



# Causes and prevention of high employee turnover within the hospitality industry: A literature review

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## Abstract

This article seeks to investigate the causes of high employee turnover in the hospitality industry with the intention of recommending strategies for the retention of employees. The hospitality sector is characterized *inter alia* by high labour turnover worldwide. The researcher adopted a desktop approach to identify causes of high employee turnover and consequently discussed strategies that hospitality managers can apply to reduce employee turnover in their establishments. A wide range of secondary sources of data was consulted to obtain an in-depth appreciation of the problem being investigated. The mainstay for any professional research must be the utilisation of peer reviewed and edited articles. Therefore, sources of data for this article included local and international peer reviewed conference proceedings, workshop proceedings and published articles. Using a literature review, this paper described the research approach and techniques utilized in this work comprehensively and subsequently, secondary data was systematically analysed. The article concludes with recommendations to assist hospitality management reduce employee turnover. This research contributes to literature on employee turnover and prevention in the hospitality sector.

**Keywords:** employee turnover, hospitality industry, employee retention strategies; labour turnover, hospitality industry.

## Introduction and Background

This research purports to investigate the case of high labour turnover and strategies for its prevention within the hospitality industry. The literature review indicates that the hospitality industry world-wide is experiencing a challenge of high employee turnover Amah (2009). Kuria, Ondigi and Wanderi (2012) note that the hospitality industry leads in this regard with a high number of employees 'job-hopping' from time to time. Rehman and Mubashar (2017) observe that worldwide, research shows that labour turnover is a great challenge in the hospitality sector. It is believed that high labour turnover often results in lack of success in the business, uninspired employees and a lack of appeal to talented employees Surji as quoted in Holston-Okae (2017). However, high turnover rates do not only affect employee attitudes but also influence valuable employees to leave the organization and simultaneously lowers productivity. This means staff turnover is a critical matter in human resource management (Alonso & O'Neil, 2009; Dickerson, 2009; Cho et al., 2006). This makes the study of labour turnover and its prevention strategies in the hospitality sector of strategic importance, and therefore justifies increased regard by this industry to ascertain high performing employees. If the hospitality sector would like to achieve high competitiveness, it must ensure effective management of its workers and ascertain reduction of labour turnover. The literature review indicates that labour turnover concerns in this industry have been empirically researched in various nations like South Africa (Ezeuduji & Mbane, 2017; Dhanpar et al., 2017; Warden et al., 2018), Australia (Deery, 2008; Robinson & Baron, 2007), Greece (Chalkiti & Sigala, 2010) and the USA (Cho et al., 2009, 2006; Moncarz et al., 2009) among others. The majority of research conducted shows that the rate at which staff leave organizations in the sector is unavoidable and not so easy to control by the organizations experiencing it. This paper explores the research that has already been conducted around labour



turnover and retention with specific reference to the hospitality industry. Research observes that labour turnover is the moving of employees around the labour market between different organizations, occupations and jobs, as well as between being employed and being unemployed Nel et al., (2001). Labour turnover refers to an outward movement of employees and occurs for various reasons Nel et al., (2014). Wikipedia defines employee turnover rate as the percentage of staff in an organization who quit in a certain period of time. Hom and Griffeth (1994) refer to staff turnover as a 'voluntary termination of employees from companies'. Conversely, Loquercio et al., (2006) view employee turnover as the proportion of staff leaving an organization in a given time period but before the foreseeable end of their employment agreement. In simple terms, labour turnover or staff turnover refers to a measurement of how many employees leave a particular organization in a given time period. This is called turnover rate and is expressed in the form of a percentage. The turnover rate is normally determined on an annual basis.

There are two significant reasons why studying turnover in the hospitality industry is crucial worldwide. The first reason is that human resources are the most important asset in an organization (Pandta & Ray 2018; Radenovic et al., 2015). Nel et al (2014) observed that human capital – the skills, talents, and knowledge of employees – is arguably the only sustainable source of competitive advantage in any organization. Scholars in the human resource management field and business leaders across the globe acknowledge that people are their most valuable resource. Nel et al., (2014) contend that what sets successful organizations apart from their opponents is firstly, how they regard and treat people, and furthermore, whether they succeed in releasing human potential in the organization. SABMiller, one of the dominant and most admired brewers in the world ([www.sabmiller.com](http://www.sabmiller.com)), agrees that it is their human resources, their human resources' commitment and ambition to succeed, and SABMiller's continued recognition of their human resource contribution that distinguishes the company from others in the same industry. This indicates the importance of attracting the right kind of employees, developing them, and acknowledging their contributions.

The second significant reason for studying turnover is that, the hospitality sector, as part of the service industry, is very labour-intensive and with employee turnover being severe compared to other industries, is cause for apprehension. This article will begin by discussing the various types of employee turnover. Following this, causes of staff turnover will be identified and highlighted. Thereafter, retention strategies are discussed. The article closes with recommendations on how hospitality managers can prevent high labour turnover in their respective establishments.

### **Aims and Objectives of the Study**

The overall aim of this research was to explore previous research conducted in the area of labour turnover within the hospitality sector.

Review objectives were to:

- Highlight the types of labour turnover.
- Identify the causes of employee turnover in the hospitality industry.
- Highlight and discuss strategies hospitality managers can use to reduce and prevent high labour turnover.

### **Research Questions**

This research aimed to address these questions:

- What types of labour turnover are there?
- What factors cause high labour turnover in the hospitality industry?



- What strategies can be applied in the hospitality industry to reduce and prevent high employee turnover?

## **Research Design and Methodology**

The researcher utilized a desktop (theoretical) approach to research in conducting this study. This is a methodology which reviews published works related to a research question or an area of interest. Petticrew and Roberts (2005). The objectives of a literature review are to identify, evaluate and reach conclusions regarding quality research related to problematic issues of interest. A comprehensive and critical examination of the literature on causes and prevention strategies of labour turnover was undertaken. Labour turnover includes involuntary, voluntary, functional, dysfunctional, avoidable and unavoidable turnover Griffeth and Hom (2001). The causes of turnover and retention strategies were analysed and discussed non-empirically in this work.

## **Research Method**

The writer conducted a literature review to establish the causes of employee turnover whilst highlighting and discussing retention techniques hospitality managers could apply. The purpose of this study was to obtain an in-depth comprehension of the problem. The writer accomplished this through looking at different secondary sources of data recovered through literature searches. Sources of data consulted were journals, books, periodicals, databases, government publications, local and international conference papers. The researcher focused on peer-reviewed articles and papers published during the period from 2000 to 2019.

The key words and phrases used to search the literature were: labour turnover, employee turnover, staff turnover, voluntary turnover, involuntary turnover, types of turnover, hospitality industry, hotel industry, retention strategies and human resource management.

## **Procedures for Data Gathering**

The writer examined the data collected carefully and divided it in terms of suitability to the South African context and withheld only the articles that are concerned especially with the key words of this research.

## **Data Analysis**

The data collected from the desktop study was then systematically analysed. Following this analysis, the researcher extracted the literature relevant to this article and utilised it in this research. Finally, the writer outlined the retention strategies that could assist hospitality managers to retain their employees.

## **Literature Review**

### **Types of employee turnover**

The discussion on the types of employee turnover in this article is premised on Griffeth and Hom's (2001) framework of staff turnover which classifies turnover into the categories discussed below.

### **Involuntary and voluntary turnover**

Involuntary turnover occurs where an organization terminates the services of a staff member and the staff member resigns from his or her position unwillingly. The reason for the dismissal could be poor performance on the part of the employee, layoffs or early retirement due to restructuring



or downsizing by the employer. Voluntary turnover on the other hand takes place when a staff member chooses to leave the company by his or her own will (e.g. to take a better career opportunity in another organization). All terminations that are not formally instituted by employers are voluntary turnover (Lorquercio et al, 2006). This type of turnover is regarded as a managerial challenge that requires consideration. It is believed employees leave when they are disgruntled in their present work and better employment opportunities are attainable. It is also observed that employees who leave are the most talented since it is easier for them to obtain alternative jobs. Furthermore it is argued that reasons for turnover may be misunderstood. Workers leaving employment may not want to divulge the real reasons why they are vacating their positions as they will still need the organization to provide references in future. For this reason, a lot of studies on turnover have focused on voluntary instead of involuntary turnover Wright (1993). This review too, has focused on voluntary turnover. Voluntary turnover is further differentiated into functional and dysfunctional turnovers.

### **Functional and dysfunctional turnover**

Functional turnover happens when the employees' departure becomes advantageous to the employer, whereas in dysfunctional turnover the employer has an interest of retaining the leaving employee. This type of turnover usually affects employees the organization would like to retain because they are hard to replace. According to Asimah (2018) the best performers move on, while the worst remain behind and continue carrying on with other forms of withdrawal behaviour. Olckers and du Plessis (2012) note that globally, talented workers can select from a wide pool of jobs in the current world of work.

### **Avoidable and unavoidable turnover**

Previous research suggests it is critical to differentiate between these two types of turnover as this will indicate which strategies must be adopted to address high labour turnover. Some researchers (Buhler, 2002; Lashley, 2000) also distinguish between avoidable and unavoidable labour turnover. Unavoidable turnover is brought about by life decisions that are out of the employee's control, like transferring to another area to join a spouse, whereas, avoidable turnover can be remedied by management by implementing effective human resource practices. It is also crucial to establish whether the kind of voluntary turnover the employer is dealing with could be avoided. This information will assist the organization in deciding on the right strategy to retain the affected employees.

### **Causes of employee turnover in the hospitality industry**

When the rate at which employees leave the organization is high, this adversely affects the competitiveness and profitability of the organization. This is because staff turnover threatens organizational performance and profitability as it is related to loss of human resources. Organizational leaders can implement strategies that improve competitiveness and profitability when they know the causes of employee turnover. Therefore, for an organization to develop effective retention approaches, it is essential to first identify the reasons for high labour turnover. Curran (2012) posits that there is no universally accepted configuration for the causes of employee turnover despite the abundance of literature on the subject. Based on a study by Ezeuduji and Mbane (2017) conducted in Cape Town, South Africa, researchers associate the cause for high staff turnover in the hospitality sector with the following: employees viewing compensation as being low when measured against their work, minimal growth opportunities, inadequate work engagement, poor labour relations and long working hours.

The findings of this study concurred with the results from Mohsin et al., (2013) research which attributes the intention to leave on the part of hotel employees to long working hours, coupled with



work pressures and stress. Holston-Okae and Mushi (2018) argue that compensation, motivation, engagement, work environment and job satisfaction contribute to employee turnover. Kuria and Ondigi (2012) investigated factors affecting turnover in the context of three and five star hotels in Kenya and discovered the following: management style, working environment, compensation and benefits could influence turnover intentions. They further note that workers who view their organization as experiencing a difficult financial situation may foresee future layoffs and pre-emptively quit. Kuria and Ondigi (2012) distinguished internal causes of labour turnover from external causes and highlighted the following under internal causes: job dissatisfaction, unfavourable working conditions, long working hours with minimal payments, unrealistic expectations, organizational culture, characteristics of the job, personal and trait-based factors and poor employee training programs. Fallon and Rutherford (2010) report that hospitality workers in one organization classified the most probable causes for high employee turnover as the behaviour of managers towards subordinates, long working hours, job pressure, scheduling, training, fringe benefit packages, better opportunities elsewhere and physical demands of the job. This review will be premised on the above-mentioned studies as follows:

### **Human resource management practices**

In a research undertaken in the Iranian work environment Karatepe et al., (2014) discovered that flawed human resource practices, accompanied by nepotism and high employee turnover, were some of the most significant problems. Findings in another study conducted in the hospitality sector in India revealed that selection and compensation practices have a remarkable impact on employee turnover intention. Rok and Mulej (2014) observed that insufficient investment in human capital in the hospitality sector produced high labour turnover and gloomy perspectives of those occupations. An enhanced application of human capital management resulted in significant differences in the strategic management of both industrial organizational levels Rok and Mulej (2014).

### **Organizational culture and commitment**

According to Habib et al., (2014) organizational culture refers to a set of beliefs, values, work styles and relationships that differentiate one organization from another. Organizational culture is found to be very crucial in enhancing organizational commitment. Some researchers (Hanaysha, 2016; Woods,1989) contend that the hospitality sector has a unique and specific organizational culture. Organizational commitment on the other hand can be defined as “the level to which an employee identifies and associates with the company or is resistant to leave it”. It is believed when candidates with values, career goals and plans that align with the organizational culture are recruited and selected in an organization, there is great probability of retention Karatepe (2013). The opposite is also true.

Kuria and Ondigi (2012) posit that the reward system, effective leadership, capability of the organization to evoke a sense of commitment on the workers and its boost of a sense of shared goals, *inter alia*, will influence turnover intentions and turnover rates. Dey, Kumar and Kumar (2014) assert that organizational commitment is an attitudinal matter where an employee establishes a psychological bond to the organization. They further opine that workers who are committed to the organization will show loyalty and be effective in their jobs. It is believed that employees lacking organizational commitment will easily leave their jobs Khalid and Ishaq (2015). This implies that labour turnover is related to a low level of employee organizational commitment. Organizational commitment is recognised to be influencing a more stable workforce, improved employee motivation and organizational citizenship behaviours Farrell (2003). It is further believed organizational commitment influences employees’ inclination to sacrifice for their company.



## **Compensation**

Fair compensation is perceived to enhance worker job engagement and simultaneously lower job withdrawal (Jung & Yoon, 2015). Findings in a research conducted by Ezeudji and Mbane (2017) carried out in South Africa, point to perceptions of unfair compensation being usually experienced in cases where the compensation received by the worker is not equitable to the sector wage level for the position the worker is in, or, when the remuneration received is regarded to be unfair compared to worker's responsibilities. Furthermore, Kushivan (2003) views lack of fairness in the distribution of remuneration as one of salient causes of clashes between employers and their workers. Monetary rewards are found to be very applicable to hospitality workers as these jobs are usually related with low salaries and lowest tangible benefits Nasurdin et al., (2015).

## **Career development**

Career development is defined as a formal perspective followed by the organization to ascertain that workers who meet the attributes required by the employer are available when needed by the organization Nel et al., (2011). Furthermore, it is viewed as a critical issue in the hospitality sector. However, the majority of workers in this business do not regard their hiring in this sector in terms of long-lasting career engagement, but instead as a temporary attempt or a stepping stone. Zopiatis, Constanti, and Theocharous (2014a). It is crucial that the immediate supervisor of the employee provides support. The onus of career development lies with the employee herself Guan, Zhou, Ye, Juand and Zou (2015) posit that there is high probability that workers with a high level of career adaptability will accomplish higher career satisfaction. They further anticipate that a high level of career satisfaction will lead to a low level of turnover (Guan, Guo et al., 2014; Guan, Wen, et al., 2014). Another research in China revealed that employees with adaptive skills attained career satisfaction and promotability. Chan et al., (2016) believe that promotable workers have less intention to leave since they felt they are being groomed by their supervisors for better positions. It follows that, workers with greater career adaptability usually experience satisfaction and they are less likely to leave their organizations Chan and Mai (2015).

## **Engagement and embeddedness**

Engagement is a contemporary concept in motivation. It is important because it has positive results for both the employee and the employer Nel et al., (2011). Karatepe, Karadas, Azar and Naderiadib as cited in Holston – Okae and Mushi (2018) contend that poor employee engagement and commitment could result in higher turnover rates. It is believed when people perceive high levels of organizational cooperation, they begin to be more inspired to display greater endeavour. It is further contended that when workers are empowered, they are more likely to stick with the employer Raub and Robert (2013). Workers are embedded in the job when they are closely connected to other workers and view themselves to be a great fit for the organization. Nguyen et al., in Davis (2018) observed that when embedded in their jobs, workers are less likely to quit the organization. This implies that low engagement and low embeddedness on the part of employees will probable lead to turnover.

## **Job satisfaction**

Job satisfaction is how a worker feels towards his or her execution of a job Ghorbanian, Bahadori, and Nejati (2012). It refers to how workers feel about their jobs and various aspects of their jobs. Reviews of past studies on turnover reveal that intention to leave or remain in the organization, job satisfaction and organization commitment, are among significant determinants of labour turnover (Griffith et al., 2000; Lum et al., 1998; Murray & Smith, 1998). On the other hand, Price and Muller (1986) in their examination of causes of turnover, recognized work satisfaction as the



most salient aspect. Previous work by Hom and Griffeth (1995) revealed that work satisfaction is a notable forecaster of turnover. Subsequently, Griffith et al., (2000) reiterated that turnover is indeed occasioned by job dissatisfaction.

This implies that a worker who is content with his work and his organization would execute his responsibilities well and be dedicated to his work as well as his employer. Meanwhile it is believed that if an employee is not satisfied with the work, he will attribute the cause of dissatisfaction to the organization and thus have lower commitment to the job and will therefore be likely to quit. This contention finds substantial support in the literature. Generally speaking, dissatisfied employees will most probably leave their jobs compared to those who are satisfied.

## **Work Environment**

Alongside the scope of work, the job environment is a critical factor which significantly affects how staff perceive work. A conducive job environment encourages employees to come to work and this provides inspiration to sustain them throughout the day. It is believed that the work environment plays a central role on whether a worker resolves to continue working in an organization or to leave. Chong and Besharatri (2014) contended that the rate of staff retention in the hospitality sector is poor as a result of two common reasons: low satisfaction and quality of leadership. Scott (2016) in his work on employee retention in the hospitality industry notes that managers have the greatest effect, control, and influence on the operations of the organization. Furthermore, Solnet, Kralj, and Kandampully (2012) suggested that hospitality managers or owners should continually improve the working environment of their employees as this is directly connected to many desirable organizational results, like customer satisfaction, profitability and customer loyalty. Eversole et al., (2012) assert that employee discontent should not be disregarded as it may result in the employee quitting the job. It is the manager's obligation to create conducive work context and impetus which inspire workers to accomplish good outcomes and achieve organizational plans. This section identified various factors contributing to labour turnover. However, it should be noted that the list of causes of labour turnover identified here is not exhaustive. The following section will discuss how the industry can develop retention strategies based on the causes identified in this section.

## **Retention Strategies**

Research indicates that labour turnover is and continues to be an endemic concern in the hospitality sector across the globe. As a customer-driven business this industry relies heavily on people to attain its competitive advantage. It therefore is critical for workers in this industry to remain happy and motivated as they interact with guests in the industry. Since the hospitality industry is highly labour-intensive, it needs to use its human resources effectively. This section is dedicated to strategies hospitality management can implement to reduce and prevent high employee turnover. Staff retention is an attempt by an organization to keep a conducive environment that encourages employees to stick with the organization. It encourages staff to stay with their employer for an extended period. Literature suggests that retention of employees has become a strategic issue for many organizations globally and human capital management researchers and practitioners are paying more attention to it. It is further believed that if the right staff retention strategies are applied, staff will certainly endure and labour for the successful accomplishment of organizational goals. However, staff turnover continues to be high despite the fact that existing hospitality and tourism literature provides both intrinsic and extrinsic retention policies and techniques (Lee & Way, 2010: Yang, 2008: Davidson et al., 2006: Lam et al., 2002). Research suggests that there are two major reasons for the increasing importance of employee retention: the first one being high labour turnover and the second one being increased costs related to staff turnover. Nel et al., (2011) posit that employee retention must be integral to the overall talent management strategy of an organization. A considerable body of literature around



employee retention approaches indicates that fair remuneration policies and effective training and development initiatives reduce turnover (e.g. Cho et al., 2006; Davidson et al., 2006). This section answers the question: what strategies can be applied within the hospitality sector to reduce and prevent high employee turnover? Ping et al., (2012) note that knowledge of which retention strategies are essential is very important for the success of an employee retention plan. It is believed that if human resource managers cannot identify the right reasons for staff turnover it will be difficult to develop effective retention strategies.

### **Human Resource Management Practices**

Human resource management practices are one of the factors perceived to be crucial for enhancing retention rates. Stein (2000), Clark (2001), Parker and Wright (2001) suggested that organizations must use a considerable number of human resource practices to impact employee commitment and retention. Research indicates that the starting point for enhancing worker retention is to hire the right candidates for the job. This requires knowing the criteria for success in a particular job, in a specific organizational context. Employers should watch out for candidates with a history of job-hopping and for those reluctant to provide references. Fernandez and Worasuwan (2017) contend that hiring knowledgeable candidates for a position is important for the organization. Generally, recruitment and selection processes are critical in the hospitality business as the overall success in this industry depends on human resources. Employees in this industry are in direct contact with the customers and are therefore involved in achieving the objectives of the hospitality establishments. The quality of service rendered depends upon the attitudes of the hospitality employees. Fitz-enz (1990) however observes that staff retention does not result from a single factor but there are various factors that influence employee retention in any workplace. Employers must pay attention to factors like organizational culture and commitment, compensation and rewards, career development engagement and embeddedness, job satisfaction and work environment. These factors are elaborated on below.

### **Organizational Culture and Commitment**

Organizational culture is about the way things are done in an organization. It comprises of shared values, norms and beliefs that govern the way employees conduct themselves. These shared values have a great impact on the employees in the workplace, determining their dress code, how they act and perform their tasks. This culture also includes the organization's vision, values, norms, systems, language, assumptions, beliefs and habits Needle (2004). McDermon and Sexton in Brenya and Tetteh (2016) view culture as one of the critical sources of competitive advantage as it influences organizational behaviour and performance either positively or negatively. Organizational culture has a powerful influence on worker morale and retention Brenya and Tetteh (2016). They further note that it is not only about being a good organization, but about having a worker devoted to the achievement of the vision, mission and strategy of the organization and having the determination to achieve this. It is observed that an organizational culture that is aligned to the needs and goals of the workers can enhance workers' perceptions of their quality of work life, resulting in worker commitment, leading to improved organizational performance from enhanced effectiveness Khalili as quoted in Holston-Okae (2017). Effective organizational culture therefore engages workers at the basic level and transforms that engagement into high productivity. In the research conducted by Davies (2018) participants highlighted that a positive, healthy organizational culture is another strategy for worker retention.

### **Compensation**

According to the Society for Human Resource Management (2014) compensation is the most important factor in worker satisfaction. Research participants in a study by Davis (2018) indicated that the competitive compensation strategy was one of the most effective strategies for retaining



employees. Lardner (2015) confirms that reward programs enhance employee engagement and lead to considerable growth in career and personal development. Trevor et al., (1997) has reported that increase in compensation has a negative effect on turnover. However, Davies, Taylor, and Savery (2001) posit that remuneration to talented employees is provided by every employer but few employers implement it strategically. Gardner et al., (2004) reported that pay is regarded as a motivator as well as a worker retention mechanism. Furthermore, Milkovich and Newman (2004) have clearly noted that among all kinds of rewards, monetary remuneration is viewed as one of the most crucial and significant factors in retention. It is believed employers could apply effective compensation strategies which will engage workers and improve their performance leading them to be more loyal and interested in the success of the organization.

### **Career Development**

Employee development is not just the responsibility of the employee, managers must support employee development. Messmer (2000) discovered that investment in employee training and career development is one of the critical factors in staff retention. Organizations must ensure that workers are well developed in the latest technologies. Martin (2003) observed a complex relationship between turnover and training. Martin asserts organizations which enhance existing workers' skills, experience minimal employee turnover levels. Martin further warns turnover increases when workers are developed in many skills areas. This may imply that this kind of development increases chances of employees to find work elsewhere. Enhancing employee skills may motivate and improve employee performance thereby improving organizational performance.

### **Engagement and Embeddedness**

Worker engagement is the degree to which workers experience inspiration and commitment in their company. Factors which influence engagement include job responsibilities, work relationship and growth opportunities. Workers are said to be embedded in their jobs when they are attached to other workers and view themselves to fit within the organization. Nguyen et al., in Davis (2018) note that if workers are part and parcel of what happens in their workplace, they are more inclined to stick with their employer. Job embeddedness is regarded as a motivator that stresses keeping workers attached to their organization and in that gives them some degree of satisfaction. It is believed when the level of employee engagement is increased, workers may become more satisfied and committed, which will lead them to stick with their employer. Furthermore, Raub and Robert (2013) posit that when individuals feel empowered, they are inclined to stay. Hospitality managers should consider creating and increasing employee engagement and job embeddedness to reduce turnover costs in their establishments and to increase employee retention.

### **Job Satisfaction**

The literature review suggests that job satisfaction is the most crucial tool for keeping workers in an organization. Job satisfaction describes how workers view their jobs. It is believed when workers are content with their work, it may bring them a gratifying touching condition (Bartolo & Furlonger, 1999) and a constructive response. According to Light (2004) worker contentment is reported to be directly related to the retention. Workers experience satisfaction when allowed to take decisions regarding how they do their jobs. Worker involvement in decision-making in areas affecting them is reported to reduce turnover. It is further reported that a positive organizational climate symbolised by honesty and cooperation, enhances contentment and is negatively correlated to the intention to quit and turnover.



## Creating an Employee-Centred Work Environment

It is believed that poor work conditions result in job dissatisfaction, low morale and emotional exhaustion. Employers can retain current employees by ensuring a supportive work environment. Tews et al., in Davis (2018) concluded in their research that fun activities influenced staff decisions to remain or quit the job because the activities led to bonding and forming of friendships in their establishments. Employers should show employees that they are important by establishing an open and flexible workplace which adds to work-life balance. In recent times workers want time to enjoy life beyond work and in this regard if organizations can allow them flexible work arrangements that would be seen in a positive light. Incentive benefits which assist employee health and wellness will also be appreciated. Employers should consider letting workers choose what suits them from a variety of benefits.

## Conclusion and Recommendations

This review sought to explore factors leading to high labour turnover and further highlight employee retention strategies that management in the hospitality industry can use to reduce this problem. The researcher started by looking at the types of labour turnover that occur in the hospitality industry. It is evident from the literature that hospitality organizations globally, experience the challenge of high employee turnover and struggle with retention of their talented and skilled employees. This review established that managers in this sector may use a wide range of strategies including: human resource management practices, organizational culture and commitment, compensation, skills development, engagement and embeddedness, job satisfaction and a work-centred work environment, to reduce high labour turnover. It is recommended that the first step in developing effective retention strategies is identification of the causes of high turnover. This should be followed by formation of effective human resource practices. This includes having the right recruitment and selection strategies in place where the right candidates with the right skills, abilities and attitudes will be placed in the right jobs. It is crucial that the organization selects candidates with values, career goals and plans that align with the culture of the organization.

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