

Turnover Intentions Among Hotel Employees in the Accra Metropolis of Ghana

Mildred Nuong Deri*

Department of Ecotourism, Recreation and Hospitality, University of Energy and Natural Resources, Sunyani, Ghana, Email, mildred.nuong@uenr.edu.gh

Perpetual Zaazie

Department of Ecotourism, Recreation and Hospitality, University of Energy and Natural Resources, Sunyani, Ghana, Email, perpetual.zaazie@uenr.edu.gh

Prosper Bazaanah

Department of Anthropology & Development Studies, University of Johannesburg, South Africa, E-mail address, pbazaanah@gmail.com

**Corresponding Author*

How to cite this article: Deri, N.M., Zaazie, P. & Bazaanah, P. (2021). Turnover Intentions Among Hotel Employees in the Accra Metropolis of Ghana. African Journal of Hospitality, Tourism and Leisure, 10(1):238-255. DOI: <https://doi.org/10.46222/ajhtl.19770720-98>

Abstract

The objective for this study was to analyze the factors which influenced turnover intentions of hotel employees in the Accra Metropolis of Ghana. The two-factor motivation theory of Frederick Herzberg was used as the lens to analyse employee turnover intentions in the hotel industry. A quantitative research method – encompassing the explanatory and simple random sampling approach – was used to collect the data from two hundred hotel employees in the Metropolis. Chi-square analysis and logistic regression were used to analyze the data. The study found that there was no significant relationship between the demographic features and turnover intentions of employees. Promotion chances were the best indicator of the turnover intentions of hotel employees. This implies job promotions are likely to reduce employees turnover among hotels in the Metropolis. The findings provides sufficient knowledge and information to scholars, policy makers and hotel managers that by providing opportunities for employees promotion, hotels can significantly reduce employees turnover in the future.

Keywords: Turnover Intentions; Hotels; Employees; Accra Metropolis; Ghana

Introduction

The turnover of employees is detrimental to the competitiveness and profits of hospitality organisations (Holston-Okae & Mushi, 2018). The loss of critical Corporate Resource and Assets compromises the organizational performances and profitability (Guilding, Lamminaki & Mcmanus, 2014). Understanding the factors that have a significant impact on employee turnover rates can help hospitality industry leader's better implement policies and strategies that will improve organizational competitiveness and profitability and retain employees (Hancock, Allen, Bosco, McDaniel & Pierce, 2013). Inadequate employee job satisfaction such as inadequate pay and employee promotion are among the causes of employees turnover in the hospitality industry. Worldwide, the how-and why staff leave jobs has been interesting for researchers and practitioners (Holtom, Mitchell, Lee & Eberly, 2008). The turnover of workers continues to be a global concern in the 21st century and has gained academic interest (Hom, 2011). Allen, Bryant and Vardaman, (2010) pointed out that turnover incurs financial costs, disrupts operations (Ton & Huckman, 2008) and also decreases customer service and efficiency

(Hancock et al., 2011). Researchers have come up with ideas over the years to explain why staff leave their jobs. Scholars put forward detailed models and new explanatory constructs (Trevor, 2008; Subramanian & Shin, 2013). Other researchers have also pioneered methodological solutions to forecast and quantify employee turnover (Griffeth & Steel, Allen 2010; Belete, 2018; Nivethitha, Dyaram & Kamalanabhan, 2014)

Due to the nature of the hotel job, turnover in hotels is high, as is labour intensive, low salaries and opportunities for advancement are minimal (Amissah, Gamor, Deri & Amissah, 2016). Hotels depend on motivated workers to provide friendly services to customers. Companies with more happy workers appear to be more successful and profitable, and employees are likely to continue rather than leave (Robbins & Judge, 2007). Hence, Sousa-Poza (2007) described turnover intentions as a representation of the likelihood that within a certain period of time a person will change his or her work and is an immediate precursor to actual turnover. The lack of work satisfaction has been described by Lee, Hom, Eberly, Li & Mitchell, (2017) as a factor leading to the desire of workers to leave their employment. The reasons for turnover intentions vary from external variables to organizational variables such as industry type, size of the company, location, association etc (Wei, 2009; Arthur, 2001). Other variables, such as demographic variables and integrative variables such as job satisfaction in terms of salary, promotion and training are linked to individual work variables (Begüm, Orhan & Haluk, 2015).

Ghana's hospitality and tourism industry has developed steadily since the 1980s and plays a vital role in the economy of Ghana (Ghana Tourism Authority, 2019; Amissah, Opoku, Mensah & Emmanuel, 2019; Akyeampong, 2007). The hotel industry is labour-intensive, and so retention of workers is a problem and a big challenge for managers. In light of this, it is necessary for managers to understand why workers quit their employment in order to reduce employees leaving the hotel industry. The turnover of employees in Accra Metropolis is a serious issue, particularly in the hotel sector, which is confronted with several labour-related problems which adversely affect its productive capacity and increase production costs. Through personal contact with hotel managers, it is learned that hotels in the Accra Metropolis find it difficult to retain workers as a result of the growing number of luxury hotels, including multinational hotels, which are still springing up in the Metropolis and poaching most of their employees. The willingness of the remaining workers to perform their duties will be compromised when a hotel employee leaves. In order to retain valued human capital and maintain high efficiency, managers need a better understanding of how to handle their workers because of the negative effect of attrition on organizations. While there are no official figures readily available in the Metropolis on employee turnover which is a challenge, there is anecdotal evidence that officials of the Ghana Hotels Association complain about perceived high intentions for employee turnover in the hotel industry (Amissah et al., 2016). There is still a great deal of doubt about what might, in reality, lead staff to leave or stay in their organizations. Among the hotels, there appears to be no traditional explanation why individuals want to leave an organization. Therefore, this study aimed to close this gap by analyzing the factors influencing turnover intentions among hotel employees in the Accra Metropolis. The study was informed by the following hypotheses: **H₀**: There is a significant relationship between hotel employees' demographic factors and turnover intention. **H₁**: There is no significant relationship between hotel employees' demographic factors and turnover intention.

Empirical and theoretical literature

The hospitality industry is one of the principal sectors of the Ghanaian economy. It substantially added to the national Gross Domestic Product (GDP). The World Travel and Tourism Council in its 2017 report highlighted the effect of Ghana's hospitality industry on the

country's GDP and on the development of jobs (Ministry of Tourism, Arts and Culture, 2019). According to the Ministry, the pre-Covid 19 figures from the tourism industry showed that Ghana remained the fourth largest foreign exchange earner in the country after Cocoa, Gold and Oil and Gas in 2018. Foreign arrivals to Ghana are expected to rise by 5 percent from 980,141 people in 2017 to 1,029,148.05 in 2018, while related receipts are estimated to increase by 5.1 percent from US\$1,854.8 million in 2017 to US\$1,947.5 million in 2018 and contribute 4.9 per cent to GDP (Ministry of Tourism, Arts and Culture, 2019). In terms of employment, the total number of jobs generated by the tourism sector in Ghana (direct & indirect jobs) has increased from 550,000 in 2017 to 602,425 in 2018. Direct employment created by the tourism industry increased from 135,000 in 2017 to 158,231 in 2018. The tourism industry in Ghana is aligned with the country's success and well-being and the global economy. Disposable income and market operation are the main drivers of the success of the hospitality sector (World Travel and Tourism Council, 2016).

The classification of hotels according to the Ghana Tourism Regulation (2016) L. I 2239, tourist accommodation is categorized into eight groups A, B, C, D, E, F, G and H. Class A representing hotels, B representing (budget, guest house, motel), C representing a homestay, D representing a service flat or holiday apartment, E representing a tourist campsite and caravan, F representing a hostel, G representing an eco-lodge and H representing a boathouse. As also stated, in Ghana Tourism Regulation L.I 2239 (2016), category A representing a hotel is subdivided into five categories, ranging from a one-star hotel to a five-star hotel. This ranking is based on many attributes such as architectural masterpiece, deluxe bedrooms and suites, leisure facilities and quality of service delivery (Ghana Tourism Authority, 2016).

The empirical literature from developing countries provides mixed findings on factors driving turnover intentions. For Bigliardi, Petroni and Ivo-Dormio (2005), turnover intent refers to the perceived probability of an employee remaining or leaving the employer organization. Employees with high organizational withdrawal intentions subjectively indicate they will leave the company in the immediate future (Begümm et al., 2015). Similarly, Jung, Hye & Young, (2012) highlighted that the object of turnover is for an employee to resign from a current job and to pursue employment in another organization. Again, Souza-Poza (2007) describes turnover intentions as a representation of the likelihood that a person will change his or her job within a certain period of time and is an immediate precursor to actual turnover. In addition, Holston-Okae and Mushi (2018) found that due to difficulties in researching about turnovers, researchers still used intent as a proxy for real turnover. Park and Kim (2009) found that the intentions of employees to leave an organization include mere thoughts (thinking and quitting) of leaving the organization and declarations by the worker that he/she really wants to leave the organization (intent to leave).

The intentions for turnover are divided into two groups: voluntary turnover and involuntary turnover (Albattat & Som, 2013). The intention of voluntary turnover is an employee's decision to leave the company. On the other hand, involuntary turnover intent is the removal of an employee facilitated by the employer (Lam, Pine & Baum, 2003). Wei, (2009) indicated that the reasons for the turnover of employees can be divided into three categories: work-related factors (i.e., job satisfaction, wages, performance, organizational commitment), individual factors (i.e., age, education, gender, tenure) and external factors (e.g. unemployment rate, employment perceptions, trade union presence)

Again, studies on turnover-intention in tourism and hospitality have shown that demographics affect the intention of turnover. Age, tenure and education are the most relevant studied demographic variables. For instance, it was found that a clear negative relationship exists between demographic factors and turnover (Begüm et al., 2015). In related research on the correlation between the level of education and the intent of turnover, a positive association

between these variables were found and it was concluded that individuals with a low level of education have a lower turnover intention (Carbery et al., 2003). Although other studies found a negative correlation (Karatepe, Uludag, Menevis, Hadzimehmedagic & Baddar, 2006), relative to those with less educational achievement, workers with higher qualifications are more likely to leave their jobs. This is because, elsewhere, educated workers are much more conscious of job opportunities.

Previous studies have further shown that age influences the decision to change jobs (Souza-Poza, 2007; Allan, Bamber & Timo, 2006). Age was found to be a determinant of turnover intention, and a negative association was found between age and turnover intention; it was also argued that older workers' turnover intention is normally poor (Kim, Lee & Calson, 2010; Karatepe et al., 2006). In addition, similar gender and turnover intention studies showed that the gender factor is a determinant of turnover intention (Uludağ, Khan & Guden, 2011; Karatepe et al., 2006). In a related study, Carbery and Garavan (2003) discovered that male employees appear to be dominant compared to females. This is because they play an important role as family caregivers, which in turn is reflected in a low turnover intent. Khalid, Jusoff, Ali, Ismail, Kassim and Rahman (2009) conducted a similar analysis of organizational citizenship behaviour (OCB) and turnover intention in 63 hotels in Malaysia'. The findings highlighted that women were less likely than men to leave their jobs. Similarly, marital status has also been found to be a determinant of the intent of turnover (Carbery et al., 2003). Pizam and Thornburg (2006) suggested that in contrast to an unmarried worker, married workers had a lower turnover intention on their jobs. In order to balance the equation to some degree, workers who are married need to work on their family life and that of work.

Other studies found tenure to be one of the main determinants of turnover intention, and it was shown that people with high tenure usually have a lower turnover intention (Uludağ et al., 2011; Nadiri & Tanova, 2010). Some workers choose to remain with one organization because they want to retain the benefits offered. He or she will also not receive the full benefits and welfare compensation offered by the organization in the event of the long-serving employee leaving (Khatri, Fern & Budhwar, 2001). In addition, long service also demonstrates potential devotion to the sector (Karatepe et al., 2006). In other studies, Griffeth et al. (2005) found that employee tenure was negatively related to turnover (-0.20), indicating that it was less likely that workers who represented an organization for a long time would leave.

In addition, Meyer (2010) highlighted that the lack of satisfaction among South African hotel employees, resulted in a low level of employee engagement, which in turn affected efficiency and the achievement of organizational objectives. Such issues lead to low productivity, high absenteeism, labour strife and high turnover of labour. Job satisfaction was found to be one of the determinants of turnover intention in several studies and it was shown that those with low job satisfaction had a greater turnover intention (Zopiatis, Constance & Theocharous, 2014; Kim et al., 2005; Hemdi & Nasurdin, 2004). Hence, pay, supervision, training and promotion are the hygiene variables of job satisfaction that affect turnover intentions.

In a study carried out by Oshagbemi (2000) among UK scholars, a statistically significant relationship between pay and turnover was found. It can therefore be said that low remuneration can lead to work dissatisfaction among workers, which can lead to employees thinking about leaving their job. Financial benefits have been shown to have a substantial effect on employees turnover (Arnolds & Boshoff, 2004). Individuals consider their remuneration to be a measure of their importance to the company. Lack of appreciation and low wages also contribute to employee work dissatisfaction, which can lead to workers considering leaving their jobs (Nel, Van Dyk, Haasbroek, Schultz, Sono & Werner, 2004). Albattat and Som,

(2013) also discovered that wage was related to turnover intention, and it was concluded that a low wage promotes turnover.

Studies suggest that the intentions of job turnover are closely linked to prospects for change (Peterson, Puia & Suess, 2003). This opinion is reinforced in a study conducted in South Africa by Ellickson and Logsdon (2002), which found that intention to quit was positively related to opportunities to be promoted. Moreover, Kreitner and Kinicki (2001) found that there is a positive relationship between promotion and turnover depends on employees' perceived equity. If employees find themselves in one specific position for so many years in the job without promotion, they will undoubtedly be unhappy and would probably have the thought to leave. Therefore it is important to have a policy for hotels that outlines promotional problems, and this should be transparent.

Most importantly, supervision is the job fulfilment of the supervisor's ability to provide emotional, technological and work-related assistance (Robbins, Odendaal & Roodt, 2003). Turnover and supervision have also been shown to have a beneficial relationship in studies. Research has also demonstrated that a positive relationship exists between job satisfaction and supervision (Smucker, Whisenant & Pedersen, 2003). Supervision is a job-related position that includes the supervisor's ability to provide emotional and technical support as well as advice on work-related tasks (Robbins et al., 2003; Wech, (2002) adds to this view by suggesting that supervisory conduct has a major effect on the growth of trust in employee relationships.

Similarly, training is an important aspect that encourages workers to become acquainted with new concepts in the workplace. The acquisition of new knowledge and skills and the development of opportunities in the hospitality sector could lead to a type of commitment associated with a lower turnover of employees (Mapelu & Jumah, 2013). Some research on the relationship between training and turnover intention found a positive relationship, leading to the inference that people with a low level of training have a lower turnover intention (Amisshah et al., 2016), while others found a negative relationship (Karatepe et al., 2006). A hospitality company that promote training and development would be able to increase retention and decrease turnover (Wang, Tsai & Tsai, 2014).

Theoretical framing

The motivation theory is one of the several theories often used by scholars to explain the intentions of turnover. Motivation can be said to be a mechanism that can contribute to job satisfaction. While the relationship between motivation and turnover is not obvious, motivational theories may explain it (Madden, Mathias & Madden, 2015). These theories include the theory of Vroom's Expectancy, the theory of equity, the theory of goal setting, Maslows' theory of needs, Mc Clelland's theory of achievement motivation and Herzberg's two-factor motivation theory. This research builds on Herzberg's two-factor motivation principle. Herzberg's two-factor theory of motivation is a collection of motivators that motivate people to achieve set goals in the workplace (Lynne, 2012). In the view of Robbins (2009), the theory of Herzberg consists of two dimensions defined as "hygiene" and "motivator" variables. Hygiene factors, also known as extrinsic factors, are the components of employment that generate discontent but only return the worker to a neutral point of job satisfaction, if not present (Ruthankoon & Ogunlana, 2003). Such job variables include supervision, salary, progression, training and working conditions. Herzberg argues that hygiene concerns do not inspire workers, but can alleviate frustration and serve as a motivational starting point. A critique of the theory of Herzberg is that it oversimplifies the motivation for work. In spite of this criticism, Herzberg expanded the hierarchical definition of Maslow's needs and made it more applicable to job motivation (Campbell (2011). For Wan, Fauziah and Tan (2013), the

two-factor theory of Herzberg is an important reference model for employers who want to gain an understanding of job satisfaction and turnover.

In this study, the Herzberg two-factor motivation theory is used as a tool to analyze the factors which determine turnover intentions among hotel employees in the Accra Metropolis of Ghana. The validity of Herzberg's two-factor motivation theory and its relation to turnover intentions have been tested by several research studies. However, there is a lack of hospitality studies that have attempted to examine the relationship between Herzberg's two-factor theory of motivation and the intentions of turnover. This theory is therefore chosen on the basis of its suitability and appropriateness for the present analysis. Herzberg's two-factor motivation-hygiene theory provided the theoretical basis for this research, stressing job satisfaction as a significant consideration for business managers in decreasing employee turnover intentions. Reducing employee turnover helps business leaders to sustain long-term growth and sustainability in their efforts (Bryant & Allen, 2014). In this study, the results on employee turnover intentions are clarified by Herzberg's theory. The motivation-hygiene theory was used in the analysis to obtain a deeper understanding of the problem statement the patterns of interrelationships between the variables.

Methods

For this study, an explanatory research design was adopted because the study not only described phenomena but also tested relationships between elements of a problem. The analysis was based on the post-positivist research paradigm because positivists believe that reality is stable and that without interfering with the phenomenon being studied, it can be observed and explained from an objective point (Creswell, 2014). Therefore, issues relating to the intention of turnover and the test for differences and relationships were based on a quantitative method-based post-positive paradigm.

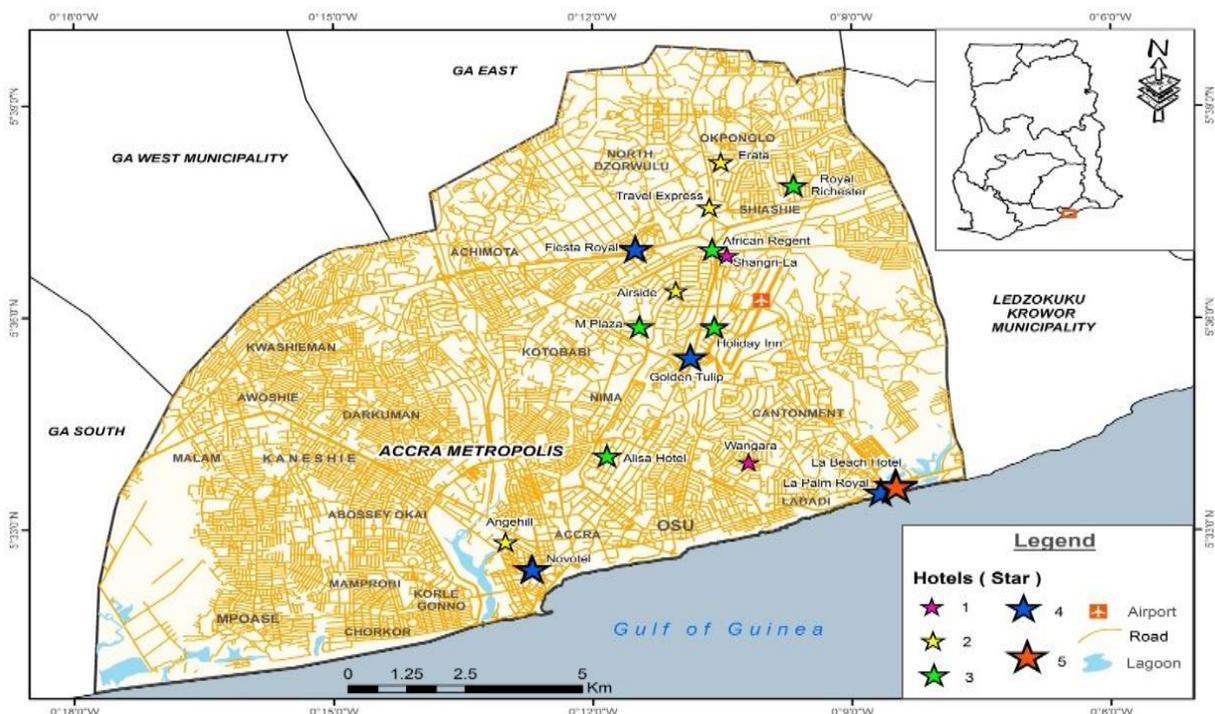


Figure 1: Accra Metropolis (Regional and National context)

Source: Cartography Unit, Department of Geography and Regional Planning, University of Cape Coast, (2020)

Quantitative studies, in particular, are suitable for testing hypotheses. Accra Metropolis is chosen as the study area because it is both the administrative capital of the region and the gateway to the country. The Metropolis has a wide variety of hospitality facilities, such as hotels, restaurants, attractions, travel services, etc. The hotel industry in the Metropolis is increasing rapidly; this could be due to economic growth, the demand factors that have drawn multinational hotels to the country since the 1980s. Multinational hotels are now springing up in the Metropolis, particularly around the airport area. In the Greater Accra region, there are now about 500 registered hotels and about 115 star-rated hotels in the Metropolis (GTA, 2019). The Metropolis is also chosen for the intense competition and poaching of skilled and experienced staff from one hotel to another. It has made the retention of staff very difficult for hoteliers in the Metropolis. The map of the study area is shown in Figure 1 above.

The sample size of this study was taken from the entire population of registered hotel workers in Accra Metropolis. The sample size was calculated based on Fisher, Laing, Stoeckel & Townsend's (1998) formula for calculating sample size. The Ghana Tourism Authority (i.e., the organization in charge of hotels), did not have any details on the particular number of hotel workers in the study area. An estimate has therefore been made and hotel workers in the metropolis stand at 6,660. There was a need to sample based on the approximate number of 6,660, in order not to arbitrarily pick or arrive at a sample size that would be too low or too high. To determine the appropriate sample size, the study used Fisher et al. (1998) sample size formula as stated below:

$$n_f = \frac{n}{1 + \frac{n}{N}}$$

n_f = the sample size required (when population is less than 10,000),

N = the sample size required (when population is greater than 10,000),

N = the target population size estimate.

Fisher et al. (1998) gave another formula in order to get 'n', which is:

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

Where:

When the population is more than 10,000, n = the desired sample size

Z = the normal standard deviation, usually set at 1.96, corresponding to a confidence level of 95%;

P = the proportion of the similarly characterized target population;

q = 1.0 minus 'p' and 'and'

D = the error margin that is equal to 0.055

If the z-statistic is equal to 1.96, the error margin (d) is equal to 0.05% and the percentage of the target population with a similar characteristic (p) is equal to 85% (0.85), then (n) is:

$$n = \frac{(1.96)^2 (0.85) (0.15)}{0.05^2}$$

$$n = 196$$

Calculated $n=196$ has been obtained. Hotel workers in the metropolis stood at 6,660 (estimate of the target population size or ' N ') from the reconnaissance survey. The sample size for the analysis was determined as follows, substituting ' n ' and ' N ' into the formula:

$$\begin{aligned} n_f &= \frac{196}{1 + \frac{196}{6,660}} \\ &= 210 \end{aligned}$$

The measure of (nf) was equivalent to 210.0. The study sample consisted of 210 managers and employees working in the Metropolis in star-rated hotels. The purposive sampling method was used to select 115 hotels to be included in the study and the respondents were selected using a simple random method.

Descriptive statistics, including mean, standard deviation, cross-tabulations, and frequencies were provided to show the characteristics of respondents' backgrounds, respondents' turnover intent, among others. In order to test the hypothesis, the chi-square analysis was carried out and logistic regression was also used to assess factors affecting the intention of hotel workers on turnover in the Accra Metropolis. A four-part questionnaire was self-designed and administered to the respondents. Data on the demographic characteristics of the respondents, such as age and sex, were collected in Part 1. Part 2 included the hotel features, which included the number of rooms and hotel star rating. Part 3 focused on hygiene factors (pay, promotion, supervision and training) because turnover intentions will be triggered by the absence of these factors. Part 4 concentrated on the Turnover Intention Scale (TIS). Khan and Du (2014) used the TIS to gauge the reasons for turnover intentions of employees. To evaluate turnover intentions, Khan and Du adopted an interval scale with a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). This scale was later reduced to a 1-1.49= Agreement 3-point Likert scale; 1.50-2.49= Neutral; 2.50-3= Disagreement to better present the results. The Cronbach Alpha value was between 0.70 and 0.92 for the pre-tested instruments. This supports the Khan and Du (2014) statement that the TIS is a true and accurate instrument with an alpha coefficient of 0.75 from Cronbach, confirming the reliability and validity of the instruments used by this study.

Results and discussion

Out of the 210 questionnaires distributed to the 26 hotels, 190, reflecting a 90.5% response rate, were received. However, six (6) questionnaires were discarded because they were incomplete. Therefore, 190 useful questionnaires were obtained and the findings discussed in this paper are explained on the basis of the 190 useful answers received and not the 210 measured as the sample size.

Demographic characteristics of hotel employees

The result in Table 1 reveals that 54.2% of the participants were males and 45.8% were females. In terms of age, a little above 53.7% of respondents were between 21-30 years of age 31.1% were between 31 and 40 years of age, and 2.1% were between 51 and 60 years of age. About 58.9% of the respondents were married as compared with 41.1% who were unmarried. The findings show that 28.5% of the respondents were Front Office Departmental staff, while 20.5% were staff of the Housekeeping Departments. Comparatively, most of the respondents (86.8%) were full-time employees with only 13.2% being casual employees. Meaning in Ghana, hotels would be more productive if less casual staffs are engaged.

Table 1: Demographic characteristics of respondents

Background characteristic	Frequency	Percentage (%)
<i>Sex</i>		
Male	103	54.2
Female	87	45.8
<i>Age</i>		
<20	7	3.7
21-30	102	53.7
31-40	59	31.1
41-50	18	9.5
51-60	4	2.1
<i>Marital status</i>		



Married	78	41.1
Unmarried	112	58.9
<i>Department</i>		
Housekeeping	39	20.5
Front office	54	28.5
Accounts/administration	54	28.4
Food and beverage	43	22.6
<i>Work status</i>		
Full time	165	86.8
Casual	25	13.2
<i>Years of service in this hotel</i>		
< 1	54	28.4
1-3	72	37.9
4-6	50	26.3
> 6	14	7.4
<i>Length of service in the industry</i>		
1-5	89	46.8
6-10	74	38.9
> 10	27	14.3
<i>Educational level</i>		
Primary/JSS	9	4.7
Secondary	61	32.1
Post-Secondary (non-degree)	61	32.1
Degree	59	31.1

In the survey, 37.9% of respondents worked between one and three years. This is an indication that employees do not stay for long in a particular hotel. While 7.4% more than six years in the field. In terms of education levels, about 32.1% of the respondents had secondary and post-secondary school certificates. The lowest were those with basic qualifications (4.7%). The results show that more males who are young and unmarried turned to have work in hotels than females. This shows that the hotel sector in Ghana encourages the youth to work in the industry once they are strong and energetic as the nature of work is tedious and hectic. From the findings of this study, the demographic characteristics of employee respondents revealed that 54.2 percent of males participated in the study. Therefore, female employees should be encouraged to take up job positions in hotels that are even more challenging and not to see a hotel job to be for males. This research supported the findings by Uludağ et al., (2011) who discovered that male employees tend to be dominant because they play an important role as family caregivers relative to females, which is reflected in a low turnover intention. This research also agrees with an organizational citizenship behaviour (OCB) and turnover intention study in 63 Malaysian hotels, where Khalid et al (2009) found that female workers better moderated the relationship between behaviour and intention to quit than males.

From the findings, most workers (53.7%) were between 21-30 years of age. It can be seen from the analysis that 3.7 percent were below 20 years old. It is, therefore, clear that the hotel industry is dominated by young workers. This result highlights the literature which defined age as one of the influential features among hotel staff (Allan et al., 2006). Furthermore, the results from this present study indicate that due to the demanding nature of activities in the hospitality industry, the sector is dominated by young people. The findings of this study show that 32.1% of respondents were secondary school, certificate holders. This finding supports Carbery et al. (2003) claim that the majority of hotel workers were post-secondary holders. This condition could stem from the fact that some people are still largely unaware of the hospitality sector's job opportunities. Furthermore, with 58.9 percent of them unmarried, 86.8 percent of the employees were full-time workers. The current study confirms the results of Uludağ et al. (2011) that compared to an unmarried employee, married workers

had a lower turnover intent on the job. Overall, the finding confirms literature that defined demographic features as influential influences on the intentions of employees turnover.

Hotel characteristics

Table 2 indicates that 40.5% of the hotels surveyed were categorized as 2-star hotels, followed by 1-star hotels (31.6%), while 5.8% were categorized as 5-star hotels. Approximately, 57.9% of the hotels surveyed were operated by sole proprietors, 26.3% were a limited liability and 15.8% were partnerships.

Table 2: Hotel characteristics

Hotel characteristic	Frequency	Percentage (%)
<i>Classification</i>		
1-star	60	31.6
2-star	77	40.5
3-star	23	12.1
4-star	19	10.0
5-star	11	5.8
<i>Number of rooms</i>		
< 20	44	23.2
20-50	83	43.7
> 50	63	33.2
<i>Ownership type</i>		
Sole proprietorship	110	57.9
Partnership	30	15.8
<i>Limited liability</i>	50	26.3
<i>Affiliation status</i>		
Local chain	152	80.0
MNE Affiliated	38	20.0
<i>Number of years in operation</i>		
< 5	45	23.7
6-10	77	40.5
11-15	38	20.0
> 15	30	15.8

Table 2 reveals that 80% of the hotels are local chains, while the remaining 20% are MNE Affiliates. With respect to the size of hotels in the Metropolis, 43.7% were medium-sized hotels with 20-50 rooms, followed by hotels with more than 50 rooms comprising 33.2%. About 23.2% were small hotels with fewer than 20 rooms while 40.5% of the hotels were in business for six to ten years. Hotels operating less than five years accounted for 23.7% and those operating more than 15 years accounted for 15.8%.

With respect to hotel characteristics, 40.5% of the hotels surveyed were classified as 2-star hotels, while only one was classified as a 5-star hotel. This shows that there are smaller to medium-sized hotels compared to large/luxury hotels in the Metropolis. Approximately, 80% of these hotels are local chains. This means that majority of hotels in the Metropolis are locally owned and few are multinational owned. Available evidence from the Ghana Hoteliers Association indicates that most hotels are adding more rooms to the existing ones due to high demand compared to the GTA results. The findings of this study highlight that most hotels in the Metropolis have been in service for six to ten years. This is an indication that hotels in Ghana are still growing and needs support from the Government and more investors to come and invest in the hotel sector.



Turnover intention among hotel employees

The intent of turnover among hotel employees was evaluated. Around 55% (more than half) of respondents suggested that they had the intention of leaving their work, while the remaining 45% indicated that they did not plan to leave their job. The implication is that more employees are not satisfied with their job. Hence, once job satisfaction has been identified as an antecedent of turnover intention, employers and owners of hotels in the Accra metropolis have to take into consideration their employees job satisfaction factors such as promotion and pay, in order to help minimise quitting intentions. Once the hygiene factors of job satisfaction have been established as a precedent of turnover intent, employers and hotel owners in the Accra Metropolis have to take their employees' job satisfaction issues into account in order to help mitigate leaving intentions Wan, Fauziah & Tan (2013).

Table 3: Turnover intentions among hotel employees

Intention to leave	% in agreement	Mean	Standard deviation
I often think of leaving my current job	36.8	1.98	0.848
It is very possible that I will look for a new job in the near future	34.7	1.92	0.779
If I may choose again, I will choose to work for this hotel	27.4	2.12	0.811
I plan to leave as soon as possible	23.7	2.21	0.800
I am actively looking for a new job next year	26.3	2.15	0.810
I will leave as soon as I find a better job	37.9	1.94	0.837
<i>Overall score</i>	<i>31.1</i>	<i>2.05</i>	<i>0.814</i>

Scale: "1-1.49 = Agree, 1.50-2.49 = Uncertain, 2.50-3 = Disagree"

With the statement, "I plan to leave as soon as possible," about 23.7 percent of the respondents were unsure. For all the six claims in Table 3, respondents were undecided 31.1 percent from the weighted mean. The lowest mean score, with a percentage of 34.7, was 1.92, on the item "It is very possible that in the near future I will look for a new job." It can be inferred that workers who are not well motivated, once they find other job opportunities, they are likely to leave their work. Overall, respondents were unsure whether they were likely to quit their job or not (mean = 2.05). Some of the respondents (mean= 1.92), however, remained oblivious to their intended turnover. Questions about the intention to leave were in a score range from the survey, which indicates that a majority of employees were undecided as to whether they would leave their current job (taking into account the standard deviation). Meaning employees in the Metropolis are not happy with their job. Therefore managers need to put in place measures to take care of their employee's motivational needs such as structuring promotional and salary issues. The government of Ghana, especially the Ghana Tourism Authority which is in charge of hotels regulations has to come out with measures and conditions of service for hotels in Ghana, as there is no standard promotional and salary structure in this industry. This study thus confirms Park and Kim's (2009) findings that workers' intentions to leave an organisation include mere thoughts of quitting the organisation (thinking and quitting) and statements by the worker that he/she wants to leave the organisation (intent to leave).

Demographic characteristics and turnover intentions

From Table 4, a chi-square test was done to find out the statistically significant association between the demographic variables and turnover intentions of hotel employees in the Accra Metropolis. From the chi-square results, sex of respondents (p-value = 0.150), age (p-value = 0.183), marital status (p-value = 0.357), tenure (p-value = 0.115) and education (p-value = 0.227) and turnover intentions.



Table 4: Turnover intentions by respondents' background

Respondents' Background	n	Yes	No	Statistic (p-value)
<i>Sex</i>				
Male	103	49.5	60.0	2.077 (0.150)
Female	87	50.5	40.0	
<i>Age</i>				
< 20	7	5.7	1.2	4.849 (0.183)
21-30	102	57.1	49.4	
31-40	59	26.7	36.5	
> 40	22	10.5	12.9	
<i>Marital status</i>				
Married	78	38.1	44.7	0.848 (0.357)
Unmarried	112	61.9	55.3	
<i>Tenure</i>				
< 1	54	25.7	31.8	5.923 (0.115)
1-3	72	37.1	38.8	
4-6	50	25.7	27.1	
> 6	14	11.4	2.4	
<i>Education</i>				
Basic education	9	1.9	8.2	4.338 (0.227)
Secondary	61	34.3	29.4	
Post-secondary (HND)	61	32.4	31.8	
Degree	59	31.4	30.6	

Significance level ≤ 0.05

Other studies found that there are higher turnover intentions for women workers than for male employees (Carbery et al., 2003; Uludağ et al., 2011). It can be concluded that this condition is a product of the role and obligations assumed within their families by female workers and the restricted opportunities for employment. According to Griffeth et al. (2005), This situation is a result of women's primary responsibilities, which include traditional household chores and child care, and that childbearing forces women to leave their paid jobs. Based on the socio-economic realities in Ghana, the findings of the current study could be explained that there are usually restricted work opportunities for both males and females in Ghana. The labour market is saturated and there are, virtually, no available jobs and the chances of getting the few available jobs seem to be equal for men and women. It is, therefore, possible that intention to quit one's job may not be affected by the person's sex. As a result, the Chi-square analysis revealed that the sex of the respondents was not significantly correlated ($p = 0.150$) with the intentions of their turnover. While previous studies showed that age influences turnover intention (Souza-Poza, 2007), a significant relationship ($p = 0.183$) between age and turnover intention was not found in this research. This finding may be confirmed by Begüm et al. (2015) observation that the younger employee is more likely than an older employee to have a higher turnover intent. This is because they are still young, they are full of enthusiasm and want to pursue other projects. There was no substantial difference between age and turnover intention in this present study.

Similarly, results from the chi-square test revealed that no significant relationship was found between marital status and turnover intention ($p\text{-value} = 0.357$). There was no significant association ($p = 0.115$) between tenure and turnover intention among hotel employees in the Accra Metropolis. This result could be confirmed by Khatri et al. (2001), who found that the longer an employee stays in an organization, the longer the employee tends to stay and this consequently minimizes the intention to leave. Griffeth et al. (2005) stressed that employee longevity was negatively linked to turnover (-0.20), indicating that it was less likely to leave an employee who remained longer with one company. Employees will still want to change



their jobs for better offers with ample work openings. Employees are more likely to have ambitions to leave their jobs, regardless of how long they have been with an organisation, as there are more work openings, well-structured pension packages, etc. With regards to education, this present study did not find a significant association ($p = 0.227$) between education and turnover. In this regard, this study confirms that Carbery et al. (2003) have comparatively less turnover intention for employees with lower educational achievement than for more qualified employees. Therefore it can be concluded from Table 4 that, there is no significant relationship between gender, age, marital status, educational achievement and tenure and turnover intentions. Therefore, we fail to reject the H_0 which assumed that there is no significant relationship between hotel employees' demographic characteristics and their turnover intention.

Factors influencing turnover intentions

To analyze the factors (pay, promotion, supervision and Training) that influence turnover intentions among hotel employees in the Accra Metropolis, a binary logistic regression approach was employed. The model clarified between 0.24 (24 percent) and 0.32 (32 percent) of the variance respondent's intentions to leave based on the pseudo R-square statistics suggested by Hosmer, Lemeshow and Sturdivant, (2013).

Table 5: Factors influencing turnover intentions

Dependent variable (Turnover intentions)					
Predictor Variable	B	SE	Wald	Exp(B)	p-value
Pay	0.71	0.53	1.77	0.90	0.18
Promotion	0.18	0.52	2.97	0.37	0.00
Supervision	0.67	0.58	1.36	1.97	0.24
Training	-0.39	0.42	0.89	0.67	0.34
Constant	3.43	1.11	1.97	6.91	0.02

Significant at * $p < 0.05$

From Table 5, promotion had a major effect ($p < 0.00$) on the intentions of the respondent to leave. This suggests that the greater the availability of promotional opportunities, the less likely one would leave the job (odds = 0.37). Thus the probability of the person leaving decreases by a factor of 0.37 for every promotional opportunity that an employee receives. The probability of an employee leaving because of compensation is small (odds = 0.90), but at $p < 0.05$ it was not statistically important. In addition, if training programs were made available, the risk of respondents leaving the job was very small and was not statistically significant ($p = 0.34$, $ExpB = 0.67$). It can be inferred from Table 5 that promotion was the key factor influencing the turnover intentions of hotel workers, while training was the least. The results of the logistic regression indicated that chances of promotion was the best predictor of hotel employees' turnover intentions, followed by pay, supervision and training and advancement the least among all the four factors. This study, therefore, affirms the Herzberg two-factor theory of motivation in line with the literature that promotion is a key factor of turnover intention. Therefore, for employees to remain with a particular hotel, issues regarding promotion should be given priority. This is confirmed by the Kreitner and Kinicki (2001) report, which found that promotion and turnover have a positive relationship. In addition, if training programs were made available, the risk of respondents leaving the job was very small and was not statistically significant ($p = 0.34$, $ExpB = 0.67$). It can be inferred from Table 5 that promotion ($p < 0.00$) was the key factor affecting the turnover intentions of hotel workers. Therefore it is important for hotels to have a policy detailing promotional issues, which should be transparent and precise for all employees.

Implications

The findings of the study also have practical implications for hotels in the Accra Metropolis. It is essential for hotels to provide their employees with clear career paths. It would be useful to have a written job progression showing the opportunities for career advancement within the hotel for each employee. An employee's written career path can show that promotions in the hotel are objectively stated and that all employees have equal opportunities to move up to their skills. Similarly, because workers are more likely to trust their organization when they believe that the organization's human resources management practices are able to take care of their career advancement needs, it would be helpful to encourage a positive human resource management practice tailored for employee development in the Accra Metropolis. The availability and comprehensiveness of training and development services convey the message to workers that the hotel recognizes, respects and cares about them. Therefore, managers of hotels within the Accra Metropolis should provide operational employees with extensive training programmes on an ongoing basis.

The effects of this research relate to persons, organisations, and society. It is important for the growth, sustainability, and economic well-being of all industries, including the hospitality industry, to retain qualified and satisfied employees. The retention of hotel personnel eliminates the costs associated with hiring, recruiting, and educating new employees. Therefore, for hotels to survive in the Accra Metropolis which is also the capital town of Ghana, managers should know the variables such as promotional issues that contribute to workers quitting their job. The findings of this study show that the hygiene factors of the Fredrick Herzberg Two-Factor Motivation Theory have a substantial relationship with the purpose of employee turnover in hotels (Wan, Fauziah & Tan, 2013). The creation of solutions to the problem serves as the basis for the expansion of the analysis of factors associated with turnover intentions among hotel employees in the Accra Metropolis

Additional implications for hotels and their guest in the Accra Metropolis stem from the idea that hotel managers need to understand the loss of valuable workers' impact on the quality of service that could cause financial distress to hotels. Without skilled workers, hotels in the Metropolis may struggle to provide quality services to its guest, thereby undermining their customer base. Implementation of strategies to reduce the turnover of employees in the hotel sector, based on research that helps managers understand the factors involved in turnover, can lead to healthier, more profitable and sustainable businesses that serve the needs of members of the Accra Metropolis. The results for a positive social shift in the Metropolis are that a lower turnover rate will minimize unemployment within the hotel industry and cause healthier and more satisfied workers to serve their communities. The potential for more sustainable organisations improves with better employee satisfaction and decreased turnover in the Metropolis; this can lead to various prospects in the Metropolis. Hotel managers in the Accra Metropolis that would adopt programs that enhance working conditions that contribute to employee satisfaction strive to recruit and maintain workers that provide high-quality products and services to their guests.

Conclusions

The following conclusions are drawn in line with the set objective and hypotheses of the study: the research found that more than half of the respondents indicated their intention for turnover among hotels in the Accra Metropolis. Hence, the management of hotels in the Accra Metropolis should take a critical look at the hygiene factors of job satisfaction. To increase the perceived organizational support of hotel workers, to decrease their intention to leave their work and to maintain them, human resource techniques should be applied in the working

environment among hotels in the Accra Metropolis. Promotion was found to be the best predictor of the turnover intentions of hotel workers in the Accra Metropolis out of the four key factors of turnover intent reported in the literature, while training was the least. The findings of this study indicate that the hygiene factors of work satisfaction have an effect on the intention of turnover. Therefore, hotel management should take a closer look at promotional issues as a basis for action to decrease the turnover intention of hotel workers in the Metropolis and to avoid high turnover in the hotel sector as a whole. The pay factor has no important relationship with the hotel staff's turnover intentions in the Metropolis, but the value of this factor should not be denied by management. It was found to be next to promotion. Employees should be remunerated according to their jobs (should be well paid).

Finally, the results of the chi-square showed no significant relationship between demographic characteristics and turnover intentions among hotel employees in the Accra Metropolis. Therefore, hotels in the Metropolis needs to understand these demographic variables in order to take action to reduce the intention of turnover. Human resources strategies or policies concerning job satisfaction factors should be considered and hotels in the Metropolis should also invest in their employee achievements, this will lead to employee retention. In lieu of this, the research was also compatible with Herzberg's Two-Factor Motivation theory. In other words, this research empirically confirmed the motivational theory of Herzberg, which posited that employees' job satisfaction, such as promotion, would decrease their turnover intention and vice versa in an organization.

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