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ASSESSMENT OF FACTORS THAT INFLUENCE EMPLOYEE JOB TURNOVER IN HOTELS IN CALABAR, CROSS RIVER STATE

[1]OTU, J.D, [2]DR. IJOMA, M. M. [3]DR ANYANWU, I.B. [4]EDEM, C, E

[1 & 4] Department of Hospitality Management and Tourism,
University of Cross River State (UNICROSS)

[2 & 3] Department of Hospitality Management and Tourism,
Micheal Okpara University of Agriculture, Umudike, Umuahia, Abia State.

[1]otujohndeg@gmail.com, [3]ibbanyanwu@gmail.com, [4]edematata.fedus@gmail.com

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1.0 Introduction

The hotel industry is a key sector within the tourism industry since it is fundamental to the provision of all other tourism services. This lucrative industry keeps expanding around the globe and continues striving for various ways to gain and remain competitive. On a daily basis, hoteliers keep realizing that employees make up a vital part of the industry and for the industry to be successful, it will have to consider its employees in terms of its strategy formulation. This means that labor is very important to the industry in terms of gaining a competitive advantage. Aiza & Abdus (2013) stated that the hotel industry comprises various components that make up the business activities that they carry out and labor is one of the vital aspects them because if they are nurtured and supported carefully, they will provide valuable contributions to the enterprise.

The hotel industry has been reported to have overbearing direct impacts on the economy of its host community through the provisions of employment (although in some cases temporal and insecure), structural development, exposure, income generation, and foreign exchange generation, it also has indirect impacts on the economy of its host community through its boost on the existence and survival of support tourists' facilities like; the transport sector, tour guides, arts and craftsmen, food and beverages sector, security operatives, restaurants, drinking spots, clubhouses and the local market men and women who all benefit from the trickle-down effect or multiplier effect of the tourists' presence whose duration of stay is most determined by the satisfaction upon the services and facilities rendered by the hotel industry (Amare, 2013).

2.0 Statement of the problem

Calabar is one of the most beautiful cities in Nigeria and doubles as one of the tourist cities in West Africa. The city is characterized by serenity, a clean environment, proper landscaping, good

security, and most importantly a good number of hotels. However, high employee turnover seems to be plaguing hotels in Calabar and in the process impeding the service quality of hotels. Agba (2017) lamented that many hoteliers in Calabar continuously deprive employees of their physiological need through salary insecurity, delay in the payment of salaries, fringe benefits and these have behavioral consequences on their efficiency in the workplace. Employees tend to be dissatisfied with their jobs due to a lack of motivation. Consequently, resign from the job and look for another job. Managerial controllable factors such as unequal treatment of workers, lack of promotion and growth, low wages and salary, unclear compensation procedures, less recognition, and lack of employees' involvement in decision-making seem to be among the key factors that cause employee turnover in the hotel industry in Calabar. Employee turnover has become a serious problem for the hotel industry in Calabar because it brings financial and moral impacts on the industry's scarce resources. Armstrong (2017) noted that it can be harmful to a hotel's efficiency if skilled workers often leave the hotel. Today, hotels are finding it difficult to retain well-performing, experienced, and soundly trained employees as a result of turnover. Thus, the efficiency of many hotels in Calabar has thus been threatened by huge costs/expenditures incurred on recruitment and selection of new staff to replace the workforce gap created by the leaving employees. Although many studies have been done on employee turnover in hotels. However, no work has been done on the assessment of the factors that influence employee turnover, particularly in hotels in Calabar, Cross River State. This is the gap the present study attempts to fill in the literature.

3.0 Objectives of the study

The main objective of the study is to assess the factors that influence employee turnover in hotels in Calabar, Cross River State. Specifically, the study sought to determine:

(i) To what extent that training and development influence employees' job turnover in hotels in Calabar, Cross River State.

(ii) Influence of career development opportunities on employees' job turnover in hotels in Calabar, Cross River State.

(iii)To what extent does the work environment influence employees' job turnover in hotels in Calabar, Cross River State.

4.0 Research hypotheses

The following hypotheses were formulated for the study:

1. **Ho1:** There is no significant relationship between training and development and employees' job turnover in hotels in Calabar, Cross River State.
2. **Ho2:** There is no significant relationship between career development and employees' job turnover in hotels in Calabar, Cross River State.
3. **Ho3:** There is no significant relationship between work environment and employees' job turnover in hotels in Calabar, Cross River State.

5.0 Conceptual literature

5.1 Concept of employee

An employee is someone hired by another person or company to perform a service. Business owners compensate employees for their work to grow and maintain their business. Employees typically have a specified pay rate and a written or implied employment contract with the party they work for. However, some hired workers are not legally classified as employees and have a separate tax classification. The three main standards when determining who qualifies as an employee are: Control of finances - If one controls the business aspects of someone's job, such as how and when they are paid, they could be considered an employee. Control of behavior - Employees are given instructions about policies to follow when to do work, where to do it, and where to get supplies and equipment. Having to train workers could be a sign that they're employees. Business relationship -The type of business relationship one has with a worker influences their employee classification. Providing contracts and benefits can both indicate an employee-employer relationship. If someone is hired to fill an essential role with the understanding that they will keep working for someone indefinitely, they are probably an employee (Indeed, 2023).

Employees work for an agreed-upon number of hours or shifts and perform the duties their employer outlines for them. After applying for a job, going through the interview process, and negotiating a job offer, an employee provides their employer with personal information such as their taxpayer ID and direct deposit payment information. They might sign an employment or employee handbook agreement that outlines their job duties. Depending on the type of employee they are, they may have different obligations for completing their assigned work.

5.2 Concept of employee turnover

Employee turnover refers to the number of persons leaving and the ones retained within the organization. It is generally defined as the number of employees who enter and leave an organization during a specific period. Price (2011) defined employee turnover as the departure of the employee from his organization. According to Ivancevich and Glueck (2009), employee turnover is the net result of the exit of some employees and the entrance of others to the organization. Singh and Selvarajan (2013) defined employee turnover as the rate of change in the working staff of a concern during a definite period. Mezmur (2016) defined employee turnover as it is the amount of movement in and out (of employees) in an organization. Loquercio (2015) defined employee turnover as the proportion of staff leaving in a given time period but prior to the anticipated end of their contract. According to Mabindisa, (2013), employee turnover refers to the rate of change in the workforce of an enterprise during a given period. Armstrong (2017) defined employee turnover as the time-to-time changes in the composition of the workforce that result from the hiring, release, and replacement of employees. Gupta (2008) defined employee turnover as a measure of the extent to which employees leave and new employees enter the service of concern. Brown and Peterson (2013) describe employee turnover as the access to new employees into the organizations and the departure of current employees of the organizations.

5.3 Types of employee job turnover

5.3.1 Voluntary turnover

When employees leave an organization at their own discretion, it is referred to as voluntary turnover (Curran, 2012). According to this definition, the turnover is initiated by the choice of the employee. It means the employee has his own choice to quit or occurrences of turnover started at the choice of employees. Katamba (2011) also explained voluntary turnover as an employee's decision to end or stop the relationship with the employer for personal or professional reasons or unsatisfied with the circumstances of their current job and having an attractive alternative from another organization. Thus, it is a voluntary phenomenon, which shows to an individual's self-initiated and permanent termination of membership in an organization. Similarly, Mathis and Jackson (2014) stated that voluntary employee turnover occurs when an employee leaves the company with his own intention due to better job opportunities, existing job dissatisfaction, bad working conditions, or negative behavior of supervisor. This indicates that voluntary turnover is caused by better job opportunities in other organizations, and existing job dissatisfactions due to different factors in the current organization, like bad working conditions and unenthusiastic behavior of managers in the current organization.

Voluntary Turnover is solely initiated by the employee. Phillips and Lisa (2009) listed some of the reasons why employees leave their jobs voluntarily. These are personal dissatisfaction with the job, employer, hours, or working conditions, security, career move; relationships with manager/team leader or with colleagues, payment etc., employee's personal life may include family obligations, education, health, or moving to a new location; Getting hired at a new job for the reasons; better working conditions, better hours, a shorter distance to work, better pay, career progression or preparation for entry into a new career, or a career change; Feared or anticipated involuntary termination.

5.3.2 Involuntary turnover

Involuntary turnover on the other hand is somehow opposite to voluntary turnover. Mathis and Jackson (2014) explained that this type of turnover occurs when the manager of the organization decides to terminate the relationship between employees and it is initiated by the employer. In this case, employees have no choice in their termination. The reason may be because of organizational bankruptcy or a poor fit between the employee and the organization, desires to decrease costs, introduction of new technology, and organizational restructuring. In relation to this Nikunj (2010) presented that there are two basic types of involuntary termination: "dismissal" and "layoff." Dismissal refers when the employer's choice to let the employee leave, generally for a reason that is the fault of the employee; and layoff is usually not strictly related to personal performance, but instead due to economic cycles or the company's need to restructure itself, the firm itself is going out of business, or due to a change in the function of the employer. This kind of turnover includes retirement, death, and dismissal, as well as resigning to take care of a lethally ill family member or movement of a spouse to another area.

5.3.3 Avoidable turnover

A turnover that happens in an avoidable situation is called an Avoidable Turnover. Murray and Zimmerman (2015) explained

Avoidable Turnover as a kind of turnover that happens in avoidable circumstances; here the organization first of understands the causes of the turnover and then can take corrective action to avoid it. With regard to this kind of turnover, organizations can prevent it by hiring, evaluating, and motivating their employees more effectively. For example, if the reason for the turnover is poor working procedures, the management of the organization can avoid the turnover by improving the working procedures.

5.3.4 Unavoidable turnover

A turnover that happens in unavoidable circumstances is called Unavoidable Turnover. Brown and Peterson (2013) stated that unavoidable turnover results from life decisions that extend beyond an employer's control, such as a decision to move to a new area or a job transfer for a spouse, death, permanent disability, regular retirements, and likes. These kinds of turnover cannot be controlled by the management of the organization.

5.3.5 Functional turnover

Functional Turnover is a type of employee turnover. According to Abdali (2011), a turnover in which poor performers leave is explained as functional turnover. In case of functional turnover, the poor performer employee can leave the organization by any means and this is because the poor performer employees can be invaluable for the organization. When these poor performer employees leave the organization, the company can benefit by cutting unnecessary costs incurred by those poor performer employees.

5.3.6 Dysfunctional turnover

A turnover in which good performers leave is known as dysfunctional turnover. In the case of dysfunctional turnover, when good performer employees leave the organization, it negatively influences the organization by losing employees who benefit that organization (BlenAsegid, 2018). Thus, wise organizations strive to avoid employee dysfunctional turnover.

5.3.7 Internal turnover

The other type of classification is the internal type of turnover. When employees of the organization move from one position to another position or from one department to another department or within the same organization, the employee leaves the position or the department, and the movement is known as internal turnover (Yazinski, 2009). It is related to internal recruitment where organizations fill vacant positions with their employee, and employees send off their current positions and get a new position within the same organization.

5.3.8 External turnover

The other type of classification is the external type of turnover. Brown and Peterson (2013) defined external turnover as the separation of employees and employers and it can be voluntary or involuntary. In this case, it is not a matter of employees moving from one position to another position or from one department to another department or within the same organization, the employee leaves the position or the department. Rather, it is a total departure of employees from the organization for cogent reasons.

5.3.9 Unskilled turnover

Turnover is also classified as skilled and unskilled turnover. In relation to this classification, when inexperienced, unqualified, inexpert, and untalented employees leave the organization, the turnover is termed unskilled turnover (Ayantu, 2018). In case of unskilled turnover, without the organization or business incurring any loss of performance, employees can generally be replaced and the positions often face a high turnover rate. Employers do not worry about unskilled employee turnover because of the ease of hiring new ones (Aregay. 2021).

5.3.10 Skilled turnover

Skilled turnover on the other hand refers to the situation of skilled and educated professionals leaving the organization (Abdali, 2011). It may create a risk to the organization while leaving employees. High turnover of skilled employees poses a risk to the business and ultimately to the organization in the form of human capital loss and leads to incurring replacement costs as well as competitive disadvantage of the business (Emeka and Ikemefuna, 2012).

5.4 Causes/Factors that influence employee turnover

5.4.1 Training and development

Training and development are a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including "human resource development", and "learning and development (Paul, 2014). New-hire Induction and staff development are two essential requirements for job preparation that are mandatory from the employers. The preparation for the job starts from recruitment (Bratton, 2013). Those employees who begin their jobs without any form of orientation are most likely unaware of workplace policies and procedures that they can benefit from. Additional training throughout the employment relationship helps the employee to update skills become more productive and produce an efficient workforce. When employees lack the training necessary to become more productive, their performance suffers and they will either leave their own volition for jobs that provide training and employee support or they will be terminated for poor performance (Armstrong, 2013).

5.4.2 Employee motivation

Motivating employees can be a manager's biggest challenge. Employee motivation is key to the overall effectiveness of an organization. An understanding of the applied psychology within a workplace, also known as organizational behavior, can help achieve a highly motivated workforce (Armstrong, 2013). Fair promotion conducted on the basis of performance greatly motivates employees and a key demotivating factor to employees is a failure by the organization's management to carry out promotion on basis of performance and merit. Georgi (2014) affirmed that proper job description influences the development of clearly defined employees' roles and responsibilities and this eliminates cases of over-tasking employees hence improving the level of employee motivation.

5.4.3 Career development opportunities

Some employees leave their jobs because they don't feel appreciated. Gupta (2008) reported that almost 70 percent of people in the United States say they receive no praise or recognition in the workplace. Chartered Institute of Personnel Development (2009) observed that, in the UK, employee turnover is extremely costly to companies with large numbers of employees. In the banking industry, employee turnover can also mean the loss of valuable customer relationships.

5.4.4 Work environment (Ergonomics)

Employees must have the necessary tools to perform their duties. This includes the proper equipment, machinery and computer technology as well as adequate lighting, workspace, and ergonomically-correct seating. Bratton (2013) stated that poor working conditions due to physical elements lead to low productivity and overall job dissatisfaction. The latter, particularly when left unaddressed, leaves employees feeling unappreciated and they ultimately leave. According to Moureen (2014) work environment is also one of the main causes of employee turnover. Employees prefer to work in an environment that is suitable for them. This is the most common reason why they jump from company to company in just a few months. If they find an appropriate work environment in a specific company, they may work in the same organization for several years. Homer (2007) contends that a safe working environment leads to an increased level of employee job satisfaction and helps the organization retain employees for a long time. Unsafe working environments like non-standard work environments have a wider range of types and styles.

5.4.5 Communication

There are various aspects of communication that can impact the employees' desire to stay or leave. These include; regular staff briefings, easy access to communicate with the manager, and intercommunication among all employees (Jones and Lockwood, 2012). Regular staff briefings or communication through newsletters have been shown to have the biggest impact on employee retention ((Jones and Lockwood, 2012). At a reasonable level of communication, employees, according to Das and Baruah (2013) feel involved in organizational decisions and are clear about the organization's strategic direction. Noah (2018) suggested that employee's involvement in decision-making helps in creating a sense of belonging amongst employees which in return creates a good working environment and contributes towards building a good employee-employer relationship. Lack of communication leaves employee feeling disconnected from the organization.

5.4.6 Job satisfaction

There are four main factors that determine the level of job satisfaction for employees within the hospitality industry. These are working conditions or environment, personal fulfillment, management conditions, and using ability in the job (Kara, Uysal and Magnini, 2012). Ozturk, Hancer and Im (2014)) on the other hand suggested that job satisfaction of employees often includes elements such as: the job itself, the relationship with the supervisor and co-workers, management beliefs, future opportunity, work environment, and compensation. Pelit, Ozturk and,

Arslanturk (2011) noted that good relations with co-workers and ideal working conditions are the most positive work aspects associated with job satisfaction, while unfair payment is the most negative aspect. Silva (2016) stated that a positive correlation has also been found between organizational commitment and job satisfaction, while work-life balance has also been cited as an important influence on job satisfaction.

5.5 Impact of employee job turnover on organization efficiency

The following are the various ways employee-job turnover can impact organizational efficiency

5.5.1 Increased customer dissatisfaction

Staff turnover is costly and disruptive. Homer (2007) states that it reduces the outputs and is disruptive as it requires the schedules and programs to be modified. It causes the organization to lose a lot of money because they have to employ other staff to come and help. There are a number of reasons that contribute to the rate of turnover in companies and they vary. They both stem from the company the employees. Turnover is a very expensive aspect to companies, the reason the employers give it importance (Oregon, 2014). According to Namhoon (2009), Employers incur considerable direct and indirect expenses when employees leave the company. Among other costs, they include advertisement, headhunting fees, resource management expenses, time and efficiency, and cost of training and development. The company needs to frequently examine the costs of turnover and create mitigation. If the company determines the most common causes of employee turnover, it would certainly be able to take the necessary steps for recruiting and retaining well-qualified personnel. According to Miller (2006) employee efficiency is an outcome of the employee's knowledge, capability, motivation, workplace environment, etc.

5.5.2 Disruption to service delivery

As the labor market continues to tighten, employers are increasingly concerned about maintaining a stable workforce. Employers need competent, dedicated, and effective workers to deliver delightful services. Without a sufficient qualified, productive, and equal workforce, employers are vulnerable to competitive forces as well as the impact of negative relationships with their customers. It is frustratingly difficult to find, recruit, and hire the caliber of employees that companies desire today (Gupta, 2008). Stability in a company's workforce has a number of advantages for the company's health, for workers, for customers, for suppliers, for investors, for the industry, and for the economy at large. If the workforce is stable, management can invest its energy in moving the company forward.

Employers with a stable workforce have a greater potential of making strong profits. Dempsey (2013) asserts that staff turnover may have devastating effects on service rendered by the organization and this may bring deficits in meeting customer demands leading to customer irritation and increase in complaints. Dubois (2014) states that organizations that create work environment that attracts, motivates, and retains hard-working individuals will be better positioned to succeed in a competitive environment that demands quality and cost efficiency. Edwin (2005) agrees that it is critical to understand

the interdependent relationship that exists between employee satisfaction and customer satisfaction and that the organization needs to focus on both these components.

5.5.3 Increase in work load for employees

The escalation in the rate of labor turnover is a major concern for businesses and is clearly impacting organizational performance. Horton (2007) stated that a high level of stress leads to employees making unnecessary mistakes/accidents and low morale leads to them not caring about what they do. Staff turnover breaks the team spirit and group cohesion, which is necessary for the successful and smooth running of the business. Gupta (2008) stated that the real cost of staff turnover leads to lowered morale among other employees who must shoulder the workload, lost revenue from sales not made, and the loss of customers who fled to competitors for better service. The morale of staff may be lowered because work overload, overtime work, substitute personnel, and working with fewer staff than required are problematic. This causes an increase in errors during the performance of activities and results in poor service.

5.5.4 Lack of training

Continual training and reinforcement develop a workforce that is competent, consistent, competitive, effective and efficient, beginning on the first day of work, providing the individual with the necessary skills to perform their job is important. According to Fredrick (2010) before the first day, it is important for the interview and hiring process to expose new hires to an explanation of the company, so individuals know whether the job is their best choice. Gareth (2008) stated that networking and strategizing within the company provide ongoing performance management and helps build relationships among co-workers. It is also important to motivate employees to focus on customer success, profitable growth, and the company's well-being. Edward (2010) made it known that employers can keep their employees informed and involved by including them in future plans, new purchases, and policy changes, as well as introducing new employees to the employees who have gone above and beyond in meetings. Early engagement and engagement along the way, shows employees they are valuable through information or recognition rewards, making them feel included. When companies hire the best people, new talent hired and veterans are enabled to reach company goals, maximizing the investment of each employee.

5.5.5 Poor remuneration

Remuneration is the most common cause of the employee turnover rate being so high. Employees value jobs that compensate them well. Brian (2009) asserted that companies that do not offer good salaries, tend to face the highest turnover. To avoid this scenario, companies should strive to be competitive enough in order to retain qualified and talented personnel. Unsatisfactory performance appraisals are also one of the reasons for employees leaving a company. Gupta (2008) affirmed that employees always flock to companies who offer more benefits. There are many employees who are not aware of the benefits that are provided to them in their compensation package. Nelson (2009) stated that employers need to reduce their bureaucratic procedures in order for the employees to receive the best available

benefits without any difficulty. They should make a note of what benefits other organizations are providing, which may attract their current employees. Salary scale is the most common cause of the high employee turnover rate in many micro finance institutions in Africa.

5.5.6 Communication

Staff turnover can also have a negative impact on other employees by disrupting group socialization processes and increasing internal conflict, which can lead to triggering additional absenteeism. In addition, the interpersonal bond that is developed between employees is central to the communication patterns that are characteristic and unique to any organization. People grow professionally and personally, and good employers are able to accommodate these changes in the circumstances. A highly satisfied workforce is far more capable of meeting organizational goals and customer needs than an apathetic and uninspired one (Martin, 2005). Employers who communicate regularly with employees lessen the risk of creating a workforce that feels undervalued and unappreciated. Keeping employees informed about organizational changes, staffing plans, and fluctuating business demands is one way to ensure employees remain with the company. Neglecting employee concerns about job security through lack of communication or excluding employees from discussions that can affect their job performance, such as policy or procedural changes, negatively impacts the way employees view their employer. Their views transform to dissatisfaction and finally low productivity due to low morale and disengagement (Miguel, 2008).

6.0 Theoretical literature

Various theories were reviewed as they relate to this study.

6.1 Herzberg's two-factor theory

Herzberg's Two-Factor Theory was postulated by the American psychologist Frederick Herzberg (1959). Herzberg's Two-Factor Theory is a well-known theory in the field of organizational behavior. Herzberg developed the two-factor theory by collecting data from engineers and accountants through interviews to gain more understanding of what made the employees feel dissatisfied or satisfied and motivated. This theory states that there are two types of factors that influence job satisfaction: motivators and hygiene factors. Motivators are the factors that lead to job satisfaction and motivation.

6.2 Job embeddedness theory

The theory of job embeddedness was developed by Mitchell (2001) to explain how various factors such as family, co-workers, or even the work itself may condition an individual's decision that he maintains vis-àvis his work. In other words, this theory seeks to understand how these factors affect the employee in his decision to stay or give up his position. According to this theory, the employee who has been able to acquire a strong relational sense within his organization would consequently develop an attachment to his work. The second category of links is community.

7.0 Empirical literature

Some related empirical studies relevant to the present study were discussed as follows:

Negash (2004) conducted research on the effects of job satisfaction on employees' turnover intention in Addis Ababa branches; the main purpose of his paper was to examine the effects of job satisfaction on employees' turnover intention in Addis Ababa branch. Four research objectives and four hypotheses guided the study in which 300 bank employees served as respondents. The questionnaire was the research instrument and the data generated was analyzed using descriptive statistics and multiple regressions. Partly descriptive and partly causal or explanatory research design was followed and applied mixed research method. The collected data were analyzed using descriptive statistics and multiple regressions. The result revealed that only satisfaction from promotion opportunities is negatively and significantly related to the intention of employee turnover. The similarity between the study and the present study is that both have employee turnover as their dependent variable. The difference is that the research design of the reviewed one was partly descriptive and partly causal or explanatory followed and applied mixed research method used while a survey research design will be used in the present study. Data collected in the study were analyzed using descriptive statistics and multiple regressions, while data to be collected in the present study will be analyzed using descriptive statistics only.

Agba, Ogaboh, and Ushie (2010) conducted a study on motivational incentives and staff turnover in the hospitality industry in Cross River State, Nigeria. The study examined the relationship between motivational incentives and staff turnover in the hospitality industry in Cross River State, Nigeria. Five research objectives and five hypotheses guided the study in which purposive and stratified random sampling techniques were adopted in selecting 690 respondents from 9 hotels and 9 guest houses across the three senatorial districts of the State served as respondents. The questionnaire was the research instrument and the data generated was analyzed using Pearson Product Moment Correlation (r). Findings revealed that promotion, salary/wages, payment of leave benefits, career development/in-service training, and work hours impact significantly on labour turnover. The similarity between the study and the present study is that both were guided by five hypotheses. Again, both studies were carried out in Cross River State.

Ombui (2012) carried out research on how recruitment and selection influence employee performance in research institutes in Kenya. The main purpose of the study was to examine how recruitment and selection influence employee performance in research institutes in Kenya. Four research objectives and four hypotheses guided the study in which 256 employees served as respondents. The questionnaire was the research instrument and the data generated was analyzed using Statistical Package for social sciences (SPSS). The results of the study revealed that the correlation between employee performance and recruitment and selection was highly significant. The similarity between the study and the present one is that both have employees as their samples. The difference is that the study was conducted in Kenya, while the present study will be conducted in Calabar, Cross River State Nigeria.

Amare (2013) carried out a study on causes of turnover and its influence on organizational performance the case of NIB Insurance S.C. The study aimed to identify

the main reasons of employee turnover & its effect on the performance of NIB Insurance Company. To obtain information relevant to the study both primary and secondary data was used. The type of research that was used in this paper is a descriptive study. In order to achieve the objective of the study and answer the research questions, a mixed research approach was used (qualitative and quantitative research approaches). The study used purposive sampling, stratified random sampling, and simple random sampling techniques. Data were analyzed using a statistical package for social sciences (SPSS). Results of the study indicated that voluntary turnover is the main type of turnover in the company and most ex-employees left the company because of resignation. From the period 2009/10 to 2012/13 the total number of staffs terminated from Nib Insurance Share Company is counted to 126.

Temitope, Samuel, and Niyi (2013) conducted research on the effect of labor turnover on performance in the Nigerian banking industry (A Case of Ado-Ekiti Metropolis, Ekiti State). The study aimed to examine labor turnover's relationship with the performance of the Nigerian banking industry. In this study, a survey method was used; the population of the study comprised the entire commercial banks in the three senatorial districts of Ekiti-State, Nigeria. A sample size of 34 officers and current employees out of a total population of 51 officers was used while 51 out of a total population of 68 ex-employees were used. Data collected in the study was analyzed using mean and standard deviation. The finding shows that retrenchment, unrealistic targets, leadership style, training, and job insecurity have a positive relationship with performance while excessive workload shows a negative relationship with performance. The main objective of the study was to examine the labor turnover relationship with the performance of the Nigerian banking industry, while the main objective of the study was to assess the extent to which some factors influence employee turnover in hotels in Calabar, Cross River State. In this study, survey method was used, and it will also be used in the present study. Data collected in the study will be analyzed using mean and standard deviation, also, data in the present study will also be analyzed using mean and standard deviation.

8.0 Population for the study

The population for the study was made up of all the employees of 50 registered hotels operating in the study area. The total number of employees according to the Cross River State Tourism Bureau (2022) stood at it is an infinite population

The population for the study is 2,982and on the strength of this, the study used Taro Yamen's formula for determining sample size at 353

The criterion used initially in selecting the hotel used in the study was based on room capacity, to this end, only hotels with 50 rooms and above were considered for the study out of the registered 50 hotels in the study area, this gave 28 hotels. Furthermore, only 12 hotels out of the 28 hotels were finally selected for the study and this was based on perceived popularity and customer throughput.

9.0 Method of data analysis

The mean value was 2.5. The hypotheses were tested using a simple regression at a

0.05 level of significance. The decision rule is to accept any mean from 2.5 and above otherwise it is rejected. If the probability value is less than 0.05 level of significance, the null hypothesis will be rejected. But if the probability value is more than 0.05 level of significance, the null hypothesis will be accepted. Data collected from the respondents was arranged, coded, and analyzed at 0.05 alpha level of significance through the application of Statistical Package for Social Sciences (SPSS) version 22.

10.0 Results and discussion

10.1 Analysis of research questions.

Research question one

1. To what extent does training and development influence employees' job turnover in hotels in Calabar, Cross River State?

The population for the study was made up of all the employees of 50 registered hotels operating in the study area. The total number of employees according to the Cross River State Tourism Bureau (2022) stood at it is an infinite population

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11.0 Results and discussion

11.1 Analysis of research questions

11.1.1 Research question one

1. To what extent does training and development influence employees' job turnover in hotels in Calabar, Cross River State?

Table 1: mean responses on to what extent does training and development influence on employees' job turnover in hotels in Calabar, Cross River State

S/N	ITEM STATEMENT	Hotel Employees (n = 200)		
		$\overline{X}$	SD	REM
	11.1.2 Employees' turnover occurs because:			
1	There is no employee promotion	2.72	0.92	Accepted
2	Employees are not given letters of recognition of service	3.14	0.83	Accepted

3	Internal training is not offered to employees	3.17	0.73	Accepted
4	External training is not offered to employees	3.09	0.86	Accepted
5	Employees are not given study leave	2.72	0.92	Accepted
6	Employees do not receive training rewards	3.14	0.83	Accepted
7	Employees are not given development loans	3.20	1.10	Accepted
8	There is no job rotation	3.28	0.73	Accepted
9	Employees not given performance awards	3.12	0.74	Accepted
10	Employers are not willing to be guarantors of loans	3.27	0.76	Accepted

KEY: X = Mean, SD = Standard Deviation, REM = Remark

Table 1 shows the mean responses and standard deviations of the responses on how lack of training and development influence employees' turnover in hotels in Calabar, Cross River State. Table 1 above shows that items 1- 10 have the mean scores above the criterion mean of 2.50. These are therefore accepted as how lack of training and development influence employees' turnover in hotels in Calabar, Cross River State. The standard deviations of the items range from 0.73 to 1.10 indicating that the respondents were not too far from the mean and from one another in their responses.

11.2 Research question two

What influence has career development opportunities on employees' job turnover in hotels in Calabar, Cross River State?

Table 2: mean response on what influence has career development opportunities on employees' job turnover in hotels in Calabar, Cross River State

S/N	ITEMS	Hotel Employees (n = 200)		
	Employees' turnover occurs because:	$\overline{X}$	SD	REM
1	Employees have no opportunity for training and skills development	3.14	1.00	Accepted
2	Employees have no opportunity to attend seminars	2.81	1.08	Accepted
3	Employees have no opportunity to attend conference	3.30	0.89	Accepted
4	Employees are not offered scholarship	3.28	0.93	Accepted
5	Employees have no opportunity to further their education	3.19	0.84	Accepted
6	Hotel management do not support career development	3.14	0.95	Accepted
7	Employees have no career satisfaction	3.26	0.79	Accepted
8	Employees are not successful in their career	3.31	0.82	Accepted
9	Employees have no opportunity for promotion	2.38	0.84	Rejected
10	Employees do not want to improve in their career	2.14	0.73	Rejected

KEY: X = Mean, SD = Standard Deviation, REM = Remark

Table 2 shows the mean responses and standard deviations of the responses on how lack of career development influences employee turnover in hotels in Calabar, Cross

River State. The analysis in Table 2 shows that since the mean responses of items 9 and 10 are below the criterion mean of 2.50, the responses indicate that respondents disagree with the items as how lack of career development influence employees turnover in hotels in Calabar, Cross River State, while others with mean responses above 2.50 (criterion mean), indicate that the respondents agree with them as how lack of career development influence employees' turnover in hotels in Calabar, Cross River State. The standard deviation of the items ranged from 0.73 to 1.08 indicating that the respondents were not too far from the mean and from one another in their response.

11.3 Research question three

To what extent does the work environment influence employees' job turnover in hotels in Calabar, Cross River State?

Table 3: Mean responses on to what extend does work environment influence on employees' job turnover in hotels in Calabar, Cross River State

S/N	ITEMS	Hotel Employees (n = 200)		
	Employees' turnover occurs because:	$\overline{X}$	**SD**	**REM**
1	Employees perform their duties under poor working conditions	3.09	0.98	Accepted
2	Work schedule is so tight	2.81	1.08	Accepted
3	Their supervisors are so harsh and unfriendly	3.25	0.88	Accepted
4	The work is so tedious	3.23	0.92	Accepted
5	The working environment is not flexible	3.09	0.98	Accepted
6	There is an increased levels of burnout and job stress amongst employees	3.01	0.74	Accepted
7	There is an abnormal working hour for employees	3.19	0.84	Accepted
8	There is work noise distraction	3.13	0.95	Accepted
9	Employees has no work safety insurance	3.26	0.79	Accepted
10	Employees are exposed to health hazards in their place of work	3.29	0.81	Accepted

KEY: X = Mean, SD = Standard Deviation, REM = Remark

Table 3 shows the mean responses and standard deviation of the respondents on how work environment influence employees' turnover in hotels in Calabar, Cross River State. Table 3 above shows that items 1- 10 have the mean scores above the criterion mean of 2.50. These are therefore accepted as how work environment influence employees' turnover in hotels in Calabar, Cross River State. The standard deviations of the items range from 0.74 to 1.08 indicating that the respondents were not too far from the mean and from one another in their responses.

11.4 Test of hypotheses

11.4.1 Hypothesis one

There is no significant relationship between training and development and employees' job

turnover in hotels in Calabar, Cross River State

Table 6: ANOVA F-test for the significance of regression: training and development and employees' job turnover in hotels

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.	Decision
1	Regression	104.120	1	104.120	290.839	.000[b]	
	Residual	121.719	340	.358			H_0
	Total	225.839	341				Rejected

a. Dependent Variable: EmployeesJobTurnover
b. Predictors: (Constant), TrainingandDevelopment

The analysis of data in table 6 shows that an F-ratio of 290.839 with associated exact probability value of 0.000 was obtained. Since probability value of 0.000 is less than 0.05 level of significance set as bench mark for decision making on testing the hypothesis, the null hypothesis which stated that there is no significant relationship between training and development and employees' job turnover in hotels in Calabar, Cross River State was rejected. Therefore, inference drawn is that, there is a significant relationship between training and development and employees' job turnover in hotels in Calabar, Cross River State.

11.4.2 Hypothesis two

There is no significant relationship between career development and employees' job turnover in hotels in Calabar, Cross River State.

Table 7: ANOVA F-test for the significance of regression: career development and employees' job turnover in hotels

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.	Decision
1	Regression	149.934	1	149.934	3437.674	.000[b]	H_0
	Residual	14.829	340	.044			Rejected
	Total	164.763	341				

a. Dependent Variable: Employee Job Turnover
b. Predictors: (Constant), Career Development

The analysis of data in table 7 shows that an F-ratio of 3437.674 with associated exact probability value of 0.000 was obtained. Since probability value of 0.000 is less than 0.05 level of significance set as bench mark for decision making on testing the hypothesis, the null hypothesis which stated

that there is no significant relationship between career development and employees' job turnover in hotels in Calabar, Cross River State was rejected. Therefore, inference drawn is that, there is a significant relationship between career development and employees' job turnover in hotels in Calabar, Cross River State

11.4.3 Hypothesis three

There is no significant relationship between work environment and employees' job turnover in hotels in Calabar, Cross River State.

Table 8: ANOVA F-test for the significance of regression: work environment and employees' job turnover in hotels

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.	Decision
1	Regression	108.927	1	108.927	586.061	.000[b]	H_0
	Residual	63.193	340	.186			Rejected
	Total	172.120	341				

a. Dependent Variable: Employee-JobTurnover
b. Predictors: (Constant), Work Environment

The analysis of data in Table 8 shows that an F-ratio of 586.061 with an associated exact probability value of 0.000 was obtained. Since a probability value of 0.000 is less than 0.05 level of significance set as a bench mark for decision making on testing the hypothesis, the null hypothesis which stated that there is no significant relationship between work environment and employees' job turnover in hotels in Calabar, Cross River State was rejected. Therefore, the inference drawn is that there is a significant relationship between the work environment and employees' job turnover in hotels in Calabar, Cross River State

11.4.4 Major findings

Based on the analysis of the data on the study, the following major findings emerged:

(i) Training and development influences employee turnover in hotels in Calabar, Cross River State because: external training is not offered to employees, employees are not given study leave, employees are not given development loans among others. There is a significant relationship between training and development and employees' job turnover in hotels in Calabar, Cross River State.

(ii) Career development influences employee turnover in hotels in Calabar, Cross River State because employees have no opportunity for training and skills development, employees have no opportunity to attend seminars, employees have no opportunity to attend conferences, employees are not offered scholarships, employees have no opportunity to further their education, hotel management does not support career development, employees have no career satisfaction among others.

There is a significant relationship between career development and employees' job turnover in hotels in Calabar, Cross River State.

(iii) Work environment influences employee turnover in hotels in Calabar, Cross River State because employees perform their duties under poor working conditions, the work schedule is so tight, their supervisors are so harsh and unfriendly, the work is so tedious, there is an increased level of burnout and job stress amongst employees, there is work noise distraction, employees are exposed to health hazards in their place of work among others. There is a significant relationship between work environment and employees' job turnover in hotels in Calabar, Cross River State.

11.5 Discussion of findings.

11.5.1 How Training and Development Influence employees' turnover in Hotel

From the findings of this study, the respondents agree that lack of training and development influences employee turnover in hotels in Calabar, Cross River State because: there is no, external training offered to employees, employees are not given study leave, employees are not given development loans among others. These findings are in consonance with the statement credited to Armstrong (2013) that, when employees lack the training necessary to become more productive, their performance suffers and they will either leave of their own volition for jobs that provide training and employee support or they will be terminated for poor performance. The findings of this study contradict hypothesis one which states that there is no significant relationship between training and development and employees' job turnover in hotels in Calabar, Cross River State. Hence, there is a significant relationship between training and development and employees' job turnover in hotels in Calabar, Cross River State.

11.5.2 How does career development influence employee turnover in hotels

The findings of the study revealed that lack of career development influences employee turnover in hotels in Calabar, Cross River State because employees have no opportunity for training and skills development, employees have no opportunity to attend seminars, employees have no opportunity to attend conferences, employees are not offered scholarships, employees have no opportunity to further their education, hotel management does not support career development, employees have no career satisfaction among others. The findings of the study are in accord with the report made by Gupta (2008) that almost 70 percent of people in the United States say they receive no praise or recognition in the workplace. The findings also agree with the argument made by Moureen (2014) that an organization that does not undertake employee mentoring and coaching lowers the level of skills development amongst employees and this limits employees from developing their careers. The findings of this study inverse hypothesis three which states that there is no significant relationship between career development and employees' job turnover in hotels in Calabar, Cross River State. Thus, **t**here is a significant relationship between career development and employees' job turnover in hotels in Calabar, Cross River State.

11.5.3 How work environment influence employee turnover in hotels

From the findings of this study, the respondents agree that work environment influences employees turnover in hotels in Calabar, Cross River State because employees perform their duties under poor working conditions, the work schedule is so tight, their supervisors are so harsh and unfriendly, the work is so tedious, there is an increased levels of burnout and job stress amongst employees, there is work noise distraction, employees are exposed to health hazards in their place of work among others. These findings are in line with the statement credited to Bratton (2013) that poor working conditions due to physical elements lead to low productivity and overall job dissatisfaction. The latter, particularly when left unaddressed, leaves employees feeling unappreciated and they ultimately leave. The findings are in harmony with the statement credited to Moureen (2014) that, the work environment is also one of the main causes for employee turnover. Employees prefer to work in an environment that is suitable for them. This is the most common reason why they jump from company to company in just a few months.

12.0 Summary

This study assessed factors that influence employees' job turnover in hotels in Calabar, Cross River State. In order to achieve the objectives of this study, five research questions were developed and five hypotheses were formulated to guide the study. The literature review for this study was organized under three main headings: The conceptual review, theoretical review, and empirical review. Under the conceptual review, the concepts of the major variables on the research topic were reviewed. The concept of the employee, factors for employee job turnover and employee job turnover in hotel operations of registered hotels, concept of employee turnover and concept of hotel. The theoretical review discussed Herzberg's Two-Factor Theory and Job Embeddedness Theory. Empirical studies relevant to the present study were reviewed taking cognizance of the research design, purpose of the study, population of the study, sample of the study, instrument of data collection, method of data analysis, and findings of the study among others.

13.0 Conclusion

The incessant labor turnover in the hotel industry in Calabar is quite glaring. Training and development are a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. However, employees lack the training necessary to become more productive, their performance suffers and they either leave of their own volition for jobs that provide training and employee support or they will be terminated for poor performance. Employee motivation is key to the overall effectiveness of an organization. Nevertheless, hotel management that is not committed to offering praise and recognition to deserving employees leads to a lack of reward for hard-working employees and this lowers the morale of most employees and makes some of them quit their job. Providing opportunities for career growth can also help increase staff retention levels. Good employees often have great ambition and need to have the opportunity to learn and grow in order to stay motivated. Employees

prefer to work in an environment that is suitable for them. This is the most common reason why they jump from one hotel to another in just a few months. If they find an appropriate work environment in a specific hotel, they may work in the same hotel for several years. In light of this, hoteliers in Calabar are expected to address those factors that influence employee turnover in a bid to retain their staff as long as possible.

14.0 Recommendations

Based on the findings of this study, the following recommendations are made:

(i) Hotel organizations should ensure adequate training and development for their employees to help them update their skills, become more productive, and produce an efficient workforce.

(ii) Hotel organization should properly motivate their employees to ensure their high-performance levels which would contribute to the hotel's efficiency, effectiveness, and overall goals

(iii)Hotel organizations should provide opportunities for employees' career growth as this would help increase staff retention levels.

Hotel organizations should provide a safe working environment because it leads to an increased level of employee job satisfaction and helps the organization retain employees for a long time

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