

Evaluation of Factors That Influence Employee Turnover in the Hospitality Industry in the Upper East Region: A Case Study of Bolgatanga Municipality.

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Abstract: *The study was carried out to examine the rate of employee turnover in the hospitality industry in the Bolgatanga Municipality in the Upper East Region of Ghana. The objectives of the study were; to identify the factors that influence employee turnover in the hospitality industry within the Bolgatanga municipality; to identify how employee turnover affect the operations of the hospitality industry and to examine the methods used by industry to curb employee turnover.*

Twelve prominent hotels in the category of three-1 star, three – 2 star, one – 3 star and five budget hotels in the study area were selected. Purposive sampling technique was used to select twelve management staff and simple random sampling technique was used in selecting two hundred (200) non-management staff from the various hotels in the Bolgatanga municipality.

The literature review was based on the secondary sources of information where the researchers reviewed relevant books related to the study. The researchers adopted stratified sampling technique for the study which had a sample size of two hundred and twelve (212) respondents. Questionnaire was the only instrument used for the data collection. The questionnaire was administered by the researchers directly to the respondents. Data collected were analyzed using tables with frequencies and percentages.

The study indicates that majority of the workers have been with the hotel industry for between one and five years. The results indicate that the majority of the employees were receptionists/caretakers whilst others were marketing officers, caterers, waiters/waitresses, accounts officers, driver and managers.

The results further revealed that majority of the respondents agreed that poor reward and compensation systems, low job satisfaction due to too much workload, poor management-employee relationship, delays in promotion, weak career opportunities, low motivation of employees and that competing organizations provide better working conditions influenced employee turnover in the hotel industry in the Bolgatanga Municipality.

The Study again shown that majority of the respondents said employee turnover reduces employee commitment to work and performance, loss of productivity, affects profit margins of the hotels, reduces customer base of hotels and increases the cost of recruitment of new employees. The study also found that majority of the respondents indicated better working conditions as the most important variable necessary for the solution of employee turnover followed by provision of training to equip employees with necessary skills and better career prospects and job security.

The results revealed that poor reward and compensation systems, low job satisfaction due to too much workload, poor management-employee relationship, delays in promotion, weak career opportunities, low motivation of employees and other organizations providing better working conditions, career advancement and the opportunities to learn and grow, training and development were some of the factors that influenced employee's turnover the hospitality industry.

The study again indicates that attractive compensation package (e.g. good salary, bonuses, pay for overtime etc), recognition for a good work done, reward for good work done and an opportunity for training and career advancement influenced an employee to stay with the hospitality industry.

The study further revealed that employee turnover reduces employee commitment to work and performance, loss of productivity, affects profit margins of the industry, reduces customer base of the hospitality industry and increases the cost of recruitment of new employees. The study also revealed that better working conditions, provision of training, better career prospects and job security, good communication between management and employees, involvement of employees in decision-making, employing people with the right qualification and enhancing employer-employee relationship were some of the measures to reduce employee turnover in the hospitality industry.

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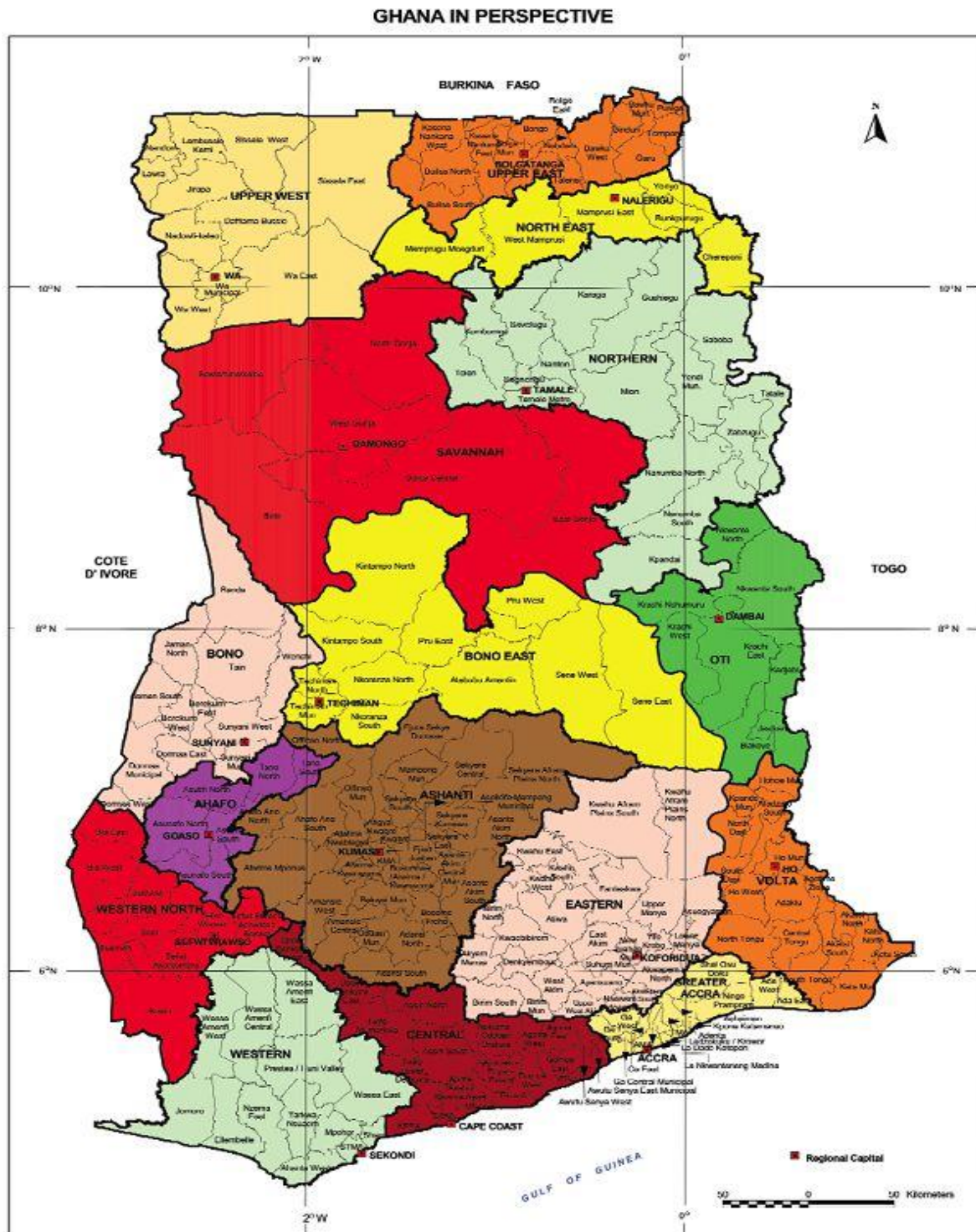
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TAP HOTEL BOLGATANGA SOE



AKAYET HOTEL BOLGATANGA YIKENI



MAP OF GHANA INDICATING THE SIXTEEN REGIONS

I. Introduction

A major human resource problem faced by many organizations is that of understanding and managing labour turnover. It is a major issue for many companies in the world. Labour turnover is one of the unorganized forms of industrial conflict. It is a retreat by employees usually from unsatisfactory situations.

Employee turnover is one of the major problems for businesses employing staff. It has been revealed by previous research that a high employee turnover rate could cause many negative consequences on the activities of an organization: The cost of hiring and training of new employees become high, reduction of employee's productivity and not meeting sales targets (Faldetta and Provenzana 2013)

In the hospitality industry, employees are important part of the customer experience. The hospitality industry is negatively affected by labour turnover because, the employees are key in creating and providing services from the hospitality industry to the customers (Faldetta et al, 2013)

Hence, this paper aims at identifying factors that affect employees' turnover in the industry. This paper will fill the gap of absence of research in this field.

This section introduces the background of factors that influence employee turnover in the hospitality industry, providing an overall picture about the high employee turnover issues and helping in understanding the importance of the staff turnover issues to the hospitality industry especially Bolgatanga Municipality.

Mobley (1982) says, employee turnover within the last few years has become a worldwide problem. Employees no longer feel the sense of company loyalty that once existed. Increasing numbers of corporate mergers and acquisitions have left employees feelings detached from the companies that they serve and haunted by concerns of overall job security. As a result, workers are now making strategic moves to ensure employments that meet their need for security. This fact is clearly represented by growing employee turnover rates. Employee turnover has the effect of increasing operational costs. It has also contributed to inefficiencies and poor performance of organizations over the years.

According to Employment Policy Foundation (EPF), (2004), too many service providers face employee turnover rate of 50 to 100 percent per year or even higher.

Furthermore, available facts indicates that services sector workers leave their jobs usually as a result of unsatisfactory situations such as low motivation, low pay and poor conditions of service (Ologunde, Asaolu & Elumilade, 2006). The hospitality business, an aspect of tourism, is a labour-intensive and quality-driven service. The quality of personnel determines the quality of the product served to the customer and therefore the success of the industry. Also, the competitiveness and productivity of the industry depends primarily on the availability of skill levels and professionalism of its employees. Consequently, the constituents within the hospitality industry. The restaurant and catering sectors recognize that education, vocational training, and human resource development are necessary to ensure their future growth. In support of this, the World Economic Forum in its T & T Competitiveness Report (2006) sees good management of human resources as one of the key drivers for competitiveness across the industry. However, it has been recognized that the hotel, catering and tourism sector of the industry suffer from high levels of labour turnover. This provides a constant challenge for employers, limits the ability to maintain a skills workforce and results in enhanced costs.

Akyeampong (2006), says the tourism industry in Ghana which was almost neglected by government has now taken a centre stage of socio-economic strategies and is emerging as a main component of what has become as non-traditional export sector with potential for foreign exchange, employment and income generation. The industry which evolved largely through enterprise and capital, has been championed by the state and has seen a significant increase over the years. International tourists contribute largely to Ghana's total foreign exchange earnings, and tourism has become the fourth highest earner after minerals, cocoa and remittances.

The Bolgatanga Municipality in the Upper East Region is characterized by the concentration of the hospitality facilities such as hotels, guest houses and restaurants, partly due to the fact that it is the administrative capital of the region and partly due to the proximity to most of the tourism centres such as the Paga Crocodile Pond and the Tongo Hills and shares boundaries with Togo and Burkina Faso. The hospitality industry in the Bolgatanga Municipality employs a considerable number of workers, but it is not able to retain a considerable number of them for a lengthy period of time.

It is in the light of the above issues that this study sought to examine the factors that influence employee turnover in the hospitality industry in the Bolgatanga Municipality of the Upper East Region in focus.

Statement of the problem

The hospitality industry is a labour-intensive one. Thus, of all the resources available to hospitality managers, none are of greater value than human resources. However, the industry is known to experience employee turnover. Bureau of Labour Statistics, (2004). Sullivan (1999) mention that the hotel/restaurant industry has long been challenged with high turnover, low wages, primitive technology, and an unimpressive benefits packages.

According to Teye (1988), the lack of skilled labour as a result of turnover in the tourism industry has been identified as the main reason for the poor performance of the industry in sub-Saharan Africa. In Ghana, although no official statistics on the level of labour turnover is readily available, officials from Ghana Tourism Authority (GTA) complain of a perceived high levels of employee turnover.

II. Objective of the study

The main objective of the study was to examine factors that influence employee turnover in the hospitality industry in the Bolgatanga Municipality.

The specific objectives were to:

- Identify the factors that influence employee turnover in the hospitality industry
- Identify how employees turnover affect the operations of the hospitality industry
- Examine the measures used by hospitality industry to curb employee turnover in the hospitality industry.

Research Question

- What factors account for employee turnover in the hospitality industry in the Bolgatanga Municipality?
- How does employee turnover affect the operations of the hospitality industry in Bolgatanga municipality?
- What strategies are put in place by management to reduce employee turnover in the industry?

Significance of the study

The study will assist the management and stakeholders of the hospitality industry to understand the causes of employee turnover among employees. Management and other stakeholders will be in a good position to develop strategies aimed at retaining staff in the hospitality industry in the Bolgatanga Municipality. Managers from any other organisations, who are also concerned about employee turnover will also stand to gain from this study.

Limitations of the study

The study was confined to the hospitality industry in the Bolgatanga Municipality of the Upper East Region. Hence generalizations and conclusions would not be accurate and meaningful in a national context because of the limited sample. Also owing to time, financial and resource constraints, some representatives sample of the hospitality industry was used in obtaining general information about the employees. Despite all these limitations, it is hoped that the results of this study would be of tremendous benefits to policy makers.

Introduction

This section is devoted to a review of literature concerned with the problem under investigation. It begins with a brief insight into the theory underlying the problem of turnover and the conceptual framework proposed for the study. It continues with an insight into employee turnover to bring into focus the subject matter of the study. It also outlines human resource strategies that can be adopted to mitigate employee turnover.

Theory of Motivation

Motivation theory is a concept often employed in solving the problem of labour turnover. Mobley et al, (1979), identified the following factors that motivate people to stay on a job and contribute effectively, to feign the thoughts of quitting the job to that individual. Motivation has been found to occupy a highly significant position in attracting and retaining employees. This reinforces the notion of reciprocity or exchange that is entailed in the work, in that the extent to which the employee will continue to identify with the goals and objectives of an organization and therefore continue to be part of the process of goal accomplishment depends highly on the level of his or her motivation.

Motivation theories fall into two main categories: content theories and process theories. Content theories of motivation explain the dynamics of employee needs, such as why people have different needs at different times. Process theories of motivation do not directly explain how needs emerge. Instead, they describe the processes through which needs are translated into behavior. Process theories explain why someone with particular need engages in a particular direction, intensity and persistence of effort to reduce the need tension. One of the exponents of the content theories i.e. what specifically causes motivation is Herzberg whose theory is based on human needs. They maintain that the key feature of motivation is that it determines the extent to which an individual desires or is willing to place his or her knowledge and skills at the disposal of others and to shrug off the effects of obstacles and difficulties in so doing.

Though a wide range of factors have been found useful when it comes to interpreting employee turnover, (Herzberg, 1976) two-factor theory has been employed to model turnover in a range of different organizational and occupational settings. Morrison & Robinson, (1997, Clark & Wilkinson, (2001) say motivation-hygiene (two-factor) theory of Herzberg has gained great support in management literature. This theory has components that relate to antecedents to turnover and emphasizes the importance of satisfaction and dissatisfaction in a job. Herzberg (1976) two factor theory proposes that employees' attitude and worker performance is influenced by two set of factors-motivators and hygiene.

The theory is based on the assumption that dissatisfaction leads to avoidance of work whereas satisfaction leads to attraction to the work. Herzberg argues that a feeling of self-worth, recognition, promotion,

achievement, nature of work or job and responsibility are good indicators of job satisfaction especially when they (indicators) tend to be consistent with the individual's values. A critical look at the views expressed here gives an indication that anybody who gets job satisfaction tends to progress on the job and therefore remains in that job. According to Herzberg, an individual feels dissatisfied with his job if the policies of the organization are not consistent with his values. In addition to this, he also identifies poor human relation at workplace, poor working conditions and poor work environment as indicators of job dissatisfaction that leads to turnover.

Employee Turnover

Mobley (1982), says turnover is a cessation of membership but it should be acknowledged that from a more institutional or organizational perspective, turnover may also include accession or entry. Similarly, McShane and Glinow (2000) describe turnover as the process in which employees leave the organization and have to be replaced. Mathis and Jackson (2004) put turnover into two general types: involuntary and voluntary. Voluntary turnover means voluntary movement of an employee out of an organization. It reflects an employee's decision to terminate the employment relationship (that is, voluntary leavers leave on their own volition to further their career or to seek greener job satisfaction elsewhere) while the involuntary type of turnover reflects an employer's decision to terminate the employee's employment.

McShane and Glinow (2000) are of the opinion that since employees leaving voluntarily are those not sacked by the employer, they are probably the ones that an employer would like to retain most. Involuntary turnover may occur for reasons which are independent of the affected employee(s) – that is, involuntary leavers are literally forced out by the organizations by one means or another – such as the real or perceived need to cut costs restructure or downsize. Furthermore, voluntary turnover is often categorized into two namely; functional and dysfunctional (Mathis & Jackson, 2004). Functional turnover is where the employees' departure becomes beneficial to the organization, while the dysfunctional type is where the organization would like to retain the departing employee. Dysfunctional turnover usually involve high performers who are difficult to replace in the organization.

Carsten and Spector (1987:379) are of the view that “typically, only workers who have possible employment opportunities will think about leaving the organization and it is the best employees who have the most opportunities. That is, the best employees moving on, with the worst staying on. Hollenbeck, Gerhardt and Wright (1996:239) paint a grimmer picture that “in the worst scenario, the better employees go to work for the company's competitors and the disgruntled employees may take sensitive information with them to the new jobs”.

Typically, involuntary turnover includes dismissals, layoffs, and forced retirement. Because labour market conditions largely affect involuntary turnover rates, they are difficult to directly manage. According to Price (1977), the delimitation that a voluntary or involuntary separation, offers for categorizing the phenomenon will help direct a systematic research. Particularly where turnover is thought to be associated with a factor such as organizational commitment, or to be preceded by a psychological state such as intent to quit, drawing the distinction between voluntary and involuntary turnover is important, otherwise assessment of such a relationship in terms of all organization leavers will be flawed. Dess and Shaw (2001) opine that voluntary turnover is of interest because in most cases, it represents the bulk of turnover within an organization. Such instances of turnover also represent a significant cost, both in terms of direct costs like replacement, recruitment and selection, temporary staff, management time, and perhaps more significantly, in terms of indirect costs such as morale, pressure on remaining staff, costs of learning, product/service quality, organizational memory and the loss of social capital.

Causes of Employee Turnover

Mobley (1986) says a high level of employee turnover may be attributed to factors such as low wages or unattractive working conditions, or to a high concentration of casual or seasonal workers. Moreover, high turnover may be connected to a high level of demand for skills where workers are induced to change employers in a wages 'merry go round'.

Lawler (1986) is of the view that poor job feedback, job dissatisfaction, unmet job expectations, performance problems, situational constraints, socialization difficulties, greater degrees of job stress, and a lack of career advancement opportunities among others as causes of employee turnover. Though many of such factors can be identified, the study has classified them into work attitudes and environmental factors.

Work attitudes

Work attitudes are used here to portray those emotional characteristics of employees that are brought to bear on their day today activities at the workplace (Verquer, Beehr, & Wagner, 2003). In this study, they include motivation, job satisfaction, and organizational commitment. Lawler (1986) is of the view that a

substantial cost of employee turnover is the effect of high employee turnover on the morale, motivation and job satisfaction of staff, and the level of organizational performance.

Organizational commitment

Different definitions have been given for employees' commitment. It is seen as a worldwide attitude which can influence an individual's reaction towards his or her organization (McCaul, Hinsz, & Mc Kaul,1995). Organizational commitment has further been described as the employee's psychological attachment and affiliation to the organization (Wong et al.,1996). Meyer and Allen (1997), opine that there are three mind sets which can depict an employee's commitment to the organization.

Aryee (1991) indicates a negative relationship between organizational commitment and turnover intention of professional accountants in Singapore.

Environmental factors

Mathis and Jackson (2004) say environmental factors are uncontrollable factors which include job-hopping and alternative employment opportunities.

Job-hopping: Job-hopping means frequent movement from one job to another job without any specific reason. Ghiselli (1974) explains job-hopping, as 'hobo syndrome' which means and includes the periodic itch to move from a job in one place to some other job in some other place. It also means employees searching for alternative jobs even when they have secured jobs(Chew, 1993). Job hopping is one of the most important factors of employee turnover. Some employees leave due to social influences from peers or colleagues and some employees leave the organization for fun and for no apparent reason.

Demographic variables and intention to turnover

Research studies have shown that many different antecedents to employee turnover such as organizational culture (Sheridan, 1992), compensation Burgess, (1998), supervisory relationships Tepper, (2000) and work environment Blum, Gilson, & Shalley, (2000). Demographic profiles such as age, gender, and tenure with the company are also found to be other important variables or antecedents to turnover Allen & Meyer 1990; Hackett, Bycio, & Hausdorf, (1994).

Older employees tended to be more effectively committed than younger employees and so stayed longer in the organization (Mathieu & Zajac, 1990). Age is a significant predictor of normative commitment (Taormina,1999).

Managing labour turnover and retention

Employee retention is an existence of an ongoing relationship between an employer and an employee(Bell & Winters, 1993). Lawlar,(1986) says retention management is the collection of human resource practices developed to reduce voluntary turnover rates.With retention management, certain organizational incentives and human resource strategies are implemented that are effective in reducing voluntary employee turnover.

In the era of computer age, most organizations, large or small are facing the hard truth of retaining their personnel. After engaging the most suitable persons for various jobs in the organization, the next function is how to retain them. According to Mobley, (1982), opines that the determinants of employee turnover are critical to the creation of effective retention strategies, it is also important to understand and evaluate the potential costs and organizational consequences of turnover. Hotel industry staff retention remains a major issue as ever and strangely, redundancy programmes are proving a reason for companies to pay attention to this(Olsen, 1995).

A successful company cannot survive without an effective retention programme. Flowers & Hughes, (1973) say there is a need for a plan that takes into account the vulnerability of key losses, reducing employee turnover, lowering expensive replacement costs and increasing motivation to achieve company growth, objectives and maximizing profit potential. Causes of voluntary turnover such as non-competitive compensation, high stress, unpleasant physical or interpersonal working conditions, monotony, and poor direct supervision, according to Mobley, (1982), can be managed. Mobley further states that worker representatives do not leave because they lack the skills or abilities to perform the job, they leave largely because they are not interested in the job and challenged by the job, they lack the personality characteristics to be successful, or are dissatisfied with the environment in which they work.

Beach, (2003) shows the importance of managing and retaining staff to ensure lower rates of turnover by submitting that there is the need to identify cost effective retention strategies that can be implemented at the organization. He states that, it is quite a complex task, as decisions by employees to leave or remain at a workplace will be influenced by a wide range of factors, including:

- The employee's personal aspirations
- The culture and management style of the workplace
- The nature of the work
- Comparative remuneration levels
- The availability of internal promotion opportunities
- The extent to which work arrangements (e.g. rosters, hours worked, amount of travelling required, absences from home) are compatible with the employee's home life.

Employee retention:

Employee retention is defined as the existence of an ongoing employment relationship (Debrah, 1993). Retention management is the collection of human resource practices developed to reduce voluntary turnover rates (Woods et al, 1989). With retention management put in place certain organizational incentives and human resource strategies that are implemented that are effective in reducing voluntary employee turnover.

Retention involves managing in ways which encourage staff to remain in employment with the organization. Rather than being an isolated issue, employee turnover faces the world as a whole. Lawler, (1986) is of the view that retention is as much a management issue as it has ever been. One must not necessarily think that people are staying because they are happy at the company, and not assume that people are leaving simply for money. Mullins, (1995) says that an organization can theoretically influence turnover by various intervention processes that include employee empowerment, training and orientation, and providing for staff feedback.

Training of employees

Cole (2002) describes training as a learning activity which is directed towards the acquisition of specific knowledge and skills to be able to perform a particular task. Robbins, (1986) says, "Training is basically a learning experience, which seeks a relatively permanent change in an individual's skills, knowledge, attitudes or social behavior". This means that, there is the need to improve employee's skills and knowledge so that he or she becomes efficient to work on both present and future jobs and tasks.

Employee training is also an important aspect as well as the main function of Human Resource Management and Development; it is the crucial path of motivating employees and increasing productivity in the business (Mullins, 1995).

Employee training is the key task to help everyone in the company to be more united. An enterprise could hire experienced employees or train employees to be skilled. When the company trains their own employee, by providing and forming a harmonious atmosphere, accurate work specification and the passion of work, team spirit will be built between employees and management team within the process.

Orientation of employees

Evidence from Texas Instruments concluded that employees, who were carefully oriented by the company, about their jobs, reached full productivity two months sooner than those who were not (Klienman, 2001). The most successful orientation programmes make new employees feel welcome and a part of the team.

Provide opportunity for staff feedback

Magner et al., (1996) say Organizations that give staff the means to provide feedback to each other, management and that organization are psychologically healthy. By giving staff the opportunity to provide their opinions about work flow and volume, the company and management practices also tend to be psychologically healthy. Labov, (1997) is of the view that Organizations with strong communication systems enjoy lower turnover of staff.

III. Methodology

Introduction

This section is concerned with the description of the research design used for the study. It describes the various procedures and processes that were employed to collect the empirical data and the method of analysis employed.

Research design

This study is a cross-sectional survey which examines the causes of labour turnover among employees in the hospitality industry in the Bolgatanga Municipality. The design seeks to describe the situation as it currently exists.

This survey is aimed at eliciting information on the factors that account for employee turnover and solutions that would help curb the problem. Babbie (1990) recommends the suitability of the cross-sectional design for making generalizations from a sample to a population and also to facilitate inferences to be made

about some characteristics, attributes or behaviours. Thus, this design is seen to be the most appropriate to the researchers in undertaking this study.

Population of the study

The target population for the study consisted of all sector managers in the hotel industry in the Bolgatanga municipality, however, the accessible population was estimated to consist of 300 workers in the 12 hotels in Bolgatanga municipality at the time of the study. The estimation was made based on the figures given by the various heads of department. It was from these figures that a list was compiled to ascertain the number of workers in each of the hotels. Thus, the estimated figures of the number of workers obtained after the compilation of the list were: 1 star hotel 50, 2 star 48, 3 star 20 and budget 94.

Sample and sampling techniques

A stratified random sampling technique was used in selecting non-management employees. The hotels were stratified into four homogeneous groups according to their star ratings by the Ghana Tourism Authority. The hotels were grouped into budget, one-star, two-star and three-star.

Research instrument

The main instrument used for the collection of data was a self-designed set of questionnaire for the respondents. The questionnaire was deemed appropriate because it is widely used for collecting data and according to Kerlinger (1986), if it is properly developed to answer research questions, it is very effective for securing factual information about practices and conditions of which the respondents are presumed to have knowledge. According to Sarantakos (1993), the use of questionnaire allows for unbiased information since data given by respondents is with limited interference on the part of the research personnel. In line with this, the written form of questioning, that is, a set of questionnaire was used. The questionnaire consisted of twenty nine (29) items.

The items were structured along the lines of Likert's scale. The statements on the Likert's scale were expressed on a four point scale, which asked respondents to indicate the extent of their agreement ranking from Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD).

Data collection procedure

The researchers used this procedure because the selected hotels and guest houses were easily accessible, copies of the questionnaire were delivered to respondents by hand. The researchers made a prior arrangement with the head of each institution before the administration of the questionnaire. The questionnaires were administered with the help of various heads of the selected hotels and guest houses.

Employees were informed that the purpose of the exercise was to assess their feelings and thoughts on various aspects of their jobs and that there was no right or wrong answers to items included in the survey. It was after the briefing that copies of the questionnaire were distributed and left with respondents for one week. Respondents were thus allowed seven (7) days to supply the needed information.

Method of data analysis

The completed questionnaire was first edited for consistency. For the open ended items, a short list was prepared from a number of responses in order to get the key responses given by the respondents.

All the responses ticked on the questionnaire were recorded on broad sheet before being fed into the computer for analysis; using the statistical package for Social Science (SPSS).

The descriptive nature of the study made the researchers use both inferential and descriptive statistical tools in the analysis of the data. The data was put into tables for which frequencies and percentages critically interpreted to answer the research questions.

IV. Analyses And Interpretation Of Data

Introduction

The introductory part of this section presents demographic responses from the employees considering issues such as gender, age, marital status and their academic qualification.

Age of respondents

The researchers gathered data on the age distribution of the respondents to establish the category of employee working in the hotel industry in the Bolgatanga Municipality. The data gathered is presented in Table 1 below.

Table 1: Age of respondents

Age of respondents	Frequency	Percentage (%)
18-25	90	43
26-35	69	32
35+	53	25
Total	212	100

Source: Field work, 2019

Table 1 presents the data gathered on the age distribution of respondents and the results showed that 90(43%) of the respondents were between the ages of 17 and 25 ; 69(32%) of the respondents were between the ages of 26 and 35 while 53(25%) of the respondents were 35 years and above. The results suggest that majority of the staff fall within 18-25 years. This is understandable because most hotels prefer to employ younger staff due to the marketing implications it has on the hotels' operations.

Sex of respondents.

The question on the gender or sex of the respondents was sought to determine the sex groups and the relationship on the employee turnover in the hotel industry in the Bolgatanga Municipality.

Table 2: Sex of respondents

Sex of respondents	Frequency	Percentage (%)
Male	132	63
Female	80	37
Total	212	100

Source: Field work, 2019

The results in Table 2 show that 132(63%) of the respondents were males whilst 80(37%) were females. This implies that the hospitality industry within the Bolgatanga Municipality is dominated by male employees.

Academic qualification of respondents

The respondents' educational background was essential in this research so as to determine the knowledge level of the respondents and its effects on how it influenced their turnover level in the hospitality industry in the Municipality.

Table 3: Academic qualification of respondents

Academic qualification	Frequency	Percentage (%)
SHS	116	55
HND	27	13
Degree	16	7
Others	53	25
Total	212	100

Source: Field work 2019

The issue regarding educational qualification show that 116(55%) of the respondents had Senior High Certificates, 27 (13%) of the respondents hold HND/ Diploma certificates; 1(seven percent) of the respondents had bachelor degrees and 53(25%) of the respondents had other forms of qualification such as Catering and other related academic qualification.

The results implies that majority of the respondents had secondary education hence it is expected that the issue of further studies would be significance to them and the organization. Also, probing further the study

revealed that most hotels normally do not employ on permanent basis hence would prefer to employ SHS graduates who are waiting to go to school.

Marital status

The question on the marital status of the respondents was asked to ascertain how many of the respondents were married in order to determine whether it has any effects with respect to their performance at the work.

Table 4: Marital status

Marital status	Frequency	Percentage (%)
Married	59	28
Single	153	72
Total	212	100

Source: Field work, 2019

The percent distribution of the marital status of the respondents revealed that 29(72%) were single while 11(28%) of respondents were married. The results give further credence the on the educational status where most of the respondents were SHS graduates implying that most of them were not married.

Religious denomination of respondents

The religious denomination of the respondents and the details are shown in Table 5 below.

Table 5: Religious denomination of respondents

Religious denomination	Frequency	Percentage (%)
Christian	169 80	
Moslem	43	20
Total	212	100

Source: Field work, 2019

Table 5 indicates that the majority of the respondents constituting 169(80%) were Christians whilst 43(20%) of the respondents were Moslems.

Job description of respondents

The researchers gathered data on the current positions of the employees in the hotel industry as depicted in Table 6 below.

Table 6: Job Description of respondents

Job description	Frequency	Percentage (%)
Receptionist/Caretaker	70	32
Marketing officers	21	10
Caterers	27	13
Waiter/waitress	47	22
Accounts officers	27	13
Drivers	5	2
Managers	15	8
Total	212	100

Source: Field work, 2019.

The results in Table 6 indicate that majority of the employees were receptionist/caretakers constituting 70(32%); 21(10%) of the respondents were Marketing Officers, 27(13%) of the employees each were caterers and accounts officers respectively; 47(22%) of the respondents were waiter/waitress, five(two percent) of the

respondents were drivers and 15(eight percent) of the respondents were Managers. The results show that most of the staff fall in the junior level category in the organization.

Number of year’s employees have been in the hotel industry

Table 7 presents how long the staff have been working in the hospitality industry in the Bolgatanga Municipality.

Table7: Number of year’s employees have been in the hotel industry

Number of years	Frequency	Percentage (%)
1-5 years	182	84
5-10 years	15	8
10+	15 8	
Total	212	100

Source: Field work, 2019

Table 7 indicates that 182(84%) of the respondents have been working in the hospitality industry in the Bolgatanga Municipality for a period of 1-5 years, 15 (eight percent) of the respondents each have been there for a period of 5-10 years and had been working there for over 10 years respectively. The data indicates that majority of the workers have been with the hospitality industry between 1-5 years.

Factors that influence an employee’s decision to stay in the hotel industry

It is generally accepted that retention ensures continuity thereby engendering productivity. This section explores some of these factors that could create a positive ambience for retention. Respondents were asked to indicate the level of their agreement or disagreement with four Likert-type items regarding factors that would influence their decision to stay with their current employer. Results are presented in Table 8.

Table8: Factors that influence an employee’s decision to stay in the hotel industry

Factors that influence employee to stay	SA	A	D	SD
	Freq(%)	Freq(%)	Freq(%)	Freq(%)
Attractive compensation package (e.g. good salary, bonuses, pay for overtime etc)	159(75)	53(25)	-	-
Recognition for good work done	106(50)	106(50)	-	-
Reward for good work done	106(50)	106(50)	-	-
Opportunities for training and career development	159(75)	53(25)	-	-

Source: Field work, 2019

Respondents agreed with all four statements as contributory factors to their decision to stay in the hospitality industry. As indicated in Table 8, 159(75%) and 53(25%) of the respondents strongly agreed and agreed respectively that a competitive compensation package (e.g. good salary, bonuses, pay for overtime etc) could influence an employee to stay within the hospitality industry for a longer time.

The results also indicate that 106(50%) and 106(50%) of the respondents each strongly agreed and agreed respectively that ‘recognition for a good job done’ as a factor that would influence their decision to stay. Also, 106(50%) and 106(50%) of the respondents strongly agreed and agreed respectively that citing ‘reward for good work done’ as a factor to determine whether employees stay within the hospitality industry or not and lastly 159(75%) and 53(25%) of respondents indicating ‘opportunity for training and career development’ as a factor which will influence an employee’s decision to stay within the industry.

The growing body of literature on compensation, recognition, rewards and training opportunities abound in the human resource lexicon with contentions here and there. However, what experts seen to agree on is the context of these motivators that there is no significant relationship between compensation, recognition, reward, opportunity for training and intention to quit.

This result finds support in the social capital theory. This theory posits that the quality of the relationship between employees and management influence organizational effectiveness by affecting the quality of processes embedded within the organization Cohen & Prusak, (2001); Coleman, 1990; Lin, (2001). Hence, the theory argues that good quality relationships between employees and supervisors not only benefit the individuals involved, but also benefit the organization as a whole. This is because when a critical mass of social relationships between the organizational hierarchies are effective, it means that information, resources, emotional support, trust and goodwill are flowing bi-directionally and social capital within the organization is accruing, Cohen & Prusak, (2001). As a result, employees may be better armed to undertake tasks, solve problems and meet the needs of the client efficiently and effectively. Thus, if employees perceive that their supervisors are not relating well with them, it would have a toll on their attitudes towards their job and eventually, lead to turnover.

Again, the finding supports previous research results by Firth, Mellor, Moore, and Loquet (2004) who looked at the role of supervisor support on satisfaction and employee commitment. Their study found that emotional support from supervisors and self-esteem mediated the impact of stressors on stress reactions, satisfaction, commitment to the organization and intention to quit. Debrah (1993) also found that a supervisor with poor interpersonal skills and lack of flexibility very quickly drives employees away.

This finding agrees with the results of Walker Information’s (2005) study, which found that motivated employees would become loyal when they perceive their organization as offering the opportunities to learn, grow and at the same time provide a clear established career path that they can pursue in the organization.

Factors that influence employee turnover in the hospitality industry

This sought to find out about the causes of turnover in the hospitality industry. Table 8 examines the causes of employee turnover in the hospitality industry in the Bolgatanga Municipality.

The results as shown in table 9 suggest that employees and management of the various hotels/guesthouses had closely related responses on the causes of employee turnover in the hotel industry even though the degree differ.

Table 9: Factors that influence employee turnover in the hotel industry

Factors that influence employee turnover	SA	A	D	SD
	Freq(%)	Freq(%)	Freq(%)	Freq(%)
Poor reward and compensation systems	159(75)	53(25)	-	-
Low job satisfaction due to too much workload	106(50)	80(38)	27 (12)	-
Poor management-employee relationship	106(50)	53(25)	53(25)	-
Delays in promotion	20(50)	80(38)	227(12)	-
Weak career opportunities	159(75)	53(25)	-	-
Low motivation of employees	53(25)	106(50)	106(50)	-
Competing organizations provide better working Conditions	159(75)	53(25)	-	-

Source: Field work 2019

The results reveal that majority of the respondents, 159(75%) strongly agreed and 53(25%) of the respondents agreed that poor reward and compensation systems influence employee turnover in the hospitality industry in the Bolgatanga Municipality.

According to Table 9 , 106(50%) and 80(38%) of the respondents strongly agreed and agreed respectively that low job satisfaction due to too much workload is a strong factor as far as employee turnover is concerned in the hospitality industry. However, 27(12%) of the respondents disagreed that low job satisfaction due to too much workload influence employee turnover.

Also, 106(50%) and 80(38%) of the respondents strongly agreed and agreed respectively that poor management-employee relationship causes employee turnover in the industry. On the contrary 53(25%) of the employees disagreed with this assertion.

Again, respondents believe that a delay in promotion was an important factor that could influence employees’ turnover in the industry in the Bolgatanga Municipality. From the findings, this particular factor saw 106(50%) and 80(38%) of the respondents strongly agreed and agreed respectively as depicted by Table8. On the contrary, only 27(12%) of the respondents disagreed with this statement that delays in promotion is a potential causal factor.

Weak career opportunities was also indicated as a factor that influences employee turnover in the industry in the Bolgatanga Municipality recording 159(75%) and 53(25%) of respondents strongly agreed and agreed respectively.

Additionally, the issue of low motivation of employees as a cause of employee turnover attracted a response of 53(25%) and 106(50%) of the respondents strongly agreed and agreed with the statement while 53(25%) of the respondents disagreed.

Finally, on the cause of employee turnover in the industry, the results revealed that 159(75%) of the respondents strongly agreed and 53(25%) of the respondents agreed with the statement that competing organizations provide better working conditions.

From the above, it could be inferred that the respondents highly regard matters concerning career advancement and the opportunities to learn and grow that is offered by their organization. Thus, this supports the idea that opportunity for training and development may be a motivating factor which can in turn influence an employee's decision to stay with his or her current employer.

The literature suggests and presupposes that an employee's intention to leave will eventually lead to actual turnover, (Sager, Griffith & Hom, 1998). It was against this background that respondents' intention to leave was measured. As far as intention to quit is concerned, the findings reveal that 76.6% (who are the majority) of respondents had the intention to do so. To identify which of the major sub-themes of the study (satisfaction, motivation, organizational commitment, job-hopping and alternative employment opportunities) that significantly explain an employee's intentions.

Solutions/Methods used by the industry to help reduce employee turnover

Table 10 provides a summary and a ranking according to frequency of response for the item 'Solution to the turnover problem'. There were seven proposed solutions of which respondents (both employees and management) were to select the three most important factors that could solve the problem of employee turnover. This addresses the fourth research question 'What measures do employers and employees think should be taken to reduce employee turnover in the hotel industry'?

Table 10: Solutions/Methods used by the hotel industry to help reduce employee turnover

Methods used to reduce employee turnover	Frequency	Percentage (%)
Better working conditions	90	42
Better career prospects and job security	32	15
Provision of training to equip employees with necessary skills	42	22
Good communication between management and employees	11	5
Involvement of employees in decision-making	11	5
Employ people with right qualification	5	2
Enhancing employee-employee relationship	21	10
Total	212	100

Source: Field work, 2013

Majority 90(42%) of employee respondents indicated better working conditions as the most important variable necessary for the solution of employee turnover; 32(22%) mentioned that provision of training to equip employees with necessary skills is one of the ways of reducing labour turnover in the industry; 21(10%) of the respondents said enhancing employer – employee relationship reduces labour turn over in the industry.

11(5%) of the respondents each mentioned good communication between management and employees and involvement of employees in decision making respectively. Five or two percent of the respondents were of the view that management should employ people with right qualification.

The results show that employees are interested in better conditions as in better pay, benefits, favourable working environment and the like. They will also go for an organization that has their personal development at heart and as such seek to provide opportunities for training and development and also be comfortable with a good rapport between employees and management. This findings support Sturgeon (2006), that training is one of the main drivers of employee satisfaction.

How employee turnover affect the operation of the hospitality industry.

The study sought the views of the respondents on the possible effects of employee turnover on hotels operations in the Bolgatanga Municipality. The results are presented in Table 11 below.

Table 11: How employee turnover affect the operations of the hospitality industry

How employee turnover affect the operations	Frequency	Percentage (%)
Loss of productivity	53	23
Reduces employee commitment & performance	80	38
Reduces customers base	27	13
Affects profits margins	37	18
Increases cost of recruitment	16	8
Total	212	100

Source: Field work, 2019

The study found that 80(38%) of the respondents said employee turnover reduces employee commitment to work and performance, 53(23%) mentioned loss of productivity, 37(18%) said it affects profit margins of the industry, 27(13%) of the respondents said it reduces customer base of the industry and 16(eight percent) of the respondents were of the view that employee turnover increases the cost of recruitment of new employees.

V. Discussion of the findings

The study shows that categories of workers found in the hospitality industry were receptionist/caretakers, marketing officers, caterers, waiters/waitress, accounts officers, drivers and managers and were mainly junior level category of workers in the industry.

The results revealed that poor reward and compensation systems, low job satisfaction due to too much workload, poor management-employee relationship, delays in promotion, weak career opportunities, low motivation of employees and other organizations providing better working conditions, career advancement and the opportunities to learn and grow, training and development were some of the factors that influenced employee's turnover the hospitality industry.

The study again indicates that attractive compensation package (e.g. good salary, bonuses, pay for overtime etc), recognition for a good work done, reward for good work done and an opportunity for training and career advancement influenced an employee to stay with the hospitality industry.

The study further revealed that employee turnover reduces employee commitment to work and performance, loss of productivity, affects profit margins of the industry, reduces customer base of the hospitality industry and increases the cost of recruitment of new employees.

The study also revealed that better working conditions, provision of training, better career prospects and job security, good communication between management and employees, involvement of employees in decision-making, employing people with the right qualification and enhancing employer-employee relationship were some of the measures to reduce employee turnover in the hospitality industry.

The study also indicates that employees are interested in better working conditions, better pay, favorable working environment, personal development at heart, provision of opportunities for training and development.

VI. Conclusions

Based on the findings of the study, it is concluded that factors which bring about employee turnover should be looked at and proper management of employees relations be improved to ensure the effective management of the industry. Managers of the industry should come out with a policy on training and development that will guide all players within the hospitality industry.

VII. Recommendations

Based on the findings and conclusions of the study, the researchers recommend that management should:

- Be committed to establishing effective remuneration (salaries, bonuses, overtime) policies.
- Motivate employees in the form of non-monetary compensations, like – on-the-job training, job-security, congenial environment for job satisfaction and self-actualization.
- Ensure supervisor support to enhance employees' intention to stay on the job.
- Establish sound and effective retention strategies – provision of better working conditions, establishing good communication lines between management and employees and providing opportunities for training and development.

- Create a working environment that enriches the tasks that are carried out, doing away with the boredom that comes with the routines of employees' work. Also, design work systems that influence the thinking of all employees.
- Create environment for continuous learning and construct a more comprehensive employee career development programmes that not only helps in motivating and improving employee satisfaction, but also uplifts their loyalty level.
- Find out about what employees think about their jobs, their attitudes towards their jobs, what peeps them up in giving off their best and what kinds of organizational practices demoralize and eventually push them out (especially high performers).

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