voluntary quitting rate. The strategies perceived by managers include proper orientation of new employees, improved salary and better working conditions such as reward schemes and bonuses for deserving employees, promotion, part-payment of rent or free accommodation and meals, training opportunities, annual bonuses and employee empowerment. If these are adequately implemented and management is committed to these strategies, the rate of quitting is likely to reduce to the barest minimum.

CHAPTER EIGHT

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary, conclusions, and recommendations of the study which sought to assess employees' intention to quit their job in hotels in the Eastern Region of Ghana. The specific objectives of the study were to:

- a) Ascertain the pervasiveness of potential quitters in the accommodation sub-sector in the Eastern Region;
- b) Examine the dynamics of the factors that influence employees intention to quit;
- c) Examine the perceived effects of employees' quitting the job on the organisation's performance; and
- d) Appraise measures that management has put in place to ensure staff retention in hotels in the Eastern Region.

Summary of main findings

On the pervasiveness of the potential quitters in the accommodation sub-sector in the Eastern Region, the study showed that intentions to quit were high in the study area, and the situation was alarming. The survey showed that as many as 71% of the respondents intended to quit from their current

organization if they had the opportunity. In addition, it came to light that some employees in some departments were more desirous to quit than their counterparts in other departments. The result of the chi-square test of independence indicated a significant relationship between the department in which a hotel employee worked and his/her intention to quit. The test showed that employees in the human resource departments had a higher propensity to quit the job. This was followed by the food and beverage department. About three-quarters of the employees who indicated their intention to quit were with the front office and a little more than half were with the house keeping departments. In contrast, though the personnel in the accounts department indicated their intention to quit, they represented the least among such employees.

Concerning the dynamics of the intention decision making process, the frequency distribution showed the relation that these dynamics had with intentions to quit. On the average the employees denied their intention to quit: Career aspirations (mean = 2.65); job and professional issues (mean= 3.19); organizational commitment (mean=3.09) and job search (mean=3.16). The respondents, however, had different opinions with the specific items. They also 'strongly denied that hotel characteristics had any influence on their intention to quit their job.

Through factor analysis, it emerged that four underlying factors accounted for employees' intention to quit their job in the sampled hotels. Job and professional issues accounted for the highest variance and explained 22.8% of the total variance. This was followed by job search, hotel characteristics and organizational commitment. These four components

explained 63.6% of the total variance of the factors accounting for hotel employees' intention to quit. Of the job and professional issues, 'Equal treatment of staff' had the highest loadings while 'orientation process' had the lowest loadings. Training opportunities given to staff was the second highest. The other variables were professional commitment in the workplace, satisfaction with job and orientation process for new employees. On the whole, none of the items in this factor had factor loadings below 0.50 which confirmed that job and professional issues stated in the conceptual framework played a significant role in determining employees' intention to quit.

Socio-demographic and organizational characteristics also showed some interesting results on employees' intention to quit. The results of the chi-square test of independence showed that the young respondents (30-39 years) had significant association with intention to quit. This was also confirmed from the interviews conducted with managers/owner managers. They opined that younger employees between the ages of 20 and 35 years normally quit their jobs, and this category of employees, include chefs and other skilled employees. At this age, employees were energetic and more ambitious as espoused by Souza-Poza and Henneberger (2007), and were at the experimental stage of their career, so they move on to try other job options.

For the older employees, they had the tendency of being more committed to an organization than younger employees. They may stay longer on the job (Mathieus & Zajac, 1990; Perez, 2008). The reason could also be because older employees have all the experience at the workplace, or may have progressed and even be content with their career. It might therefore not be necessary for them to have intentions to quit the job. With the binary logistic

regression, however, age did not indicate significant influence on respondents' intention to quit. This implies that, though age has an association with employees' intention to quit, it will not have a causal influence regardless of the age of the employee. This was also confirmed from the responses of the managers and owner managers who stated that the younger employees seemed to be those who quit the job most of the time.

Marital status also showed significant relationship with employees' intention to quit. There were more unmarried employees who intended to quit as compared to those who were married. From the binary logistic regression, marital status was also found to significantly influence an employee's intention to quit his or her job. This finding confirms of Tang *et al.*'s (2000) study of psychological factors for reducing turnover of employees in Singapore, where married employees had a lesser tendency to quit than their single counterparts. As mentioned in the earlier chapters, the single employees were energetic and may not have any family obligations to tie them down from moving from one geographical area to another due to change of jobs; a married employee however may consider the interest of the family before thinking of quitting.

It also came to light from the current study that the propensity to have the intention to quit increased with higher levels of educational attainment. It emerged that it is usually employees who had attained secondary/VOTEC qualification who often intended to quit. These are the skilled workers who are preferred in the industry and they are of high demand, hence they hop from job to job for better offers or to satisfy their ego. This confirms Carbery *et al.* (2003)'s finding that an employee with low education has relatively less turnover intentions. In Ghana, many workers are aspiring to gain higher

education since lots of opportunities are currently available. These include sandwich and weekend programmes offered by a number of private as well as public tertiary institutions. If employees enroll in these training programmes especially, vocational and technical programmes where demand for them is high, then intentions to quit may be on the increase. But if other strategies are put in place to motivate staff, they may be influenced to stay even after completing such programmes.

The study also revealed that employees' years of experience had a significant association with their quit intentions. Employees, who have attained 3 to 4 years working experience on the job indicated their intention to quit. This implies that the longer an employee stays on the job, the more his or her intention to quit. This could be so because of the skills and knowledge acquired over the years which improves on their competence and therefore may make them to be in high demand. On the other hand, those with little experience may stay on the job as they may not have enough courage to seek for jobs.

Examination of the calculated chi-square test of independence suggested that hotel star-rating also had a significant relationship with employees' intention to quit. This means that employees' working in the higher rated hotels showed more intentions to quit the job. It stands to reason that the upscale and larger hotels usually had better facilities and opportunities for development of staff so employees in such facilities had low quitting intention in comparison to the lower rating hotels.

The size of the hotel also revealed significant relationships with employees' intention to quit. It therefore suggests that employees in large

hotels, in this case, hotels with many rooms (30-49) and 70 rooms and over were generally less likely to show quitting intentions than their colleagues working in small hotels. The study also revealed that employees in the urban hotels reported higher intentions to quit their jobs than those in hotels in rural locations.

Generally, the key reasons for employees quitting indicated by managers/owner managers as well as the manager of the GTA are the desire to gain experience in other organizations and also to further their education. They were also of the view that lack of training opportunities, as well as receiving poor remuneration and hotel location induced quitting; that, sexual harassment did exist in the industry. This was the main reason why some employees quit. They, however, indicated that such victims failed to complain until they were about to quit or have quitted. Owner managers and the representative of the GHA, however, denied that sexual harassment existed in the establishment. The employees, on the other hand, confirmed the existence of sexual harassment in the industry and that some of them had been victims for which they intend to quit.

It was also found that from 2008 to 2010 voluntary turnover rated higher than involuntary turnover. Managers interviewed expressed their sentiments about how the turnover of their staff affected their business. They claimed they were faced with the challenge of training newly recruited employees who are largely not able to meet the existing standards. In addition, they maintained that, it was expensive to recruit and train new staff. Other consequences of quitting include pressure of work put on employees left behind and the effect on customer service and satisfaction.

Retention strategies undertaken by management in the various hotels to reduce the prevalence of employee quitting include proper orientation of new employees; improved salaries and better working conditions; promotion for deserving employees; part-time, payment of rent or free accommodation and meals, training opportunities, health insurance, end of year awards and special packages for employees who were outstanding in service delivery as well as empowerment of all employees. This was also confirmed in the interviews conducted on the stakeholders.

The chi-square test of independence showed that age and experience showed a relationship with employees' intention to quit. This means that the younger employees could have intention to quit especially in situation where they are skilled and have some level of experience.

Conclusions

From the foregoing discussions and findings of the study, the following conclusions are drawn with respect to the research questions.

With regard to the pervasiveness of potential quitters from their job, majority of hotel employees (71%) had the intention to quit their jobs. Furthermore, it was observed that the number of employees who had the intention to quit differ from department to department. The department which has the highest number of employees who intend to quit is the human resource department. This is followed by food and beverage as well as front office and housekeeping departments in that order. The accounts department ranked the least.

Secondly, it was observed that four major factors accounted for employees' intention to quit. Among these factors, job and professional issues ranked the highest. Of the job and professional issues, lack of equal treatment of employees was the highest variable that influenced employees' intention to quit, while improper orientation was the least. It was also found that socio-demographic and employment variables (marital status, age, education, experience) influence employees' intention to quit in the Eastern Region of Ghana.

Thirdly, on consequence of turnover on the hotel business, the study indicated three major issues. They are, cost of recruiting and training, new employees, from the point of view of the stakeholders in the Eastern Region, pressure of work on few employees who are left behind and the negative effect on customer service and satisfaction. Finally, it may be observed that management has put in place strategies to curb the quitting rate. These include proper orientation of new recruits, offering attractive compensation packages, promotion of deserving employees, offering regular training opportunities and special award and end of year benefit.

Contribution to knowledge

The present study has three major contributions, namely contribution to conceptual framework, literature, and analytical approach. First, the study makes a significant contribution to Carbery *et al's* (2003) model of predicting hotel manager's turnover cognitions. This model, which was employed as the conceptual framework for the current study, identifies three set of variables as possible predictors of turnover intentions of managers.

They are the psychological, socio-demographics, and organizational characteristics. In the current study, it was revealed that apart from the three sets of variables mentioned in the framework, there are others which influence employee intention to turnover that the model does not account for. These variables which can be summed up into the economic determinants of the employees and employment characteristics which include training opportunities and department that harbour the employees. Other psychological variables include equal opportunity, orientation of new employees, job search, empowerment and sexual harassment. This finding renders Carbery *et al's* model somewhat deficient in thoroughly analysing factors that account for employee turnover intentions. Consequently, based on this framework, the present study proposes a new framework (Figure 9) which includes the new variables mentioned above for a more comprehensive analysis of the concept of turnover in Ghana. Secondly, deeply rooted in the Sub-Saharan African setting and specifically based on hotels in Ghana, the present study contributes to the literature on turnover in general and intentions of employees to quit the hospitality industry. As the first of its kind in Ghana, this study which takes a holistic look at employee turnover in the Eastern Region of Ghana, will serve as a baseline data for future studies. In this, future researchers will not only use this study as a point of departure but also the study will provide rich data which can serve as a secondary source of information.

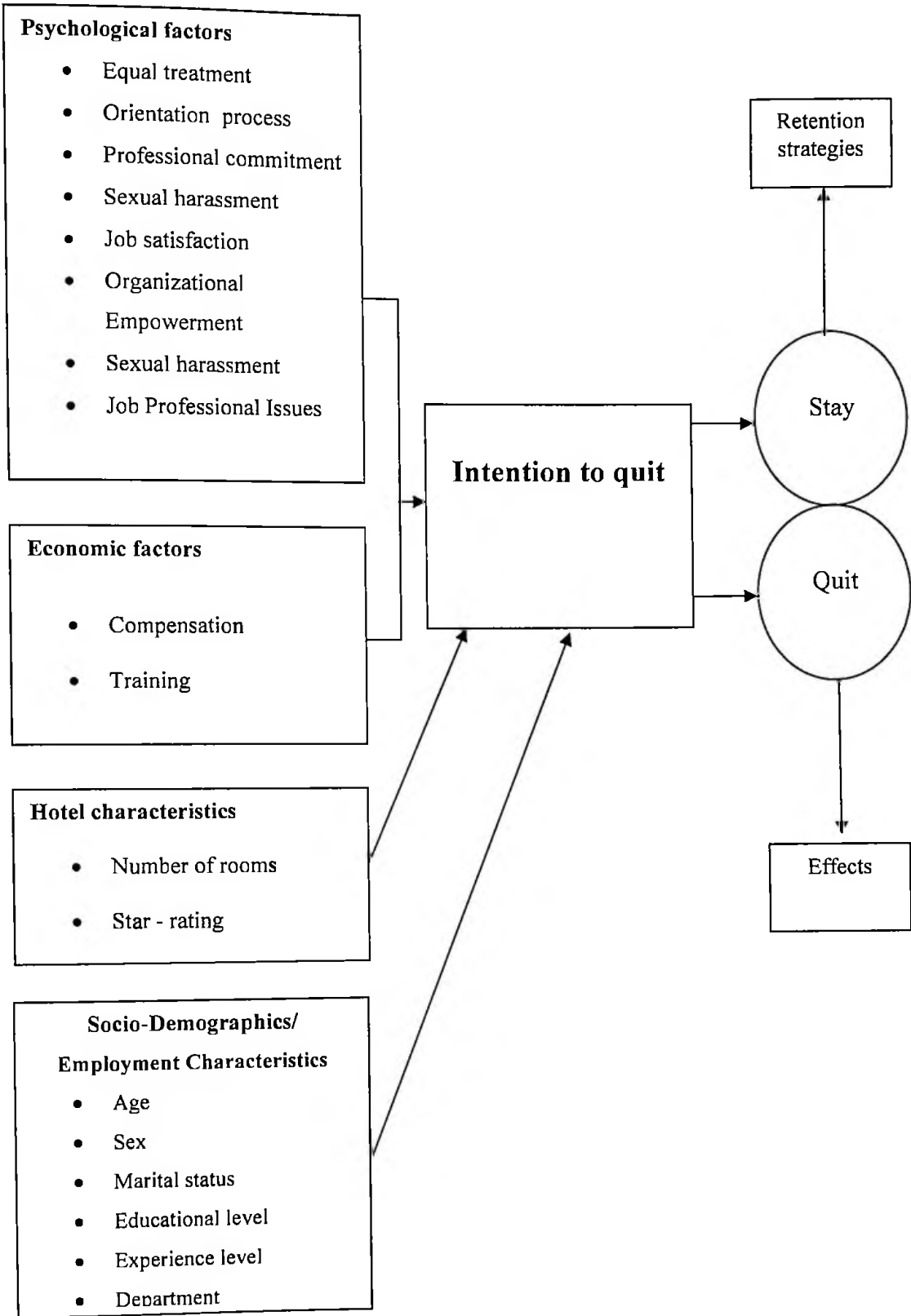


Figure 9: Proposed framework for employees' intention to quit their job
 Source: Author, 2013

Finally, the study has implication for the analytical approach adopted. In the literature, it appears that the popular analytical approach often used by researchers on studies of this nature is the Hierarchical and Multiple Regression, T-test, and ANOVA. This seems to suggest that the analytical approaches such as Chi Square, Factor Analysis, and Binary Logistic Regression may not be able to account for factors that trigger employee turnover in the hotel industry. However, the present study has confirmed that these approaches are equally useful in analyzing factors that lead to employees' quitting intention.

Recommendations

Any organizational success depends largely on its employees because they are the major source of sustainable competitive advantage to the organization concerned. In this respect, the high rate of 71% of employees who intend to quit the hotel industry in the Eastern Region Ghana must be seen as a major source of concern since an employee's intention to quit may result in reality. From the study, the skilful employees preferred by management are those who intend to quit and may finally quit to the disadvantage of the business. To forestall this threat and to maintain the wheel of progress in the industry, management of hotels in the Eastern Region and elsewhere should, as a matter of urgency, come out with policies that will promote loyalty and commitment and to halt the high rate of attrition among employees in the industry. The regional branch of the Ghana Hoteliers Association, in conjunction, with the Ghana Tourism Authority, should play a meaningful role in resolving the challenge of employee turnover in the industry.

The study also revealed that job and professional issues formed the highest factor influencing employees' intention to quit. It is therefore recommended that management should ensure that the working environment is made conducive enough to enable skilled employees to have a feeling of commitment to the organization. Employees must be appreciated through fair treatment, giving them compensation packages, empowering them and their values made known to them in order to retain them. It is further recommended that employees are given the respect and the appropriate remuneration they deserve.

It also came to light that lack of training featured as one of the variables influencing employees' intention to quit. For that matter, employers should endeavour to give adequate training opportunities to upgrade the skills of the employees and build up their competence, confidence and enthusiasm levels. The GTA, as the regulatory body supported by the GHA, should embark on rigorous training programmes and ensure that all stakeholders part-take in order to upgrade the industry with the needed skilled labour to meet the required standards.

It is highly recommended that the award system which has been re-introduced by the GTA since year 2013 will not only boost the competitiveness of the hotels in Ghana, but it would also lead to improving strategies towards the retention of their valued employees. It is to be noted that younger employees who have gained some level of experience and may have benefitted from on the job training also expressed their intention to quit their job alongside those who had attained secondary, technical/vocational education. Employers are therefore advised to identify the value of the youth and depend

on their experience and energy by giving them leadership roles to play by delegating responsibilities to them. This, I believe, will create a good working environment as well as professional commitment and job satisfaction that would motivate them to stay on the job. Compensation did not show significant influence on intention to quit in this study, but it is reasonable to suggest that management should pay attention to good pay and good remuneration in exchange for the investment and skills that employees put into the organization (Brunner, 2008).

The hospitality industry needs to put in place measures to obliterate the effects of the crisis of employee turnover. The industry must endeavour to open its doors to educational institutions for collaboration to ensure that programmes in the curriculum meet on the requirements of the industry. This will, to a large extent, promote uniformity of training and result in the retention of competent staff.

The study revealed that human resource management in the industry plays an important role in the industry. Management should, therefore, evaluate human resource personnel roles with a view to retaining employees in the industry. For instance, the results from the study points to the fact that equal treatment, professional commitment, training, job satisfaction and orientation are variables likely to reduce employees' intention to quit their job. It is therefore important to expose the employees to giving them challenging work to do while being transparent and giving them equal opportunity for developing themselves.

There should also be adequate information flow throughout all the various departments so as to motivate both supervisors and staff to treat

colleagues and subordinates with the respect they deserve. There should again be adequate collaboration between the hospitality and tourism industry and educational institutions to provide adequate information on labour conditions and professional development in the industry. Current trends and innovations should be shared between stakeholders of the industry. Blomme *et al.* (2009) stated that the industry should be involved in educating hospitality students to set the right expectations of students.

Another issue worth paying attention to is that there is the need for owners and managers to appreciate their staff as partners in the business and work together as a team, bearing in mind that they need each other to be successful. Therefore, they should create an environment for interaction and go further to enquire about what they think about their job, what peeps them to put in their best and what de-motivates them. Management should therefore put in place strategies to reduce the problem.

It was also seen that employees clearly express their intention to work in higher rated hotel. This could be because such hotels have better experience and knowledge in addressing human resource issues than the lesser ones. The Ghana Hoteliers Association (GHA) supported by the GTA should therefore create an opportunity for inter-hotel collaboration so that the larger hotels can assist the smaller ones in adopting best practices and improve on their human resource management issues. If possible, they can pull their resources together to organize training programmes for staff so as to achieve uniformity in knowledge and skill acquisition. By so doing, the employees would be motivated to improve their job satisfaction and increase their commitment level.

Finally, management should establish effective retention strategies by improving on the working conditions, providing opportunities for good communication systems from the top management level to the least employee. Information flow should be free and transparent without any prejudice. Exit interviews also need to be conducted to ascertain the actual reason why employees quit. This will help management to put measures in place to reduce quitting intention and subsequently quitting.

Suggestions for future research

Employees' intention to quit the hotel industry in the Eastern Region of Ghana is an issue. However, this issue may not be so formidable in the other regions of Ghana until a similar study is replicated in the other regions in Ghana to confirm the real issues of employee quitting intentions. Most studies of this nature have been undertaken in Europe and America. It is therefore prudent for more studies to be carried out in future in Ghana and to a large extent in Africa as a whole in order for stakeholders to better appreciate the phenomenon.

The study focused on employees in general. It is however expected that future studies focus on a comparative study between operational level employees and managers and their turnover intentions. Employees at the lower level could also be considered. The study also revealed some of the challenges managers encounter with the proprietors. Future studies could involve proprietors and the role they play in turnover issues.

When asked, about sexual harassment, employees rejected that sexual harassment was a factor which induced their intentions to quit the job in the

quantitative study. The qualitative study, however, indicated that sexual harassment was a reason for their quitting intentions and also quitting. Further studies could therefore probe into the relationship between sexual harassment and intention to quit.

Equal treatment, training opportunities, professional commitment, job satisfaction, job search, and organizational commitment and hotel size, as found in the studies, have a strong influence on employees' intention to quit. It is believed that future studies could focus on these variables to further probe into their influences as possible factors, for employees quitting the job in the hospitality industry.

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APPENDICES

Appendix 1

DEPARTMENT OF HOSPITALITY AND TOURISM MANAGEMENT

UNIVERSITY OF CAPE COAST

EMPLOYEE QUITTING INTENTIONS IN HOTELS IN THE

EASTERN REGION OR GHANA

AUGUST 2011

Questionnaire for hotel employees

Dear Sir/Madam,

This is a Post graduate questionnaire intended for hotel employees, which aims at understanding employee turnover in Ghanaian hotels. I would appreciate your participation in the data collection. However your participation is voluntary. This is an academic exercise and you are assured that all answers given will be used only for academic purposes. You are also assured of anonymity. It will therefore be appreciated if you respond favourably and honestly. You may contact me on 020-9797510/024-4978932 for any comments about the questionnaire.

Thank you for participating in the study.

MODULE A : CAREER ISSUES

Please indicate the extent to which you agree or disagree with the following statement by ticking (✓) the appropriate box corresponding with each statement.

Career Issues	(1) Strongly Agree	(2) Agree	(3) Disagree	(4) Strongly Disagree
1. I am satisfied with my career.				
2. The work I do is in my area of expertise.				
3. I feel I should remain in this job since I may be promoted				
4. I feel if I move to another hotel I may be promoted to a higher level of my career.				
5. I will accept to work anywhere in the hotel if only it is in my area of expertise				
6. I have a dream to gain experience in other hotels.				

MODULE B : JOB/PROFESSIONAL ISSUES

I would want to understand how you feel about your work. Please indicate the extent to which you agree with each statement by ticking (✓) the appropriate box corresponding with each statement.

Job/Professional Issues	(1) Strongly Agree	(2) Agree	(3) Disagree	(4) Strongly Disagree
7. I feel I am paid well for the work I do				
8. I receive other allowance and benefits apart from my pay.				
9. I am generally satisfied with the allowances and benefits I receive.				
10. New staff are given orientation				
11. I like the orientation process for new employees.				
12. There is seriousness and professionalism in the working environment.				
13. I am clear about the goals of my organization.				
14. I feel a sense of belonging in my job.				
15. I often feel that I am appreciated for the work I do.				
16. I am happy I have chances for 17. promotion.				

Job/Professional Issues	(1) Strongly Agree	(2) Agree	(3) Disagree	(4) Strongly Disagree
18. Communication is good at my work place.				
19. My colleagues have been harassing me sexually.				
20. My boss has been harassing me sexually.				
21. There is too much bickering and fighting at work.				
22. Staff are treated fairly and equally				
23. I enjoy working with my co-workers				
24. My job is very stressful				
25. I work for long hours.				
26. Staff are given regular training				

MODULE C : ORGANIZATIONAL COMMITMENT/LOYALTY

I would like to know how committed you are to your current job. Please indicate the extent to which you agree or disagree with the following statement by ticking (✓) the appropriate box corresponding with each statement.

Organizational Commitment	(1) Strongly Agree	(2) Agree	(3) Disagree	(4) Strongly Disagree
27. I would like to spend my entire career in this hotel.				
28. I really feel proud working in this place				
29. I think I can easily become attached to another organization other than this one.				
30. I feel emotionally attached to this hotel				
31. I will quit this job if even I haven't gotten another one.				
32. Too much of my life will be disrupted if I leave my work right now.				
33. I believe that I have too few options to consider if I leave the hotel business.				
34. This hotel deserves my loyalty.				

MODULE D: Intention to Job search

The next sets of question involve different activities people pursue when they start looking for a new job or when there is an opportunity. Please indicate the extent to which you agree or disagree with the following statement by ticking (✓) the appropriate box corresponding with each statement.

Intention to job search	(1) Strongly Agree	(2) Agree	(3) Disagree	(4) Strongly Disagree
35. I feel strongly about quitting my current job if I get an opportunity.				
36. I have made some contact about getting a job.				
37. I have revised my Curriculum Vita (CV) recently.				
38. Some individuals or companies have approached me for a better job offer.				
39. I have attended interviews for a job offer.				

Intention to job search	(1) Strongly Agree	(2) Agree	(3) Disagree	(4) Strongly Disagree
40. I am seeking transfer to a new job within my hotel.				
41. Over the past six months I have read advertisement in the news paper for job opportunity.				
42. I have considered leaving my current job within the past six months.				

MODULE E: HOTEL CHARACTERISTICS

For this section I would like to know if the hotel characteristics have any influence on you. Please provide the answer of the following questions by

ticking (✓) the appropriate answer.

Hotel Characteristics	(1) Strongly Agree	(2) Agree	(3) Disagree	(4) Strongly Disagree
43. I want to quit my current job because the hotel is too small.				
44. I want to quit because the hotel is in a remote area.				
45. I will quit because the hotel is too far from where I live.				
46. I desire to work in a higher star-rating hotel.				

MODULE F: WORK EXPERIENCE

This section contains items regarding your work experience and whether you have worked elsewhere before. Respond to each item by **WRITING** on the information requested or tick the corresponding boxes that best describes you.

47. From which organization did you first relocate here?

a. Hotel b. Restaurant/Chop Bar

c. School d. Hospital

e. Worker's Canteen

f. Other (please specify).....

48. How many times have you changed your job before joining your current job.

- a. 1 [] b. 2 []
c. 3 [] d. 4 and above []

49. Which department/section of this facility do you work?

- a. Food and Beverage [] b. Front Office []
c. House keeping [] d. Accounts []
e. Human resource management []
f. Others (Please specify).....

50. Given the opportunity what other job would you choose over the work you are doing at this hotel.....

51. Years of experience in current job

- a. Less than 1 year [] b. 1-2 years []
c. 2-3 years [] d. 4 years and above []

52. What is your current grade in the job?

53. How long have you been on the above mentioned grade?

- a. Less than 1 year [] b. 1-5 years []
c. 5-10 years [] d. 10 and above []

54. When do you expect your next promotion?

- a. Less than 1 year [] b. Less than 1 year to 2 years []
c. I have no opportunity for promotion [] d. I don't know []

55. How often do management meet with you to know about your problems?

- a. Once a week [] b. Once a month []
c. Once in 6 months [] d. Once a year []

MODULE G: SOCIO DEMOGRAPHIC CHARACTERISTICS

This finale section contains items regarding your personal characteristics. These items are very important for statistical purposes. Respond to each item by **WRITING** on the information requested or tick the corresponding boxes that best describes you.

56. Gender

- a. Male [] b. Female []

57. Age in years

- a. 20-29 [] b. 30-39 []
c. 40-49 [] d. 51-60 []

58. Highest educational attainment.

- a. Primary [] b. JSS/JHS []

- c. GCE 'O/A' Level d. SSCE/WASSCE/VOTEC
 e. Tertiary

59. Marital status

- a. Married b. Single
 c. Divorced d. Widow/Widower

60. What is your total monthly income?

- a. GH¢50- GH¢200 b. GH¢201- GH¢400
 c. GH¢401- GH¢600 d. GH¢601- GH¢800
 e. GH¢801- GH¢1,000 f. GH¢1,001 and above

61. What religion do you belong to?

- a. Christianity b. Moslem
 c. Traditional d. Others , specify).....

62. Please indicate whether your religion affect your work or not?

- a. Yes b. No

63. If yes please state how.....

64. Do you intend to quit your job in the near future or not?

- a. Yes b. No

THANK YOU FOR PARTICIPATING

Appendix 2

Department of Hospitality and Tourism Management

University of Cape Coast

Semi-structured Interview Guide: Hotel Managers/ owner Managers'

Interview

My name is Agnes Amissah, and I am from the Department of Hospitality and Tourism Management, UCC. I am collecting data on employees' turnover intentions in hotels of the Eastern Region of Ghana which forms part of my PhD programme. I would therefore be grateful if you furnish me with your opinion about the above topic.

1. Can you please tell me about yourself on the following.

b. Gender

i. Male []

ii. Female []

c. Age in years

i. 18-30 []

ii. 31-40 []

iii. 41-50 []

iv. 51-60 []

d. Highest educational attainment.

i. Primary []

ii. JSS/JHS []

iii. GCE 'O/A' Level []

iv. SSCE/WASSCE/VOTEC []

v. Tertiary []

vi. Professional qualification []

d. Marital status

i. Married [] ii. Single []

ii. Divorced [] iv. Widow/Widower []

e. Religion.....

f. City/town of residence.....

2. Name of organization.....

3. Year of establishment.....

4. Can you please give a brief history of the hotel?

5. How many have quitted voluntarily since?

6. How many have been turned out involuntarily?

7. On the average how many are recruited yearly and how many quit from the past four years in percentage?

8. Comparing the past to the present what has the trend of quitting been?

9. How many of your employees have worked for five years and above?

10. Why do you think they are still with the company?

11. What level or category of employees quit?

12. Generally what calibre of employees is recruited in terms of qualification and skills?

13. What do you think is the cause of their leaving?

14. What age group of employees quit often?

15. What is their status in the organization?

16. Why do you think they are still on the job?

17. Do you have opportunity to interact with staff?

18. If you do how do they respond?

19. How often do you meet them?
20. How do you go about it?
21. Are they open to lodge complains?
22. Do you have report about sexual harassment?
23. How does management handle it?
24. How is employee turnover affecting the business?
25. Has management put in place any strategies to retain the valued employees?
26. Can you cite some of the strategies management have been using?

Appendix 3

UNIVERSITY OF CAPE COAST
DEPARTMENT OF HOSPITALITY AND TOURISM
Semi-structured Interview Guide: Employees

Dear Sir/Madam,

My name is Agnes Amisshah, and I am from the Department of Hospitality and Tourism Management, UCC. I am collecting data on employees' turnover intentions in hotels of the Eastern Region of Ghana which forms part of my PhD programme. I would therefore be grateful if you furnish me with your opinion about the above topic.

1. Name of hotel?
2. Which of the departments do you work in this hotel do you work?
3. How long have you been working in this hotel?
4. Is there a particular reason why you have been working here?
5. Are you satisfied with your career?
6. Are you satisfied with your pay considering your work output?
7. Do you receive other allowances other than your pay?
8. Can you mention some of them if you do?
9. Is there regular training at the workplace?
10. If yes what type of training do you have?
11. Do you like the training programme?

12. Is your job stressful?
13. How many hours a day do you work?
14. Do you work on weekends and holidays?
15. How many days are you off duty?
16. Are employees treated fairly and equally?
17. Is there enough communication between bosses?
18. How about communication between colleagues?
19. Have there been issues on sexual harassment at the workplace?
20. Which gender of employees have been victims of sexual harassment?
21. Have you ever been a victim of sexual harassment?
22. How did you handle it?
23. Do you know anyone who has been sexually harassed while at work?
24. How has management been handling such issues?
25. What do you think the definition of sexual harassment at work should be?
26. Can you suggest how bosses and managers should control sexual harassment?
27. Do you enjoy working in your current job?
28. If yes why?
29. If no why not?
30. How do you understand intention to quit?
31. Have you considered quitting your job at any point in time?
32. Can you give reasons why you intend to quit or not?

APPENDIX 4

Department of Hospitality and Tourism Management

University of Cape Coast

Semi-structured Interview Guide: Manager Ghana Tourism Authority

My name is Agnes Amissah, and I am from the Department of Hospitality and Tourism Management, UCC. I am collecting data on employees' turnover intentions in hotels of Eastern Region of Ghana which forms part of my PhD programme. I would therefore be grateful if you furnish if you me with your opinion about the above topic.

1. Can you please tell me about yourself on the following.

a. Gender

i. Male [] ii. Female []

b. Age in years

i. 18-30 [] ii. 31-40 []

ii. 41-50 [] iv. 51-60 []

c. Highest educational attainment.

i. Primary [] ii. JSS/JHS []

ii. GCE 'O/A' [] iv. SSCE/WASSCE/VOTEC []

v. Tertiary []

d. Marital status

i. Married [] ii. Single []

iii. Divorced [] iv. Widow/Widower []

e.. Religion.....

f. City/Town of residence.....

2. Can you please tell me the year of establishment of the GTA in the Eastern Region.
3. What is your view on employees' turnover?
4. Do you have a record of the prevalence of turnover in the region?
5. Is the turnover voluntary or involuntary?
6. Which of the star-rated hotels experience high turnover?
7. What in your view is the cause of turnover?
8. Have you heard of any sexual harassment in the hotels?
9. What is your overall assessment of turnover in the region?
10. Can you please brief me about it?
11. How is your authority handling the situation if you hear of such incidence?
12. What relationship do you have with the Hoteliers Association?
13. Do you any interactions with the Hoteliers association?
14. If yes how often do you interact?

APPENDIX 5

Department of Hospitality and Tourism Management

University of Cape Coast

Semi-structured Interview Guide: Manager Ghana Tourism Authority

My name is Agnes Amissah, and I am from the Department of Hospitality and Tourism Management, UCC. I am collecting data on employees' turnover intentions in hotels of Eastern Region of Ghana which forms part of my PhD programme. I would therefore be grateful if you furnish if you me with your opinion about the above topic.

1. Can you please tell me about yourself on the following.

b. Gender

i. Male [] i. Female []

d. Age in years

i. 18-30 [] ii. 31-40 []

ii. 41-50 [] iv. 51-60 []

e. Highest educational attainment.

i. Primary [] ii. JSS/JHS []

ii. GCE 'O/A' [] iv. SSCE/WASSCE/VOTEC []

v. Tertiary []

d. Marital status

i. Married [] ii. Single []

iii. Divorced [] iv. Widow/Widower []

APPENDIX 5

Department of Hospitality and Tourism Management

University of Cape Coast

Semi-structured Interview Guide: Ghana Hoteliers Association

My name is Agnes Amissah, and I am from the Department of Hospitality and Tourism Management, UCC. I am collecting data on employees' turnover intentions in hotels of Eastern Region of Ghana which forms part of my PhD programme. I would therefore be grateful if you furnish if you me with your opinion about the above topic.

1. Can you please tell me about yourself on the following.

b. Gender

i. Male []

i. Female []

d. Age in years

i. 18-30 []

ii. 31-40 []

ii. 41-50 []

iv. 51-60 []

e. Highest educational attainment.

i. Primary []

ii. JSS/JHS []

ii. GCE 'O/A' []

iv. SSCE/WASSCE/VOTEC []

v. Tertiary []

d. Marital status

i. Married []

ii. Single []

iii. Divorced []

iv. Widow/Widower []

- e.. Religion.....
- f. City/Town of residence.....
- 2. Can you please tell me of the GHA in the Eastern Region?
- 3. Can you tell me your view on employees' turnover?
- 4. What about your views on turnover intention?
- 5. Is turnover voluntary or involuntary?
- 6. What in your view is the cause of turnover?
- 7. How does turnover affect your organization?
- 8. How do you manage it?
- 9. Have you heard of any incidence on sexual harassment in any of the hotels?
- 10. What did the association do about it if any?
- 11. Does the members of the association have regular meetings?
- 12. How do you assess turnover of hotel employees in the region?