

The Impact of Job Satisfaction on Employees' Turnover Intention within the Hotel Industry in Lagos State, Nigeria

Mercy Busayo Bello*

*Department of Hospitality Management, Federal Polytechnic Auchi, Edo State, Nigeria,
Department of Tourism and Events Management, Afebabalola University, Ado Ekiti, Email,
bellomercy5@gmail.com.*

Christopher Aina

*Department of Tourism and Events Management
Afebabalola University, Ado Ekiti*

Ajayi Oluwole

*Department of Tourism and Events Management
Afebabalola University, Ado Ekiti*

**Corresponding Author*

How to cite this article: Bello, M.B., Aina, C. & Oluwole, A. (2021).The Impact of Job Satisfaction on Employees' Turnover Intention within the Hotel Industry in Lagos State, Nigeria. African Journal of Hospitality, Tourism and Leisure, 10(4):1110-1130. DOI: <https://doi.org/10.46222/ajhtl.19770720-152>

Abstract

This study examined the impact of job satisfaction on employees' turnover intention within the hotel industry in Lagos State. Structured questionnaires were used to collect the data while partial least squares structural equation modelling was adopted for the analysis. It emerged from the study that the relationship between job stress, promotion opportunity, supervisory support and workplace environment and employees' turnover intention are statistically significant. Aside, the relationship between payment system and employees' turnover tendency is not significant. The findings provide significant implication for the government of Lagos State to ensuring that hotel operators provide hazards-free facilities for staff. Apart, hotel managers should ensure that policy-trust capable of mitigating interferences of work by employee's family, and social obligations are put in place. It is further implying that hotel operators should give more attention to staff promotion to limit staff turnover tendency. The study contributes to the body of knowledge as it proposed and validated job satisfaction, and employees' turnover intention (JOSET) model from a non-western context. The results also provide hotel business operators, the government, and academics with new insight into the relationship between job satisfaction, and employees' turnover intention of hotels in an emerging economy.

Keywords: Job satisfaction, turnover intention, hotel industry, Lagos sSate, hotel employees

Introduction

Employees of hotel industry had consistently been confronted with the challenges of job dissatisfaction hence, exhibiting higher propensity of job stress (Sprigg & Jackson, 2006), and irregular wages (McKay, Jefferys, Paraksevopoulou & Keles, 2012). Other challenges of job dissatisfaction associated with employees of hotel industry include: poor promotion opportunity (Evans & Gibb, 2009), unfavourable hotel work environment (Lee, Hampton, & Jeyacheya, 2015; Wistow, Blackman, Byrne & Wistow, 2015), and poor support of hotel employees by their immediate managers (Gupta, Kumar & Singh, 2014; Kang, Gatling & Kim, 2014) among others. It is therefore pertinent to state that as job dissatisfaction increases, the problem of employees' turnover intention also increases.



Theoretically empirical literatures show that various studies had examined the correlation between job stress, and employees' turnover intention in the educational sector (Hanif, 2004; Kholifat & Almatarneh, 2010; Vazi, Ruitter, Van den Borne, Martin, Dumont & Reddy, 2013; Ali, Raheem, Nawaz & Imamuddin, 2014), marine industry (Dwamena, 2012), banking industry (Ramzan, 2013; Zeb & Rehman, 2015), and construction company (Iroegbu, 2014). The gap essentially is that studies that examined the link between job stress, and employees' turnover intention in the context of hotel industry in Nigeria and more so in Lagos State had not being reported. Hence, this is one of the gaps to be filled in the current study. Secondly, empirical literatures show that various studies had examined the relationship between payment system, and employee's turnover intention in Medical Institutions of Pakistan (Alamdard, Muhammad, Muhammad & Wasim 2011), banking industry in Turkey (Pushpakumari, 2008), and hotel industry in China (Gu & Siu, 2009). The gap based on these literatures show that limited study had examined the relationship between payment system, and employee's turnover intention in the context of hotel industry in Nigeria and more so in Lagos State. The current study therefore intends to fill this gap.

Thirdly, various studies had examined the correlation between work environment, and employees' turnover intention of education industry in Indonesia, Pakistan, and Nigeria (Khan, Azhar, Parveen, Naeem & Sohail, 2011; Amusa, Iyoro & Olabisi, 2013; Aisha, Hardjomidjojo & Yassierli, 2013), commercial banks in Malaysia (Hameed & Amjad, 2009; Gitahi, 2014). Naharuddin & Sadegi (2013) did a study on factors of workplace environment that affect employees' turnover of service industry in Malaysia. The gap in these studies show that studies that examined the correlation between work environment, and employees' turnover intention were conducted in Asian countries, and Nigeria educational sector, service sector, and commercial banks in Malaysia, but with less emphasis in the context of hotels in Nigeria. It is therefore pertinent to examine the influence of work environment on employees' turnover intention, in respect of hotels in Lagos State. Fourthly, previous literatures show that studies that examined the correlation between promotion opportunity, and employee's turnover intention focused on the medical institutions in Pakistan (Alamdard et al., 2011), and service industry in Istanbul, Turkey (Pushpakumari, 2008). Other areas covered in extranet literature include governmental institutions, retail industry, and manufacturing service industry (Ziang & Linchau, 2010; Sensoca & Philips, 2011). However, the gap observed based on the above studies is that no in-depth explorations had reported the relationship between promotion opportunity, and employee's turnover intention of hotels in Lagos State. The current study therefore aimed at filling this gap.

Fifthly, empirical literatures show that studies that examined the correlation between supervisor's support, and employee's turnover intention have mainly focused on the organisations in the UK (Axtell & Maitlis, 1997), Malaysia (Ismail, Chandra Segaran, Cheekiong, & Ong, 2007; Ismail, Abu Bakar, Abang Abdullah & Chandra Segaran, 2008), USA (Nijman, 2004; Chiaburu & Takleab, 2005), and Taiwan (Tai, 2006). Other areas covered in literature include the medical institutions in Pakistan (Alamdard et al., 2011), and IT company in Nigeria (Okpara, 2004). Based on the above studies it is obvious that no in-depth explorations had been reported on the relationship between supervisor's support, and employee's turnover intention of hotels in Lagos State. In view of the above gaps, the current study therefore examines the impact of job satisfaction on employees' turnover intention within hotels in Lagos State.

Literature review

Theoretical underpinning: Affect theory

The Two-factor theory was proposed by a psychologist named Fredrick Herzberg in 1964 (Robbins & Judge, 2009). The theory was first used in human behaviour in organization to determine what people actually want from their jobs (Robbins & Judge, 2009). This implies that Hertzberg's Two Factor Theory has its exploration based on motivational characteristics of the job (i.e., Facets of jobs that determine if an employee is satisfied or dissatisfied with their job). The theory postulates that hygiene and motivational factors are responsible for job satisfaction or discontentment hence, impact on employees' turnover intention (Robbins, 2001). This implies that the theory separated job variables that impacted employees' satisfaction, and their turnover intention into two groups: "hygiene factors" and "motivators". The term 'hygiene' or extrinsic factors are those factors meant to keep away employees from dissatisfaction (Robbins, Odendaal & Roodt, 2003). This includes payment system, bonus system, and perquisite among others. On the other hand, the theory identified job stress as intrinsic factors that influences employees' job satisfaction and turnover (Robbins, et al., 2003). Other well-thought-out, intrinsic factors that have direct relationship of the job satisfaction, and employees' turnover intention highlighted in the theory include work atmosphere, supervisory practices, policies of a company, relationship with colleagues, and employees' independence (Robbins et al., 2003).

This theory is relevant and significant to the current study in that it recognizes that employees have two categories of needs that operate in them and that both should be addressed. This theory therefore can guide a researcher in establishing determinants of employees' satisfaction including, its corresponding impact on their turnover in hotel industry in Lagos State. As it applies to the present study, the theory posits that employees of hotel industry in emerging countries and more so in Lagos State, Nigeria would be highly satisfied with their jobs, thus retained if hygiene factors and motivators such as job stress, payment system, work environment, promotion opportunities, and supervisor's support are integrated into the management of hotel industry in Lagos State. In view of the applicability of the Two-factor theory to the present study, the researchers adopted the theory for the study.

The notion of job satisfaction

Job satisfaction is described as an attitude towards job (Pushpakumari, 2008; Cranny, Smith & Stone 2014). Robbins (2005) defined job satisfaction as a set of emotions that one feels about one's job. Smith, Kendall & Hulin (2007) defined job satisfaction as feelings or affective responses to facets of the job. Job satisfaction can also be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Schermerhorn, Hunt & Osborn, 2001; Kreitner & Kinicki 2004; Bram, Song & Tapon, 2007; Robbins & Judge, 2009; Singh & Jain, 2013). This implies that job satisfaction is the extent of pleasure or contentment associated with a job. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment. According to Simatwa (2011), job satisfaction means the degree to which one's personal needs are fulfilled in the job situation. Job satisfaction is also defined as reintegration of affect produced by individual's perception of fulfillment of his needs in relation to his work (Pushpakumari, 2008). Job satisfaction depicts employees' happiness, satisfaction and fulfillment of their desires, needs and wants at work (Smith, 2009; Weiss, 2012; Cranny et al., 2014; Rana & Singh, 2016b). The index in these definitions shows that the sense of achievement and success that employees feel with their daily work routine is being referred to as job satisfaction. Job satisfaction may also be view as pleasurable emotional state of feeling that results from performance of work (Simatwa, 2011). It is the extent to which employees like to perform their

jobs (Andrew, 2001). Job satisfaction is worker's contentment with their organization and their daily duties and responsibilities (Rana & Singh, 2016a). It is the sense of achievement and success that employees feel with their daily work routine (Rana & Singh, 2016a). From the above definitions, it is clear that job satisfaction is a complex phenomenon. That is, an unobservable variable with no definite way of measurement. However, in view of the definitions reviewed so far, it is obvious that the concept of job satisfaction has three elements. Firstly, it referred to employees' positive feelings towards all facets of their jobs. Secondly, discrete job elements that cumulate into fulfillment of employees' needs. Thirdly, the nature of the job, including the corresponding fulfillment employees derived from engaging in it should poise them into performance. Therefore, the working definition of job satisfaction for this study sees the concept as attitudinal behaviour of individual hotel workers resulting from the appraisal of one's job experiences and the extent the job could meet employees' expectations thereby motivating them to performance.

The concept of employees' turnover intention

Employees' turnover intention refers to departure of an employee from the organization (Bares, 2016; Li, Sawhney & Tortorella, 2019). It is further explained as employees' determination to quit and actually leaving an organization (Glismeyer, 2012). Employees' turnover intention explains the rate at which employers loses staffs (Chikwe, 2009) hence, the movement of personnel across the membership boundary of an organization. Turnover intention can be defined as an attitudinal (thinking of abandoning), decisional (intention to leave), and behavioral (seeking for a new job) process (Tett & Meyer 1993; Jacobs & Roodt 2011; Meral, Irge, Aksoy & Alpkhan, 2012; Bothma & Roodt 2013; Khan, Khan, Kundi, Yar & Saif, 2014). These definitions shows that the concept is seen as voluntary action on the part of the employees to leave a firm at their own discretion.

Empirical review and hypothesis development

Relationship between job stress and employees' turnover intention

Hans, Mubeen & Saadi (2014) opined that job stress affect employees' turnover intention. Stress can bring undesirable impacts on employees thus, creating organisational job dissatisfaction (Leather, Beale & Sullivan, 2003). People with a higher percentage of occupational stress may feel unhappy working in the organisation (Bhatti, Hashimi, Raza, Shaikh & Shafiq, 2011; Usman, Ahmed, Ahmed & Akbar, 2011) hence, tend to leave. Sewwandi & Perere (2016) examined the impact of job stress on employees' turnover intention intentions among machine operators in reputed apparel firm in Sri Lanka. The outcome of the study shows a significance relationship between job stress and employees' turnover intention. Ji-Young & Wang (2019) studied the relationship between job stress and employees' turnover intention intentions in public companies of Korea. The result shows a positive and significance relationship. Ali (2013) explored the relationship between occupational stress and turnover intentions among hospital nurses in Isfahan, Iran. The study shows a positive association. Nasrin & Hojat, (2013) investigated the relationship between job stress and turnover intention of employees in Iran. The result shows a positive association. The gap in these literatures shows that studies had examined the impact of job stress on employees' turnover intention intentions in apparel firms in Sri Lanka, public companies in Korea, employee in Iran, and hospital nurses in Isfahan, Iran among others. Hence, limited study had been reported in this domain in the context of hotel industry in Lagos State. In view of this, we assume the following hypothesis:

H₀₁: There is no significant relationship between job stress and employees' turnover intention of hotel industry in Lagos State.

Relationship between payment system and employees' turnover intention

Dessler (2011) refer to payment system as the financial reward given to employees for the services rendered to the organisation. Payment satisfaction is of primary concern to both employers and employees (Singh & Loncar, 2010; Chepkwony & Oloko, 2014). Payment dissatisfaction or satisfaction has important or undesirable impacts on employee outcomes (Heneman & Judge 2000). Chepchumba & Kimutai (2017) examined the relationship between payment system and employees' turnover intention in 7 Safaricom dealers operating business in Eldoret Municipality, Kenya. The findings show a non-significant relationship. Mendis (2017) examined the impact of payment system on employee turnover in logistic industry of Sri Lanka. The outcome showed payment system as a powerful predictor of labour turnover. Akhtar, Awan, Anwar, Saeed, Ali & Qurban (2016) explored the association between payment system and turnover intention of faculty members at business school in Pakistan. The result reported a non-correlating relationship. The gaps showed that studies had examined the relationship between payment system and employees' turnover intention of companies in Kenya, Sri Lanka, and Pakistan among others. However, reports in respect of hotels in Lagos State are limited. Therefore, we assume the following hypothesis:

H₀₂: There is no significant correlation between payment system and employees' turnover intention of hotels in Lagos State.

Relationship between promotion opportunity and employees' turnover intention

Shields & Ward (2001) opined that dissatisfied employees with the promotion process are likely to leave the organization. Promotion in this context refers to advancement of an employee to a higher post, carrying greater responsibilities, higher status, and better salary (Edward, 2000; Bohlander, 2004; Danish & Usman, 2010). Emelda, Onuoha & Akihgbe (2016) examined how employees' promotion influences turnover intentions in selected oil firms in Nigeria. The study revealed a negative relationship. Rubel & Kee (2015) examined the relationship between promotion opportunity and turnover intention of nurses in private hospitals in Bangladesh. Findings show a negative significant relationship. Ekabu, Nyagah & Kalai (2018) investigated the influence of promotional prospects on turnover intentions of public secondary school teachers in Meru country. The outcome shows a negative and inverse relationship. The gap show that studies had focused on oil companies, educational institutions, and medical organisations among others. However, evidences in respect of hotel industry in Lagos State had not being reported. Therefore, we assume the following hypothesis:

H₀₃: There is no significant relationship between promotion opportunity and employees' turnover intention of hotels in Lagos State.

Relationship between supervisor's support and employees' turnover intention

Karatepe (2013) and Scandura & Williams (2004) opined that supervisor's support is used for development orientation. Goleman (2000) concluded that supervisors' support increases employees job satisfaction. Kalidas & Bahron (2015) examined the relationship between supervisor's support and employees' turnover intention of three-star hotels in Malaysia. The result shows a significant and negative relationship. Alkhateri, Buelhassan, Khalifa, Nusari & Ali (2018) examined the role of supervisors' support on employee turnover intention among teachers in Ras-al-khaimah. The result shows a significant indirect relationship. Sitah (2017) conducted s research on the influence of supervisors' support on nurses' turnover intention in Saudi Arabia. The study finds a significant association Lu, Jun & Na (2017) examined why employees stay: the roles of psychological ownership, territoriality and work relationship

closeness on employee turnover intention in three Chinese automobile companies. The result shows a negative significant. The gap show that studies had focused on hotels in Malaysia, educational industry in Ras-al-khaimah, medical institutions in Saudi Arabia, and automobile companies in China, with limited report on hotels in Lagos State. In view of this, we hypothesis that:

H₀₄: There is no significant correlation between supervisors' support and employees' turnover intention of hotels in Lagos State.

Relationship between workplace environment and employees' turnover intention

The quality of employees' workplace environment impacts on the turnover intention of employees (Chandrasekar, 2011). Vischer (2008) stresses that conducive workplace environment should be prioritized as it provides job satisfaction to employees Ira, Ferdian, Pasaribu & Suyuthi (2018) examined the influence of workplace environment on turnover intention of 4-star hotel employees in Padang City, Malaysia. Findings shows a positive significant correlation. Kwenin (2013) examined the relationship between workplace environment and employee retention in Vodafone Ghana limited. Findings indicated a positive relationship. Jian, Hua Fu, Yan Hu, Li Shang, Yinghui Wu, Kristensen, Mueller & Hasselhorn (2010) explored psychosocial work environment and intention to leave among nurses in China. The outcome shows a negative significant association. Abu Rumman, Jawabreh, Khaled & Abu Hamour (2013) examined the impact of workplace environment on job turnover of five-star hotels in Al-aqaba City. Findings showed a significant relationship. The gaps in these literatures shows that studies had examined the phenomenon in respect of of hotel industry in Malaysia, and Al-qaba City, telecommunication companies in Ghana, and Nurses in China among others. However, none of these studies were conducted in respect of hotels in Lagos State Nigeria. Therefore, we assume the following hypothesis:

H₀₅: There is no significant relationship between workplace environment and employees' turnover intention in hotel industry in Lagos State,

Operational framework

This study aimed to determine the relationship between job satisfaction and employees' turnover intention within hotels in Lagos State. To achieve the objective of the current study, job satisfaction, and employees' turnover intention (JOSET) operational framework were proposed as shown in Figure 1.

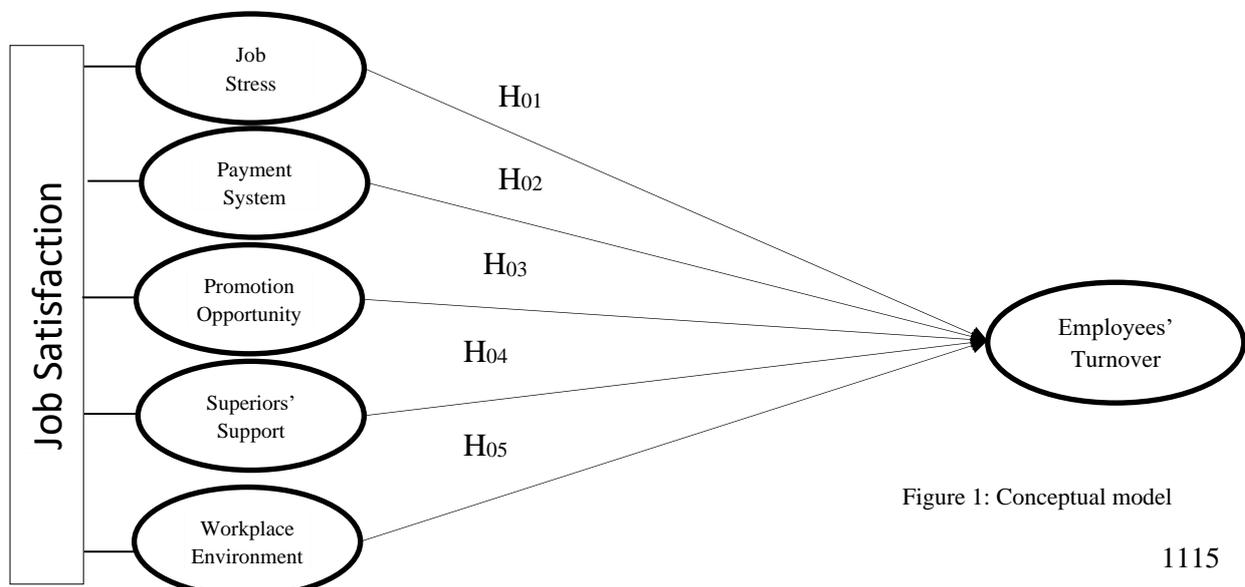


Figure 1: Conceptual model

Research methodology

The JOSET model comprises of independent variable measures (i.e., job stress, payment system, promotion opportunities, supervisors' support, and workplace environment). The dependent variable for the study is employees' turnover intention hence, presented as a construct. The JOSET model is therefore expected to explain the relationship between the five dimensions of job satisfaction, and employees' turnover intention of hotels in Lagos State, Nigeria. This study adopts a survey research design. The research population used comprised of 792 registered hotels in the 20 LGAs in Lagos State Nigeria. Through a systematic random sampling, 63 hotels were selected. Since it is practically impossible for the researchers to sample the entire staff in each of the 63 selected hotels, Taro Yamane formula which is given as follows were adopted to determine the sample size:

$$n = \frac{X}{1 + N(e)^2}$$

Where n= sample size.

X= Observation Unit.

N= Population Size.

e= Sample Error or level of significance

To determine the sample size from the 63 selected hotels vis-à-vis the population of the staff, the present study conceded to the method of proportional allocation suggested in Kothari (1990). Before applying the Taro Yamane formula as suggested in Sekaran (2003), the researchers contacted the management of the 63 selected hotels to obtain the total number of staff on their payroll thus, the populations (N) size of 1,624 staff out of which the sample size of 330 were obtained. Convenience sampling technique were adopted by the researchers to administer the questionnaires until the sample size of 330 were met.

The questionnaire has three sections. Section 1 contains the respondent's bio data. Section 2 contains items of dimensions of job satisfaction, and section 3 contains items of employees' turnover intention. Job stress was measured by the Occupational Roles Questionnaire (ORQ) from Wu, Zhao, Wang & Wang (2010) and Occupational Stress Indicator (OSI) from Chang & Lu (2009). These scales were modified into a 6 items job stress. Job description index, pay satisfaction questionnaire, and Job satisfaction survey by Intaraprasong, et al. (2012); Ramirez (2012), Özturk, 2010) and Smith-Randolph (2005) were adopted and modified to measure payment system. The modified scale consists of 7 items. Also, a 10 items workplace environment scale developed by Mohapatra & Srivastava (2003) and Chiang, Back & Canter (2005) were adopted and modified into a 6-items workplace environment scale for this study. In addition, the promotion opportunity scale developed based on Intaraprasong, Dityen, Krugkrunjit & Subhadrabandhu (2012); Ramirez (2012) and Özturk (2010) studies were modified into a 4 items promotion opportunity scale used for the current study. In addition, a 4 items scale in Job description index, and Job satisfaction survey by Intaraprasong, et al. (2012); Ramirez (2012) and Özturk (2010) were adopted and modified. The modified instrument consists of 8 items used to measure supervisors' support. Finally, a 5- items turnover intention questionnaire developed by Lambert & Hogan (2009) were adopted, and modified. Also, a 3-items scale of turnover intention developed by Cammann, Fichman, Jenkins & Klesh, (1979) was adopted, and modified. Aside, a 3-item turnover intention scale developed by Sjoberg & Sverke (2000) was adopted and modified. In all, the modified instrument for turnover intention consists of 5 items.

PLS-SEM approach that explore the linear relationships between multiple independent variables and a single or multiple dependent variable (Hair, Hult, Ringle & Sarstedt 2014; Ugwuanyi, Ehimen & Uduji, 2021) were adopted for the analysis of data collected. This was

done with the aid of SmartPLS v3 software. Before proceeding with the analysis, the researchers screened the data in term of missing values, inferential outliers, normality, and multicollinearity (Hair, Black, Babin, Anderson & Tatham, 2006).

Results

Demographic distribution of respondents

The demographic profile of respondents used for this study were analysed and presented in Table 1.

Table 1: Demographic characteristics of the respondents

Profile	Frequency	Percentage (%)
Marital Status		
1. Single	219	66.4
2. Married	108	32.7
3. Divorce	1	.3
4. Others	2	.6
Religion		
1. Islam	237	71.8
2. Others	47	14.2
3. Christianity	46	13.9
Age		
1. 17-25	173	52.4
2. 26-35	108	32.7
3. 36-45	47	14.2
4. 46- Above	2	.6
Education Qualification		
1. ND	117	35.5
2. HND / B.Sc.	103	31.2
3. PGD/M.Sc.	110	33.3
Working Experience		
1. 1-2 Years	58	17.6
2. 3-4 Years	96	29.1
3. 5 Years -Above	176	53.3
Gender		
1. Male	210	63.6
2. Female	120	36.4

As shown in Table 1, the age distribution of the respondents within the age bracket of 17-25 years accounted for about (52.4%) of the respondents. Closely followed are respondents within the age bracket 26-35 years put at (32.7%), followed by 36-45 years (14.2%) and 46- above (0.6%). This shows that the age distribution of majority of participants in this study are 17-25 years, and closely followed by respondents with age range 27-35 years. In terms of marital status, (32.7%), of the respondents are married, 66.4% are Singles, 0.6% are others and 0.3% are Divorce. This implies that majority of the participants in this study are Singles, followed by the Married. The religion distribution of the respondents includes: Christianity (13.9%), Islam (71.8%) and others (14.2%). This shows that majority of participants in this study are Muslims followed by Christians with very few other's participants. In terms of gender distribution of the respondents 63.6% of the respondents are Male and 36.4% are Female. This implied that majority of the participants in this study are male. In respect of academic qualification distributions, 35.5% are Diploma holders, 31.2% are Degree holders, while 33.3% of the respondents has postgraduates. This shows that majority of participants are Diploma holders followed by holders of postgraduates' degrees. In terms of working experience distribution of the respondents, (17.6%) of the respondents has 1-2 years, followed by participants with 3-4 years (29.1%), and participants with 5 years and above work experience (53.3%).

Measurement model estimation

The JOSET hypothesised model in Figure 1 was evaluated for its construct reliability including, convergent, and discriminants validity using SmartPLS 3.3 (Ringle, Wende & Will, 2005; Hair et al. 2014). The researchers examined factor loadings of items variables in the JOSET hypothesised model. The result of the factor loadings of the initial JOSET hypothesised model as shown in Figure 2 reveals that the model did not fit well with the data.

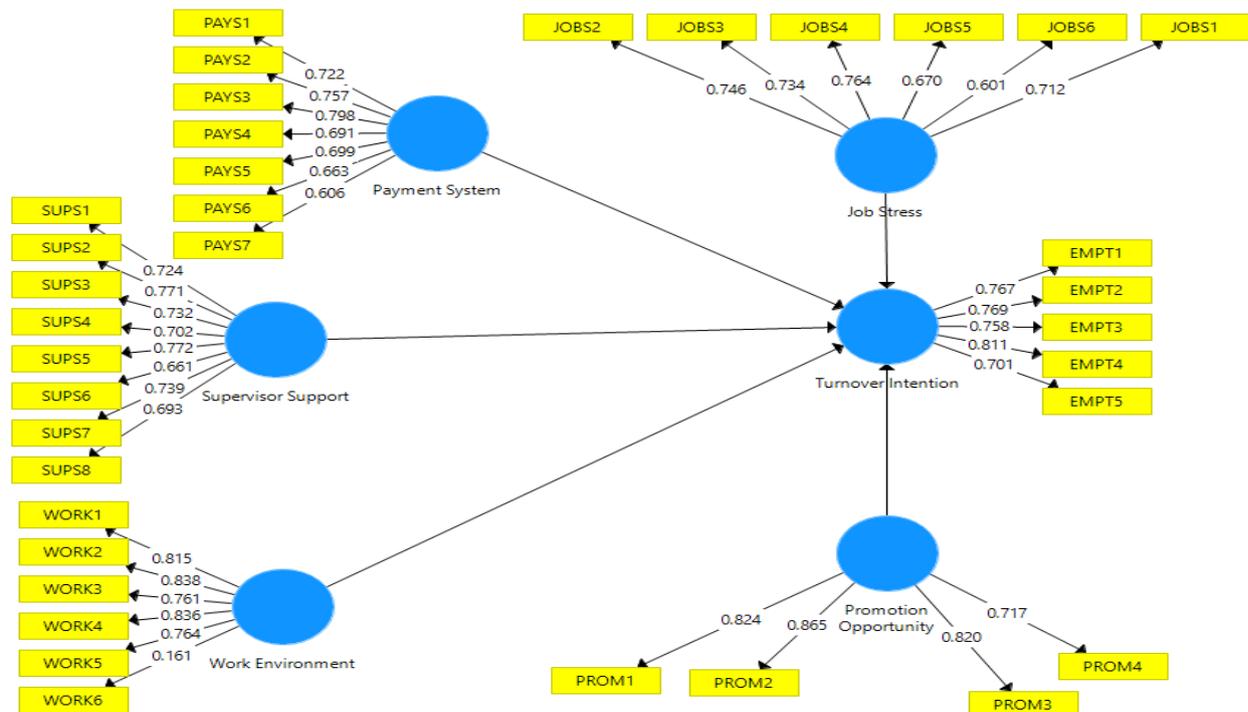


Figure 2: Initial JOSET measurement model

In attempt to ensuring that data fits well with the model, Hair et al. (2012; 2014; and 2017) suggests deleting items whose factor loadings are less than acceptable threshold of 0.7. Hence, the following 8 items (i.e., JOBS5, JOBS6, PAYS6, PAYS7, SUPS6, SUPS7, SUPS8, and WORK6) were deleted from the initial JOSET Measurement Model one item at a time starting from the lowest loading. In view of this, the final JOSET Measurement Model yielded a better result hence, fit well with the data as shown in Figure 3.

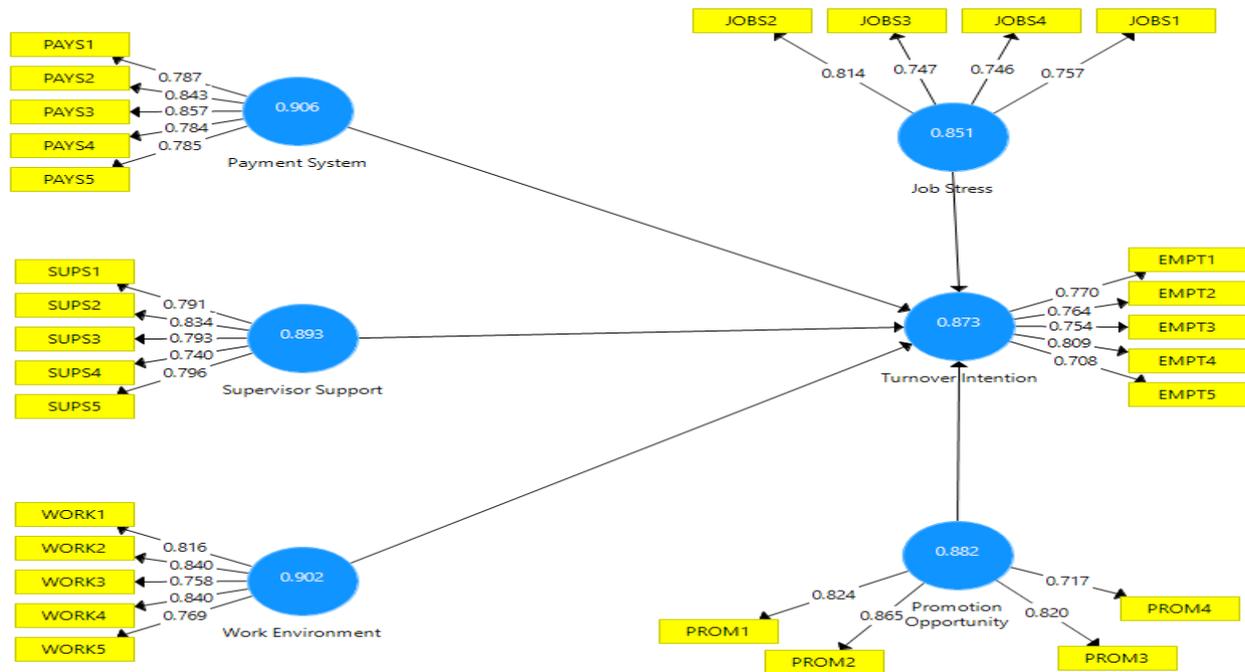


Figure 3: Final JOSET measurement model with fit factor loadings

Furthermore, the result of the final JOSET Measurement Model indicators such as Cronbach alpha (α), composite reliability (CR), and average variance extracted (AVE) including, factor loadings of all items of the study variables in the model yielded a better result as presented in Table 2.

Table 2: Results of the JOSET measurement model

Latent Variables	Items	Loadings	Cronbachs Alpha	Composite Reliability	(AVE)
Employees' Turnover Intention	EMPT1	0.772	0.820	0.873	0.580
	EMPT2	0.766			
	EMPT3	0.752			
	EMPT4	0.807			
	EMPT5	0.707			
Job Stress	JOBS1	0.757	0.769	0.851	0.588
	JOBS2	0.814			
	JOBS3	0.747			
	JOBS4	0.747			
Payment System	PAYS1	0.787	0.870	0.906	0.659
	PAYS2	0.843			
	PAYS3	0.857			
	PAYS4	0.784			
	PAYS5	0.785			
Promotion Opportunity	PROM1	0.824	0.821	0.882	0.653
	PROM2	0.865			
	PROM3	0.820			
	PROM4	0.717			
Supervisor Support	SUPS1	0.792			
	SUPS2	0.834			
	SUPS3	0.793			
Work Environment	WORK1	0.816			
	WORK2	0.840			
	WORK3	0.758			
	WORK4	0.840			
	WORK5	0.769			



	SUPS4	0.740			
	SUPS5	0.796			
Supervisors Support			0.851	0.893	0.627
	WORK1	0.816			
	WORK2	0.840			
	WORK3	0.758			
	WORK4	0.840			
	WORK5	0.769			
Work Environment			0.865	0.902	0.648

As shown in Table 2, the results of the convergent validity of the final hypothesized JOSET model shows that factor loadings of all the items of the variables in the final JOSET hypothesised model were statistically significant and exceeded the minimum acceptable threshold of 0.7 (Tabachnick & Fidell, 2007). Also, the average variance extracted (AVE) exceeded the minimum acceptable threshold value of 0.5 (Hair, William, Barry & Rolph, 2010). In addition, the model was assessed for the internal consistency of the data hence, Cronbachs Alpha (α), and Composite Reliability (CR) values of all the variables meet the required threshold. This implies that all the variables in the JOSET model have a satisfactory level of internal consistency. Furthermore, the discriminant validity of the final JOSET hypothesised model was assessed to assure the external consistency of the data. Based on the correlation between the latent variables, the constructs were compared with the square root of AVEs (Hair et al., 2014). The result shown that the correlations between the constructs are lower than square root of AVEs along the diagonal as shown in Table 3. This validates fulfillment of discriminant validity requirement.

Table 3: Discriminant Validity of the Variables

Constructs	Job Stress	Payment System	Promotion Opport	Supervisor's Support	Turnover Intention.	Work Environment
Job Stress	0.767					
Payment System	0.435	0.812				
Promotion Opport	0.305	0.358	0.808			
Supervisor's Support	0.304	0.357	0.779	0.792		
Turnover Intention	0.387	0.377	0.579	0.600	0.761	
Work Environment	0.304	0.361	0.441	0.470	0.456	0.805

Structural model hypotheses testing: Relationship between of job satisfaction and employees' turnover intention

The significance of the path coefficients is determined by the beta values of the coefficient of the regression and t-values which is calculated using the bootstrapping method (Hair et al., 2014). The rule of thumb of critical values for a two-tailed test ≥ 1.96 (significance level = 5%) is considered to be significant (Hair et al., 2014). As it applied to the current study, five direct hypothesized relationships in JOSET Model were tested. The result shows that four of the relationships were supported and one of the relationships not supported as shown in Figure 4.

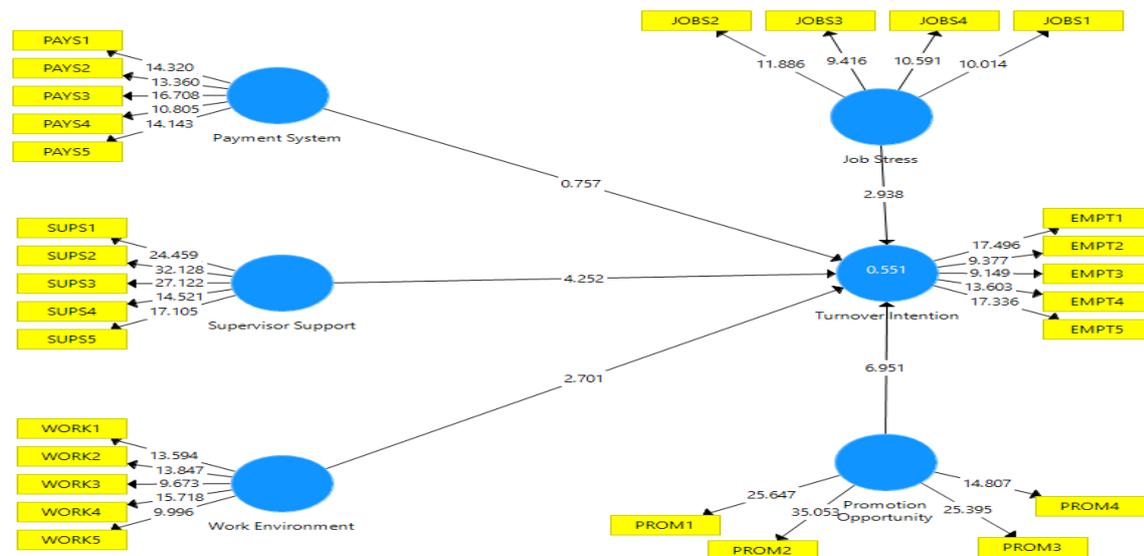


Figure 4: Structural JOSET model

Furthermore, for precision, Table 4 show the summary of the result of analysis as follows:

Table 4: Summary of Direct Hypothesis Testing

S/n	Hypothesized Path	Path	Standard	T Value	Decisions	f-Squared	Effect size
1.	JOBS -> EMPT	0.004	0.069	2.938	supported	0.063	Medium
2.	PAYS -> EMPT	0.450	0.080	0.757	Not Supported	0.005	Small
3.	PROM -> EMPT	0.000	0.038	6.951	Supported	0.059	Medium
4.	SUPS -> EMPT	0.000	0.047	4.252	Supported	0.033	Small
5.	WORK -> EMPT	0.007	0.071	2.701	Supported	0.056	Medium

*P<0.05

Table 4 show that hypotheses H₀₁, H₀₃, H₀₄, and H₀₅ have t-value >1.96, while hypothesis H₀₂ have t-value < 1.96. The result of R-square value shows that all the constructs put together have the tendency of influencing 55.1% of changes in the dependent variable. The remaining 44.9% is due to other factors and residuals.

Effect size

As shown in Table 4, the effect size of dimensions of job satisfaction on the dependent variable are 0.06, 0.01, 0.06, 0.03, and 0.06 respectively. Following Cohen (1988) rule of, it has been suggested that the effect is large when f^2 is 0.35, medium when f^2 is 0.15, and small when f^2 is 0.03. Therefore, the effects sizes of Job stress, Payment system, and Work environment on Employees' turnover could be viewed as medium, while Promotion opportunity, and Supervisors' support could be viewed as small as shown in Table 4.

Predictive relevance of the model

This study used the blindfolding procedure to test the predictive relevance of the model (Hair et al., 2014). Predictive relevance is denoted by Q^2 hence, used to assess the parameter estimates, how values are built around the model including, explanations on the quality of the model (Hair et al., 2014). The rule of thumb for determining the predictive relevance of the endogenous variables is that the structural models with Q^2 greater than zero are considered to have predictive relevance (Hair, Ringle & Sarstedt, 2011). As it applied to the current study, the results as retrieved from the blindfolding output of PLS through the variable score out of which cross validated redundancy were extracted is shown in Table 5.



Table 5: Results of the predictive relevance of the model

Total	SSO	SSE	Q ² (1-SSE/SSO)
Job Stress	1320.000	1320.000	
Payment System	1654.000	1650.000	
Promotion Opportunity	1320.000	1320.000	0.233
Supervisors' Support	1650.000	1650.000	
Turnover Intention	1650.000	1264.815	
Work Environment	1650.000	1650.000	

From Table 5, the results of construct cross validated redundancy show that Q² is 0.233. Since the value of Q² greater than zero is considered to have predictive relevance therefore, the structural model provides a prediction of the endogenous latent variable's indicators.

Discussion

Regarding the relationship between job stress and employees' turnover intention of hotel industry in Lagos State, the study found a significant relationship. This finding agrees with Sewwandi & Perere (2016) that examined the impact of job stress on employees' turnover intention among machine operators of apparel firm in Sri Lanka. The outcome of the study shows a significance relationship between job stress and employees' turnover intention. In addition, the result of the current study conforms to Ji-Young & Wang (2019) that studied the relationship between job stress and employees' turnover intention intentions in public companies of Korea. Their result showed a significance relationship. Furthermore, this finding also follows Ali (2013) which explored the relationship between occupational stress and turnover intentions of nurses in Isfahan, Iran. The outcome shows a significant association. Additionally, the current study also conforms to Nasrin & Hojat (2013) who investigated the relationship between job stress and turnover intention of employees in Iran. Their result shows a significant relationship between job stress and employees' turnover intention. Likewise, the current study also agrees with Bhatti et al. (2011) and Usman et al. (2011) that affirmed that employees with a higher percentage of occupational stress may tend to leave.

Concerning the relationship between payment system and employees' turnover intention in respect of hotel industry in Lagos State, the study establishes a non-significant relationship. This outcome conforms to Chepchumba & Kimutai (2017) that examined the relationship between payment system and employees' turnover intention in 7 Safaricom dealers in Kenya. Their findings showed a non-significant relationship. Again, the current study also agrees with Akhtar et al. (2016) who explored the association between payment system and turnover intention of faculty members at business school of Pakistan. The researchers reported a non-correlated relationship. Moreover, the current study also agrees with Mendis (2017) who examined the impact of payment system on employee turnover intention in the logistic industry of Sri Lanka. The outcome of their study showed a non-significant relationship.

About the relationship between promotion opportunity and employees' turnover intention of hotel industry in Lagos State, the study found a significant correlation. This finding agrees with Emelda et al. (2016) study that examined how employees' promotion influences turnover intentions in selected oil firms in Rivers State. The outcome of their study revealed a significant. Again, the result of the current study agrees with Rubel & Kee (2015) that examined the relationship between promotion opportunity and turnover intention of nurses in private hospitals in Bangladesh. The study finds a significant relationship. The current study also conforms to Ekabu et al. (2018) that investigated the influence of promotion on turnover intentions of public secondary school teachers in Meru Country. The outcome of the study showed a significant relationship.

In respect of the relationship between supervisor's support and employees' turnover intention of hotel industry in Lagos State, the finding shows a significant relationship. This

finding is in agreement with Alkhateri et al. (2018) that examined the role of supervisor's support on employees' turnover intention among teachers in Ras-al-khaimah. Their result showed a significant relationship. Again, the current study also conforms to Sitah (2017) which explored the influence of supervisors' support on nurses' turnover intention of Saudi Arabia. The study finds a significant association. In addition, the current study follows Kalidas & Bahron (2015) that examined the relationship between supervisors' support and employees' turnover intention of three-star hotels of Malaysia. The result showed a significant relationship. Furthermore, regarding the relationship between workplace environment and employees' turnover intention in respect of hotel industry in Lagos State, the result shows a significant relationship. This finding conforms to Ira, et al. (2018) that examined the influence of workplace environment on turnover intention of 4-star hotel in Malaysia. The finding of the study showed a significant correlation. In addition, the current study also agrees with Kwenin (2013) that examined the relationship between workplace environment and employees' retention in Vodafone Ghana limited. The finding indicates a significant relationship. In addition, the current study agrees with Jian et al. (2010) that explored the correlation between workplace environment and intention to leave among nurses in China. The outcome of the study showed a significant relationship. Once more, the finding of the current study agrees with Abu Rumman et al. (2013) that studied the impact of workplace environment on employees' job turnover intention of the five-star hotels in Al-aqaba City. The findings showed a significant relationship.

Conclusions

One of the conclusions of this study is that there is a positive and significant correlation between job stress and employees' turnover intention of hotels in Lagos State. The managerial implication of this is that that adequate acknowledgement or appreciation of staff by hotel managers when work is really good is an antidote to employees' turnover intention of hotels in Lagos State. Aside, provision of safe and pleasant hotels' workplace environment, manager's friendliness and ability to mitigate intrusions of work by employees' family, personal need, and social obligations, including effective utilization of employees for tasks that requires high level of knowledge and technical skills are therapies to employees' turnover intention of hotels in Lagos State. In addition, the study also concludes that there is a positive and significant relationship between promotion opportunity and employees' turnover intention of hotels in Lagos State. The managerial implication of this is that practicing appreciable and satisfactory promotion speed, including upholding fair chances of staff promotion are remedies to employees' turnover intention of hotels in Lagos State. Furthermore, the study also concludes that a positive and significant relationship exists between supervisors' support and employees' turnover intention of hotels in Lagos State. The managerial implication of this is that hotel managers' predisposition to respecting the views and ideas of their staff, developing a collaborative approach in supervision, showing interest toward the feeling of subordinates, and encouraging subordinates to attend training programs to acquire relevant knowledge and skills are treatments to employees' turnover tendency of hotel in Lagos State. Again, it is concluded from this study that there is a positive and significant correlation between workplace environment and employees' turnover intention of hotels in Lagos state. The managerial inference of this is that hotel organisations that subjects staff to friendly and favourable workplace environment, maintains satisfactory hygiene practices, and promotes feasible maintenance culture are likely to experience limited employees' turnover tendency. Once more, this study concludes that there is no significant relationship between payment system and employees' turnover intention in respect of hotels in Lagos state. The managerial insinuation of this is that frequency of salary increases, and appreciable salary amount did not

influence hotel staff turnover tendency in Lagos State. Based on these findings, the researchers thus recommend that the government of Lagos State should ensure that hotel operators provide hazards-free facilities for staff. Apart, hotel managers should give more attention to staff promotion to limit staff turnover tendency.

Acknowledgement

This paper is developed based on a PhD, thesis.

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