



**Investigating Factors That Influences Employee Turnover in
the Hospitality Industry: A Case Study at Durban Marine
Theme Park (Ushaka Marine World)**

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of Master of Management Sciences: Hospitality and
Tourism in the Faculty of Management Sciences at the
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DECLARATION

I Thandeka Nyezi hereby declare that this dissertation is my own work, and it has not been previously submitted for any other degree or examination at any other institution. All sources I have used or quoted have been accredited and acknowledged by means of complete references.

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Nokuthula Thandeka Nyezi

30 April 2020

.....

Date

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To God, my Saviour who gave me the vision, power spirit and strength to complete this research study.

This has been a journey I would not have been able to accomplish without the support of many special people:

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DEDICATION

This study is dedicated to my mother Phumelele Nyezi who brought me to this earth and raised me as a single parent through the power of the Almighty LORD GOD. My mother who have made this all possible. I cannot thank you enough for the love, encouragement and support you have been given me throughout this journey of pursuing my dreams. When I thought I could not do it, you were the one who kept me going. The are many sacrifices and hard work you have put in towards my education will forever be appreciated.

ABSTRACT

Employee turnover has become an important area of research from both a theoretical and practical standpoint. It is important from a theoretical perspective, in understanding how the underlying causes of turnover can provide insights into how to control the phenomenon. However, from a practical standpoint, learning how to minimize the turnover of skilled employees is crucial in reducing employee replacement costs. A decreasing employee turnover keeps knowledgeable and experienced employees working in the organization. A large portion of the employee turnover problems that we have seen in the recent past can be directly linked to the fact that jobs were plentiful and employees were scarce, considering overall unemployment was at or near a 30-year low. In this study, the researcher reviewed a variety of published literature dealing with employee turnover in general and some more specific to employee turnover in the retail industry. Employees who transfer to other positions within the same organization are not considered in the calculation, as well as those who retired, had their job phased-out or were terminated due to downsizing. Turnover rates for employees can be measured and compared over time and across companies, using what is commonly referred to as the employee turnover index.

The main aim of this study is to investigate factors that influence employee turnover and their impact on employee performance at Durban Marine Theme Park. The objectives of the study, to investigate the causes for the high employee turnover in the hospitality industry, examine what are the consequences of the high employee turnover in hospitality industry, determine factors that contribute to employee turnover and propose possible solutions towards the reduction of employee turnover. The research design used in this study will be quantitative study, structured questionnaires. 100 respondents will be selected none randomly, hence the use of non-probability technique. The researcher selected the non-probability sampling design method and purposive sampling for this study to confine to a specific group of people who would able to provide the necessary information. The study can be beneficial in addressing problem of high employee turnover at Durban Marine Theme Park.

TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGEMENTS	iii
DEDICATION.....	iv
ABSTRACT.....	v
TABLE OF CONTENTS.....	vi
TABLE OF FIGURES.....	x
LIST OF TABLES.....	xi
CHAPTER 1: OVERVIEW OF THE STUDY	1
1.1 Introduction.....	1
1.2 Background	1
1.3 Problem Statement.....	3
1.4 Purpose of The Study.....	4
1.5 Aim of The Study	6
1.6 Objectives of The Study.....	6
1.7 Significance of The Study.....	6
1.8 Delimitation of The Study.....	8
1.9 Limitation of The Study	8
1.10 Structure of Dissertation / Thesis Chapters	8
1.11 Conclusion.....	9
CHAPTER 2: LITERATURE REVIEW	10
2.1 Introduction.....	10
2.2 Definition of Turnover	11
2.3 Concept of Employee Turnover in The Hospitality Industry	19
2.4 Reasons for The High Turnover Rate of Hospitality Staff	21
2.5 Factors Contributing to Employee Turnover	23
2.6 Factors Leading to Turnover.....	24
2.6.1 Lack of Training and Development.....	24
2.6.2 Lack of Respect	25

2.6.3	Income	25
2.6.4	Poor or Unfavourable Working Conditions	26
2.6.5	Employee Communication	28
2.6.6	Salaries/ Remuneration / Minimal Pay	29
2.6.7	Employee Recognition	30
2.6.8	Opportunity to Move.....	30
2.6.9	Lack of Growth Opportunities and Career Growth	30
2.1	Benefits and Rewards	32
2.7.1	Intrinsic Motivation	32
2.7.2	Job Security	34
2.7.3	Job Dissatisfaction	34
2.7.4	Pressure/Stress.....	35
2.7.5	Job Satisfaction / Employee Satisfaction.....	35
2.7.6	Poor Remuneration	37
2.7.7	Poor Interrelationship Between Employees and Management	38
2.2	Causes of Employee Turnover	42
2.3	Costs and Consequences of Employees Turnover	44
2.4	Strategies That Minimize Employees' Turnover	45
2.5	Conclusion.....	47
CHAPTER 3: RESEARCH METHODOLOGY AND DESIGN		48
3.1	Introduction.....	48
3.2	Research Design.....	48
3.3	Primary Data	50
3.4	Secondary Data Collection.....	50
3.5	Quantitative Research	51
3.6	Descriptive Study	52
3.7	Case Study.....	53
3.8	Target Population	55
3.9	Non- Probability Sampling Technique	55
3.10	Advantage of Using Non-Probability Sampling.....	57

3.11	Unit of Analysis.....	57
3.12	Sample Selection	58
3.13	Sample Size	58
3.14	Questionnaire Administration	59
3.15	Advantages of Using Good Questionnaires.....	61
3.16	Data Analysis	62
3.17	Pretesting	62
3.18	Data Collection	63
3.19	Limitations	64
3.20	Delimitations.....	64
3.21	Reliability and Validity.....	64
3.22	Anonymity, Confidentiality and Privacy.....	66
3.23	Ethical Considerations.....	68
3.24	Informed Consent.....	69
3.25	Summary	69
CHAPTER 4: ANALYSIS OF THE DATA AND DISCUSSION OF THE FINDINGS.....		71
4.1	Introduction.....	71
4.2	Descriptive Statistics	71
4.3	Data Normality and Correlation Matrix.....	73
4.4	Measurement Model.....	75
4.5	Structural Model	80
4.6	Effect Size	81
4.7	Model Fit.....	82
4.8	Conclusion.....	83
CHAPTER 5: COMMENTS, RECOMMENDATIONS AND CONCLUSIONS		84
5.1	Introduction.....	84
5.2	Comments	87
5.3	Recommendations	88
5.4	Suggestions for Future Research.....	89

5.5	Conclusion.....	89
	REFERENCES	91
	Annexure A.....	102
	Annexure B.....	103
	Annexure C.....	104
	Annexure D.....	111
	Annexure E.....	112
	Annexure F.....	114

TABLE OF FIGURES

Figure 2-1 Voluntary Turnover Classification Scheme	13
Figure 2-2 Types of Turnover (Allen ,2006:1)	15
Figure 4-1 Empirical result of objective 2	81

LIST OF TABLES

Table 4-1 Descriptive statistics of demographic variables	72
Table 4-2 Descriptive statistics of Empirical Correlation Matrix, Mean and Standard Deviation	74
Table 4-3 Outer loadings of measurements items	76
Table 4-4 Construct Reliability and Validity.....	77
Table 4-5 Discriminant Validity - Fornell-Larcker Criterion.....	78
Table 4-6 Heterotrait-Monotrait Ratio (HTMT)	78
Table 4-7 Measurement of multi-collinearity	79
Table 4-8 Effect Size Quality	82
Table 4-9 Model fit and quality indices.....	82

CHAPTER 1: OVERVIEW OF THE STUDY

1.1 Introduction

High employee turnover quietly drives every company's costs up and their productivity down. The high cost of losing and replacing productive employees over the long term carries on as companies invest time and money to hire people and train new employees rather than search out and implement the best ways to retain them (Jagun 2015:15) Employees leave for many reasons, both voluntary and involuntary, but lack of trust tops this list. Trust shortcomings manifest themselves in many ways such as no recognition, poor communication, or unfairly favouring one employee over another. The result is that two employees in the same organization could have very different views of that organization as an employer because the employee with a trustworthy boss thinks the organization is top-notch, while the colleague down the hall with a different, untrustworthy manager see that same company as terrible place to work (Shamsuzzoha and Shumon 66:2010).

This chapter gives an overview of the study, from positing the problem for research; to examining literature connected with staff turnover; to designing a research programme; to activating the research programme; evaluating the findings and proposing some suggestions for improvement. Moreover, this theme park in Durban has experienced a major problem of employee turnover. The organization each month has to recruit new employees to fill the gap for all those employees leaving the organization. To think of it, employee turnover must effect on organizational effectiveness and on the performance of employees (Atef *et al.* 2017:118).

1.2 Background

According to Kim and Jogaratnam (2010:321), the hospitality industry is challenged with the serious need of employing, retraining and retaining workers. As a result, there is an urgent need for empirical research that addresses efforts to minimize the negative effects of turnover and thereby enhance the ability of an organization to

retain satisfied workers. Jagun (2015:11) states that employee turnover refers to the proportion of employees who leave an organization over a set period (often on a year-on-year basis). Employee's turnover is the rate of people leaving an organization. He asserts that turnover can be disruptive and costly to the organization. Employee turnover is one of the major challenging factors faced by the hospitality industry. Dusek, Ruppel, Yurova, and Clarke (2014:94) indicated that employee turnover could have serious consequences for the employer beyond filling a personnel void. Employee turnover results in additional costs for recruitment and training the replacement. The organization suffers from a void in skill and knowledge bases until a new employee adapts in his or her work.

Demir, Colakoglu, and Guzel (2007: 480) clarify that there are many factors affecting employee turnover, for instance, employees usually quit their jobs because of lack of wages. Long working hours are also among some of the other reasons for employees to quit their jobs. Employee performance is another factor affecting employee turnover. Some of the factors causing employee separations from companies are hiring practice, managerial style, lack of recognition, and lack of competitive compensation system. Some employees also leave their jobs because of personal reasons. The industry has lost a lot of the graduates and professionals who mainly form the middle level management to other organizations and companies.

The factors that affect the turnover need to be determined in order not to lose employees, to ensure their satisfaction and to meet their needs (Kim and Jogaratnam, 2010: 319). Due to all these factors, turnover intention is of major importance in hospitality. McPhail, Patiar, Heringson, Creed, and Davidson (2015:1815) discuss that the lack of job satisfaction among service delivery employees can result in decreased morale and higher turnover, and eventually affect business competitiveness and performance. Mohsin, Lengler, and Kumar (2013: 49) specify that employee turnover in the hospitality industries is one of the most pressing issues to be addressed and that turnover rates in hospitality industry are much higher than in other industries. Piromruen (2014: 5) states that hospitality industry is faced with a high employee turnover rate. Most of them are leaving their job because of many reasons such as unhappy with work, lack of career opportunities and

challenges and dissatisfaction with the job scope. Factors that affect the turnover intention need to be determined in order not to lose employees, to ensure their satisfaction and to meet their needs (Kim and Jogaratnam, 2010: 319). Kuria, Alice and Wanderi (2012:314) contend that one of the most common reasons given by employees leaving their current employment is the availability of higher paying jobs. Most employees feel that they are worth more than they are actually paid. Employees also have to work extra hours to compensate for the work of those who resigned. The increased workload leads to low morale and high levels of stress which in turn leads to absenteeism amongst employees (Robbins and Decenzo 2001:24). Employee turnover is expensive for a business organization at any level. The higher level an employee has in an organization, the more expensive it can be when he or she leaves (Vasquez 2014: 4). Nawaz and Pangil (2016: 158) stated that employee turnover will continue to become a serious problem faced by all organizations around the world and employers need to be creative in handling this problem by identifying the various factors to understand the reasons why employees might decide to leave their organizations. Generally, there are some studies to see the reasons on why employees might decide to leave their organizations.

1.3 Problem Statement

The employee turnover in the hospitality industry has become a serious problem because each and every time the organization has to recruit new employees to replace those who are leaving. The Durban Marine Theme Park is confronted with a high rate of employee turnover each year and this leads to poor employee performance which in turn influences on organizational effectiveness. A key problem to employees' turnover is that the organization has loses the most experienced and skilled staff that the organization had invested heavily in training on various organization job task functions. As a result, the organization incurs huge costs in terms of time and finance to train the newly recruited staff in order to make them effectively adapt to organization working environment and demonstrate the required skills and experience (Nyanga 2015:4).

When an employee leaves the organization the remaining employees have to fill the gap until a new employee is employed. The remaining personnel experience an increased workload leading to low morale, high levels of stress and therefore absenteeism. Employees also have to work extra hours to compensate for the work of those who resigned (Mabindisa 2013:2). The hospitality industry spends lots of money on the recruitment and training of new employees each year due to high turnover rate. High rates of employee turnover in the hospitality industry are common place and consider a problem due to its high cost in the hospitality (Brown *et al.* 2015:13). Katsikea *et al.* (2014:2) mentioned that employee turnover presents many challenges for organizations from the high replacement costs, demanding training requirements, loss of learning and experience effects, reduced morale among the remaining organizational members and the critical financial performance consequences. Low wages, long working hours, being out of the social pattern, and limited career opportunities lead to hospitality industry employees opt to have a high intention to leave the industry and move to other industries with better working conditions (Brown, Thomas and Bosselman 2015:131). Nayak, Pai, Prabhu, and Granil (2015:4) emphasizes that higher turnover has the worse effects on the delivery of services to the guest. This also led to lower productivity of the other employees because they will be over burdened with extra work which will eventually frustrate them. Mintah, Polytechnic, Commey and Kuder. (2015:2) support that employee turnover has been a major concern for organizations especially in the service sector due to the “sleepless nights” it gives to service sector employers. The hospitality and tourism industry being one of the world’s fastest growing industries is also affected by this phenomenon, that is, the forces of employee turnover.

1.4 Purpose of The Study

The purpose of the study is to investigate the factors, which influence employee turnover in the hospitality industry. The employee turnover in the hospitality industry has become a serious problem because every time the organization has to recruit new employees to replace those who are leaving. The Durban Marine Theme Park is confronted with a high rate of employee turnover each year and this leads to poor employee performance, which in turn influences on organizational effectiveness. A

key problem to employees' turnover is that the organization loses its most experienced and skilled staff, which the organization had invested heavily in training on various organization, job and task functions. As a result, the organization incurs huge costs in terms of time and finance to train the newly recruited staff in order to make them effectively adapt to organization working environment and demonstrate the required skills and experience (Ahmed, Sabir, Khosa, Imam, and Bilal 2016). (Nyanga 2015:4).

When an employee leaves the organization the remaining employees have to fill the gap until a new employee is employed. The remaining personnel experience an increased workload leading to low morale, high levels of stress and therefore absenteeism. Employees also have to work extra hours to compensate for the work of those who resigned (Mabindisa 2013:2). The hospitality industry spends lots of money on the recruitment and training of new employees each year due to high turnover rate. High rates of employee turnover in the hospitality industry are common place and consider a problem due to its high cost in the hospitality (Brown *et al.* 2015:13). Katsikea *et al.* (2014:2) mentioned that employee turnover presents many challenges for organizations from the high replacement costs, demanding training requirements, loss of learning and experience effects, reduced morale among the remaining organizational members and the critical financial performance consequences. Low wages, long working hours, being out of the social pattern, and limited career opportunities lead to hospitality industry employees opt to have a high intention to leave the industry and move to other industries with better working conditions (Brown, Thomas and Bosselman 2015:131). Nayak, Pai, Prabhu, and Granil (2015:4) emphasizes that higher turnover has the worse effects on the delivery of services to the guest. This also led to lower productivity of the other employees because they will be over burdened with extra work which will eventually frustrate them. Mintah, Commey and Kuder (2015:2) support that employee turnover has been a major concern for organizations especially in the service sector due to the "sleepless nights" it gives to service sector employers. The hospitality and tourism industry being one of the world's fastest growing industries is also affected by this phenomenon, that is, the forces of employee turnover.

1.5 Aim of The Study

The main aim of this study is to investigate factors that influence employee turnover and their impact on employee performance at Durban Marine Theme Park.

1.6 Objectives of The Study

- To investigate the causes for the high employee turnover in the hospitality industry
- To examine the consequences of the high employee turnover in hospitality industry
- To determine factors that contributes to employee turnover
- To propose possible solutions towards the reduction of employee turnover.

1.7 Significance of The Study

Mohsin, Lengler, and Kumar (2013: 49) contended that employee turnover in the hospitality industries are one of the most pressing issues to be addressed and that turnover rates in hospitality industry are much higher than in other industries. Piromruen (2014: 5) simplifies that hospitality industry is faced with a high employee turnover rate. Most of them are leaving their job because of many reasons such as unhappy with work, lack of career opportunities and challenges and dissatisfaction with the job scope. Factors that affect the turnover intention need to be determined in order not to lose employees, to ensure their satisfaction and to meet their needs (Kim and Jogaratnam, 2010: 319). Kuria, Alice and Wanderi (2012:314) state that one of the most common reasons given by employees leaving their current employment is the availability of higher paying jobs. Most employees feel that they are worth more than they are actually paid. Employees also have to work extra hours to compensate for the work of those who resigned. The increased workload leads to low morale and high levels of stress which in turn leads to absenteeism amongst employees (Robbins and Decenzo 2001:24).

The long working hours, low training, low salaries, stress, inadequate working conditions, poor management and lack of job opportunities, which is widely seen in

the hotel industry, have led to leave employee jobs (AlBattat, Som and Helalat, 2013:64). According Kim *et al.* (2010:593) the factors that cause employee departures may be categorized into five: inappropriate recruiting processes inappropriate work placement, dissatisfaction with salary, benefits and job opportunities the inappropriate management of staff and job stress and burnout (O'Neill and Xiao 2010:654). In the hospitality and tourism context, the reasons may be internal and external. Internal reasons concern work-related factors such as low wages, long working hours, and limited career opportunities. These can lead to employees increasing their intention to leave the hospitality industry and transfer to other industries, which offer better working conditions. External reasons refer to environmental influences such as the unemployment rate and new job opportunities (Bloome *et al.* 2010:155).

Singh and Amandeep (2017:154) have stated that when there is no motivation among the employees and they are not satisfied the level of service provided suffers and ultimately lead to dissatisfaction of guests. So according to this we can say that if a front office assistant decides not to be friendlier with the guest because he does not find it worth it, the guest might decide not to come back to such facility. The increase in turnover is generally because of employee dissatisfaction from the present job and leads to attraction for different profile or industry, it is also cited that can be one of the major reasons for the employee turnover. High rate of employee turnover the productivity start decreasing and leads the organization to poor performance. Employee turnover is more of a non-talked part of human resources and it has a lot of negative consequences to the organization. These factors further result in unnecessary monetary cost, waste of management efforts and demotivated employees.

1.8 Delimitation of The Study

This study will only be carried out only in one establishment in Durban. The findings or results of this study cannot be generalized as the findings of the study are only limited to Durban Marine Theme Park. Collecting data using more than one method may contribute greatly to reliability and accuracy of the results however, a separate study with observation or action research as methods for data collection may be done.

1.9 Limitation of The Study

The study is limited in the Durban Marine Theme Park Area. The Durban Marine Theme Park area was selected for ease of accessibility and cost effectiveness. This research required collection of information from the Durban Marine Theme Park and access to employees may be denied by management and employees may not feel comfortable or not like to participate in the study. Another limitation in this study will include time allocation. The period that will agree to conduct this study will have limited and therefore extensive research will not be conducted. The availability of employees and managers and their co-operation in this study will also be a limitation for the researcher. The researcher may have limited time to distribute questionnaires due to work in weekdays and also during weekend and holidays. To overcome this limitation, the researcher will use available time very cleverly and use online communication. This study cannot be generalized on the foundation of the use of non-probability sampling therefore, there will be no high level of confidence.

1.10 Structure of Dissertation / Thesis Chapters

The study is organized into six chapters:

Chapter 1: Introduction

This chapter presented the general overview to the study including introduction, background, problem statement and research aims and objectives of the study.

Chapter 2: Literature Review

The second chapter presents a review of literature relevant to the study and discusses in detail the theoretical framework underpinning this study.

Chapter 3: Research Methodology

The research strategy is explained in the research methodology chapter, along with the target population, and sampling method employed. In addition, data collection procedures, data analysis and lastly, reliability and validity, are clearly outlined.

Chapter 4: Analysis and Presentation of Data

This chapter focuses on the data analysis, their presentation and the interpretation of the research findings or results.

Chapter 5: Recommendations and Conclusion

Based on the results found in chapter 5, this chapter draws to a conclusion the study with a presentation of the researcher's conclusions, recommendations and suggestions for further study or investigation.

1.11 Conclusion

This chapter has provided an overview of the overall approach to this study by looking at the following areas of the study, namely, the problem statement; objectives, which highlighted the key issues, the rationale, the scope or limitations, the research design and methodology, and structure of chapters. Chapter two provides an overview of the literature related to this work.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The literature review will undertake to draw attention to the relevant literature which has been used to inform and contribution in building a foundation on which the study has been developed. A discussion of the essential literature and its findings as it tells to the research problem will be presented. The discussion of the literature will be organized and structured according to the key concepts, themes and theory highlighted within the study.

According to Kysilka and Csaba (2011: 377) the rate at which an employer gains and loses its staff is called employee turnover. If an employer is said to have a high turnover, it most often means that employees of that company have a shorter tenure than those of other companies in that same industry. When employees leave, valuable knowledge is lost and even guests may follow the departing employee. Turnover is a major problem for many organizations because it is extremely costly for the employer, particularly in jobs which offer higher education and extensive on the job training. Worldwide research has suggested that employee turnover is among the highest in the hospitality industry. Employee turnover may cause serious problems in the success of the organization if it is not addressed by top management.

DeMicco and Grimes (2000:285) explained that employee turnover is a critical issue that must be effectively managed by hospitality firms of all types and sizes. Turnover of hospitality employees occurs when employees leave the operation and are replaced by new ones and is caused by factors such as poor selection and supervision, incorrect information about the job, inadequate training programs and working conditions, or wages and incentives. These authors emphasize the “lack of the human factor” as negatively influencing these causes of turnover. A high rate of employee turnover affects both direct and indirect costs, thereby undermining job satisfaction of employees and overall effectiveness of businesses. Such negative aspects of turnover may limit employee motivation to work and numerous studies

have examined key factors that influence employee turnover, including job characteristics (e.g., wage, security, and self-development), intrinsic motivation, job satisfaction, life satisfaction, or demographics. In addition, highlight the unconstructive impact of poor supervision that directly causes turnover and highlight the need to encourage hospitality managers to be actively involved in effectively supervising their employees. However, the most pervasive factor positively associated with turnover is viewed as job satisfaction, which implies that this factor, or more specifically the lack of job satisfaction, best determines turnover of employees working (Kim and Jogaratnam 2010:320).

2.2 Definition of Turnover

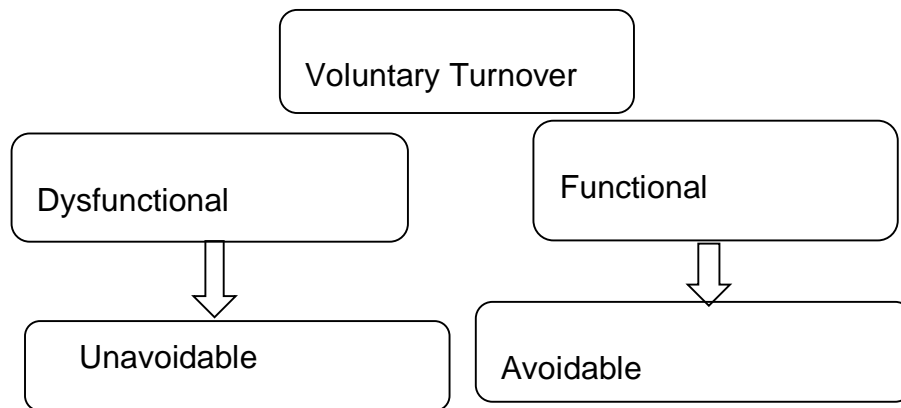
According to Adjei (2012:10) turnover may be simply stated as when an employee leaves an organization for whatever reason. Turnover can take several forms. It can be voluntary or involuntary, functional or dysfunctional, avoidable or unavoidable. In voluntary turnover, an employee leaves the organization of his own free choice with some of the possible reasons being low salary, job dissatisfaction or better job opportunities elsewhere whereas involuntary turnover takes effect when the organization makes the decision to remove an employee due to poor performance or economic crisis. Jagun (2015:11) describes turnover to the proportion of employees who leave an organization over a set period (often on a year-on-year basis). Employee's turnover as the rate of people leaving an organization he asserts that turnover can be disruptive and costly to the organization.

Turnover intention may be defined as an employee's intention to leave a job. This state of mind commonly arises when employees are negatively disposed to their job positions, when they do not participate actively in their daily work, or when they actually leave their jobs (Jang and George, 2012; Karatepe, 2013). Turnover intentions are sometimes linked to behaviours such as absenteeism, complaints, imputations of responsibility to others, lack of commitment, and job dissatisfaction (Cichy, Cha, and Kim, 2009, Yang, 2010). Such negative characteristics can spread quickly through organizations, thereby causing longer term harm such as lower morale and productivity. Karsh, Thoong, See, Qing. and Wen-sin (2013: 2) point out

that turnover will bring both positive and negative effects to an organization. In terms of positive impacts, it brings in better skilled and capable employees. On the other hand, it will lead to high cost and lower the employees' morale. It brings significant costs to the organization. For example, cost of replacement, cost of training, and cost of vacancy. When more and more employees leave the organization, it will lead to operational disruption due to difficulty in replacing the skilled and able employees. Turnover produces poor sales and customer service and can also contribute to the accumulated depreciation of knowledge. It leads to increased costs for the recruitment and training of new staff lowers company stock prices and interrupts careers and professional development opportunities. Labour turnover may also be a distraction for the remaining employees.

Akanyomi (2016: 106) stated that previous studies have reported that employee turnover could pose a serious threat to the growth and productivity of any business organization. In fact, recognizes that employees' turnover rates are considered to be one of the persistent problems in organizations. Critical issue for employers today in all industries is hiring and keeping qualified and capable employees. Thus, for business organizations to stand the test of time in a highly competitive environment, the issue of employees' turnover must be addressed. Although, it may not be feasible for any organization to totally eliminate employees' turnover due to several reasons, nevertheless it could be reduced to the barest minimum. A number of studies on labour turnover have focused on causes of employees leaving their employments; only limited studies have investigated the consequences associated with voluntary employee turnover. Thus, the current study examines the causes, consequences and prevention of employees' turnover.

Figure 2-1 Voluntary Turnover Classification Scheme



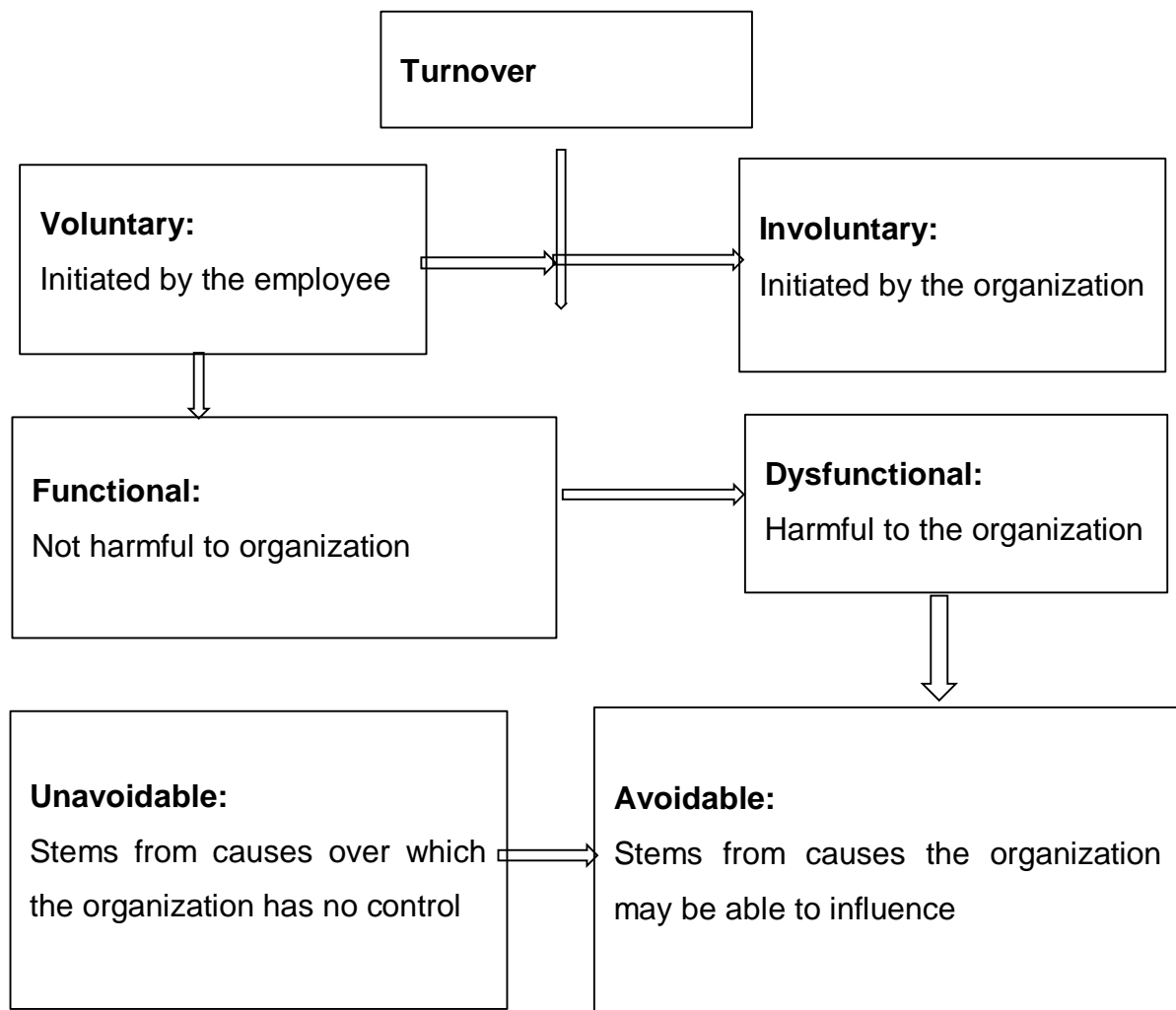
Source: Allen and Bryant (2013:5.)

Davidson, Timo and Wang. (2010:498) state that though voluntary and involuntary turnover have been pointed out as two types of employee turnover through the addition of more two versions, namely dysfunctional turnover and functional turnover. Voluntary turnover is when employees decide to leave of their own will (Kabote, Vengesayi, Mamimine, and Mataruse.2014:65). Staff abrasion can force the few employees to overwork in an attempt to fill the void left by employees who resigned. This can contribute to more resignations by the remaining staff due to the overload factor (Sasmita and Kalyani). Davidson, Timo and Wang (2010:498) bring attention to the fact that voluntary turnover is treated as a major problem that requires attention. Hence, employees leave if they are unhappy with their jobs and if job alternatives are available.

In relation to the Figure 2.1 above, Allen and Bryant. (2013:5) state that dysfunctional and functional turnover are two further categories worth discussing. Voluntary turnover that causes problems for the organization is dysfunctional. This may encompass the exit of qualified skilled employees, the leaving of department gurus or the excessive leaving of employees from any level in the organization that result in a disruption. Wilton (2013:146) emphasizes that dysfunctional labour turnover is likely to cost the organization when a less experienced replaces an experienced worker. According to Allen and Bryant (2013:5) voluntary turnover can positively impact the functioning of the business. Examples may include the leaving of slackers

or the leaving of employees that necessitate the organization matching costs with current business performance. Wilton (2013:146) confirms that functional turnover many open doors for fresh-blood employees: fresh-blood employees are first timers within an organization who usually bring new ideas and knowledge into the organization (Chan and Kuok, 2011:142). Turnover can be very welcome to employees that do not fit properly in the organization. Therefore, not all employee turnovers are bad. This means that sometimes organizations even encourage employees to leave in order to get rid of slackers in the organization (Choi and Dickson, 2009:103).

Figure 2-2 Types of Turnover (Allen ,2006:1)



Employee turnover may be classified into five categories:

a) Functional vs Dysfunctional Turnover:

Functional turnover can be defined as “A turnover in which poor performers leave” while Dysfunctional turnover can be defined as “A turnover in which good performers leave”.

b) Avoidable vs Unavoidable Turnover:

A turnover that happens in avoidable circumstances is called ‘Avoidable Turnover’, where as “A turnover that happens in unavoidable circumstances is called ‘Unavoidable Turnover’.

c) Voluntary vs Involuntary Turnover:

Voluntary turnover can be defined as “The turnover in which employee has own choice to quit or instances of turnover initiated at the choice of employees” where involuntary turnover can be defined as “The turnover in which employees have no choice in their termination e.g. sickness, death, moving abroad or employer’s initiated termination”.

d) Internal Vs External Turnover:

Turnover can be classified as ‘internal turnover’ or ‘external turnover’. Internal turnover happens when employees apply for a new position within the same organization. It is related to internal recruitment where the organization fills the vacant positions by their employee or recruiting within the organization.

e) Skilled vs Unskilled Turnover

Untrained, uneducated and unskilled positions often face high turnover rates. Without the organization or business incurring any loss of performance, employees can generally be replaced. On the other hand, skilled and educated positions may create a risk to the organization while leaving. Therefore, turnover for skilled and educated professionals incur replacement costs as well as competitive disadvantage of the business.

According to Ronra and Chaisawat (2009:3) they are two types of turnover namely, voluntary and involuntary turnover:

- Voluntary turnover describes that voluntary separation as the situation when an employee decides to end the relationship with the employer for personal or professional reasons. In most of the case, the decision to leave is associated with being unsatisfied with the features of current job and having attractive alternative from another organization. There are two types of voluntary turnover that include resignation or quit and retirement.
- Involuntary turnover: Involuntary Turnover is the turnover initiated by the organization often among people who would prefer to stay. An involuntary separation occurs when manager decides to terminate its relationship with an employee due to economic necessity or a poor fit between the employee and the organization.

Voluntary separations are the result of very serious and painful decision making that can have a profound impact on the entire organization, especially on the employee those who loses his or her job. There are two types of involuntary separation discharge and layoff.

Melaku (2014:10) further clarifies the differences between voluntary and involuntary turnover. Voluntary is initiated by the employee, as when an employee chooses or intends to leave the organization is initiated personally. Involuntary occurs when the employee has no choice in the termination process. It can result from different situations like dismissal, retirement, physical or mental disability, moving/relocation even though both are concerned with separation of employee; it needs different managerial handling techniques.

According to Rajan (2013: 4) employee turnover may be classified into five categories as follows.

- Functional and dysfunctional turnover: Functional turnover is a turnover in which poor performers leave while dysfunctional turnover is a turnover in which good performers leave.
- Avoidable and unavoidable turnover: A turnover that happens in avoidable circumstances is called avoidable turnover, whereas a turnover that happens in unavoidable circumstances is called unavoidable turnover.
- Voluntary and involuntary turnover: Voluntary turnover is the turnover in which employee makes own choice to quit or instances of turnover initiated at the choice of employees whereas involuntary turnover is one in which employees have no choice in their termination (e.g. sickness, death, moving abroad or employer's initiated termination).
- Internal and external turnover: Internal turnover happens when employee's send-off their current position and getting a new position within the same organization. It is to internal recruitment where organizations fill the vacant position with their employee or recruiting within the organization.

- Skilled and unskilled turnover: Untrained, uneducated and unskilled positions often face high turnover rate. On the other hand, skilled and educated positions may create a risk to the organization while leaving. Therefore, turnover for skilled and educated professionals incur replacement costs as well as competitive disadvantage of the business.

According to Izwe Consulting (2007), turnover includes the following costs:

- a) Administration of the resignation: This can include the costs of paying out employees their resignation/ termination costs.
- b) Recruitment costs including advertising and assessment Centre costs: These costs normally involve the services of an employment agency which charge the employer a fee for administering the recruitment;
- c) Selection costs including management time: This can be counted as the time that management spends interviewing new candidates.
- d) Cost of cover during the period in which there is a vacancy: Should a suitable replacement not be found speedily; a company may use an internal resource to “act” in the capacity of the vacant post which could see the internal resource receive an allowance for their efforts;
- e) Management of the recruitment and selection process: These costs include the use of the related human resource department to handle the selection and recruitment
- f) Induction training for the new employee: Training a new employee can be much more expensive than paying more to keep an established one. Companies tend to be careful and pound-foolish when it comes to area of business. Over the long-run, you'll have a better and more loyal staff if people feel they're not losing ground by staying with you; and
- g) Cost of reduced productivity throughout vacancy, induction and training: Once a candidate has been recruited, there still remains a gap in performance of the individual till the individual is able to optimally do his/her duties.

2.3 Concept of Employee Turnover in The Hospitality Industry

According to Mwilu (2016: 14) employee turnover is high in the hospitality industry, and anyone considering a management position within this segment should understand the reasons people leave their jobs in order for him to be in a better position to contain this problem. High turnover in the hospitality industry occurs for many reasons. Large contributors are seasonality, pay and hours, lack of leadership, customer service issues, labour pool, and training. Reasons for this high turnover include low-skilled and low-paying work, unsocial working hours, low job satisfaction and the lack of career advancement within each establishment.

Mwilu (2016: 18) states that many hospitality positions are seasonal in nature, where employees are hired during high seasons and retrenched during low seasons and this has a negative impact on the employee morale, lack of a positive culture in the organization, makes the work environment to be unpleasant. Poor leadership and especially the inability of the management to handle grievances fairly can impact negatively on staff morale. The labour pool for the hospitality industry is often untrained, unskilled workers. Many employees are young, students, or using hospitality jobs as a fall back or as a stepping stone to other careers. This increases the chances of turnover. Hospitality workers often work for long hours, some spend hours in poor working environments and they feel that they are unappreciated by either the companies they work for or the patrons they serve, leading them to exit the industry to look for more personally fulfilling jobs. Choi (2014: 2) elaborate that employee turnover is a critical issue in an organization because this leads to increasing financial costs for hiring and training new employees and possibly has a negative impact on sales growth. Furthermore, because the hospitality industry is highly labour-intensive but has a high turnover rate, the effort to retain qualified employees is crucial to the success of each company. Staff turnover has been a subject of research for several years in the hospitality industry. Staff turnover is seen to be a usual phenomenon in the service industry; it has been noted to be exceptionally high in the hospitality industry for over three decades (Yang, 2010; Yang et al. 2012). In determining the causes of staff turnover in the hospitality industry, Fallon and Rutherford (2010) state that hospitality employees in one

organization ranked the “most likely causes of high staff turnover as treatment by superiors, amount of work hours, job pressure, scheduling, training, fringe benefit packages, better opportunities elsewhere, and physical demands of the job” found in their study that bad working environment and poor supervision results in increased intention to leave the job (Blomme, Van Rheede and Tromp, 2010, Wells and Peachey 2011, Yang 2010, Zhang and Liu 2012).

Moreover, Mohsin, Lengler, and Aguzzoli (2015:37) emphasise that the implications of high staff turnover result in a negative impact upon customer service, and increased costs for hotels in terms of recruitment, training and induction. As expected, new employees take time to settle in a new environment, and during this period they are usually unable to offer effective service as they are in the learning process themselves. Loss of trained staff results in ‘brain drain’ which is highlighted as a significant problem. Mintah, *et al.* (2014: 2) said that employee turnover has been a major concern for organizations especially in the service sector due to the “sleepless nights” it gives to service sector employers. The hospitality and tourism industry being the world’s fastest growing industry is also affected by this phenomenon, that is, the forces of employee turnover. The growth of hospitality and tourism in developing countries has created an immediate demand for personnel who are committed to the activities of the industry. Jagun (2015:14) emphasize that characteristics of the hospitality industry including the abnormal working hours, poor wages, and variability of demand also mean that the motivation of employee is likely to be poor. Motivation of employees in the hospitality industry to work was more likely to be affected negatively by dissatisfaction with remuneration, their supervisors, and the general working conditions. The result of poor motivation influenced the decision to seek an alternative place of work. Kurio *et al.* (2012:316) recognized that the major causes of employee turnover in the hospitality industry were the poor working conditions and lack of shared decision making between the employees and the management.

According to Keiser, DeMicco, and Grimes (2000:285) employee turnover is increasingly considered to be a critical issue that must be effectively managed by hospitality firms of all types and sizes. Turnover of hospitality employees occurs

when employees leave the operation and are replaced by new ones and is caused by factors such as poor selection and supervision, incorrect information about the job, inadequate training programs and working conditions, or wages and incentives. These authors emphasize the “lack of the human factor” as negatively influencing these causes of turnover. High rate of employee turnover affects both direct and indirect costs, thereby undermining job satisfaction of employees and overall effectiveness of businesses. Such negative aspects of turnover may limit employee motivation to work and numerous studies have examined key factors that influence employee turnover, including job characteristics (e.g., wage, security, and self-development), intrinsic motivation, job satisfaction, life satisfaction, or demographics. In addition, highlight the unconstructive impacts of poor supervision that directly causes turnover and highlight the need to encourage hospitality managers to be actively involved in effectively supervising their employees. However, the most pervasive factor positively associated with turnover is viewed as job satisfaction, which implies that this factor, or more specifically the lack of job satisfaction, best determines turnover of employees working (Kim and Jogaratnam 2010:320).

2.4 Reasons for The High Turnover Rate of Hospitality Staff

Kysilka and Csaba (2011: 378) illustrate that various hospitality jobs do not pay well employees usually begin at a minimum wage rate or below which does not attract top quality long-term employees because these employees are always looking for a better paying position. Adding this to the fact that many hospitality positions are seasonal and it is not hard to see why hospitality staff turnover can reach high rates quickly. Other reasons for high rates of hospitality staff turnover include lack of substantial benefits such as company provided health insurance, retirement benefits, vacation pay, sick leave, additional schooling or training programs and other fringe benefits which are so often perks in other industries. Lack of employer’s interest in providing substantial benefits drives career oriented individuals elsewhere. Many people who enter the hospitality industry are simply not suited to the work. The stress of dealing with the public on a daily basis is among the list of top reasons reported from exiting employees even from the higher paying end of hospitality sector positions. People-pleasing is an art form that can be very demanding on a person’s

integrity. The physical and mental stress associated with hospitality positions can overwhelm even the hardest working, career minded employee. High turnover can lead to more issues in the workplace, such as understaffing, low morale, and poor customer service. Without strong retention strategies, companies will spend more on hiring and training costs.

According to Kysilka and Csaba (2011: 378), experience shows the following to be major causes of high staff turnover:

- 1) Below average rates of pay. Every industry has organizations that pay well and some others that pay badly.
- 2) Poor training. Asking someone to do a job but not giving them adequate training is demotivating.
- 3) Weak leadership. In the majority of organizations people do teamwork alongside colleagues performing complementary roles.
- 4) Unreasonable expectations. Some managers expect too much from their staff, often because they don't know how to do the job themselves and because they don't understand why it takes longer than they think it should.
- 5) A history of high turnover. It can be difficult to break the cycle of high turnover. When new employees join an organization they soon become aware of the culture and they quickly pick up on expectations about length of service. Employee turnover can often be attributed to poor managerial performance, low emotional intelligence and ineffective leadership. Poorly selected or improperly trained managers can be expensive

Staff turnover is high in the hospitality industry, and anyone considering a management position within this segment should understand the reasons people leave their jobs. Five reasons for high turnover (Kysilka and Csaba 2011: 379),

- 1) Seasonality. Many hospitality positions are seasonal in nature which has a negative impact on employee morale.
- 2) Organizational Culture and Leadership. Lack of positive culture, are making the work environment to be unpleasant.

- 3) Labour Pool. The labour pool for the hospitality industry is often untrained, unskilled workers. Many employees are young, students, or using hospitality jobs as a fall back or stepping stone to other careers. This increases the chances of turnover.
- 4) Customer Service Issues. Employees and managers walk a fine line between keeping their customers happy and supporting their employees. A good leader will be able to judge between customer service and abusive customers.
- 5) Pay rates and hours. Pay rates are often around the minimum wage, making it difficult for employees to support themselves with one job.

2.5 Factors Contributing to Employee Turnover

Demir (2007: 480) clarify that employee performance is another factor affecting employee turnover. It was found that the employees having high performance were not willing to leave their jobs. At this point of view, if the employees having low performance leave their jobs for any reason, employee turnover is not an important matter for companies. The employees having low job performance are prone to quit from their jobs more than the employees having high job performance. Low wages, exclusion from prizes, unsuitable jobs are also among the reasons causing low performance and high employee turnover. Some of the factors causing employee separations from companies are hiring practice, managerial style, lack of recognition, and lack of competitive compensation system. Vasquez (2014: 1) supposed that employee turnover can have negative impacts on employees and organizations within the hospitality sector. High worker turnover does lead to internal and external customer dissatisfaction. The phenomenon also leads to less economic activities that affect not only a nation, but also the global economy.

Mapelu and Jumah (2013: 44) support that employee turnover has led to an increase in the cost of hiring new staff, training costs, increased workloads, and overtime for co-workers, as well as reduced profitability associated with low employee morale and reduction in standards. Kuria *et al.* (2012:316) elaborate by say that low unemployment rates lead to increased turnover because more jobs are available. He further argues that, whenever the actual unemployment rate falls to 5 percent level or lower, it creates serious problems for employers seeking to fill job vacancies. It is

evident that, voluntary termination of employment is on the increase within the hospitality. This arises when an employee has the opportunity to take other employment that offers conditions that are more attractive. These researchers further revealed that because the employer has not dismissed employees leaving voluntarily, they are probably the employees that an employer would most like to retain. Poor management, low wages, bad working environment, and paucity of job opportunities could be the highest causes of turnover. Involuntary turnover inescapably leads to direct negative results; such as job insecurity, work difficulty, and status fluctuation. This passive reaction exists for all employees who recently lost their jobs (Albttat et al. 2013: 64). A high turnover rate, on the other hand, influences negatively on both the employees and the employers. For instance, high turnover of employees can cause the pool of entry-level employees to shrink, force the use of temporary employees, impact negatively on productivity and competitiveness, and impede skills development (Jagun 2015:12).

2.6 Factors Leading to Turnover

Mobley (1982) states that researchers have tried to identify the various contributing factors affecting employee turnover in the workplace in addition to the causes of turnover and dissatisfaction. Traditional theories have focused on how employees make their decision to leave the workplace. Within these studies, several of the following factors have continued to surface in relation to turnover, showing that there are leading underlying factors that exist in causing the actual act of turnover.

2.6.1 Lack of Training and Development

Mapelu and Jumah (2013: 44) emphasise that much of the training of new staff has to be performed 'on the job' so that experience of dealing with customers can be obtained. Unfortunately, new comers are often attached to experienced workers who are not in any way equipped to train others. Investing in staff training makes employees feel valued, consequently becoming more motivated to work. Kuria *et al.* (2012: 315) several causes of employee turnover such as, job dissatisfaction, unfavourable working conditions, long working hours with minimal pays and poor employees training programs, were identified as a huge problem in the hospitality

industry. Training of new employees ensures that they are comfortable in their new work environment and reduces the chances of the employees getting frustrated in their new position (Jagun 2015:17).

Nawaz and Pangil (2016:161) state that employee training an investment in gaining of skill or in improvement of employee productivity. Most of the organizations invest in their employees in order to increase the productivity and skill, which ultimately decrease their intent to leave the organization. Training and development had negative effect on employee turnover intention, which implies that when employees perceive better and good training programs for their career development within the organization, they are less likely to leave the organization. Training is a method used to increase job related employee knowledge. Employees beginning a new job need to be introduced to the job, its duties, and the expectations that will be placed upon them. This training should be only the beginning process to mould the employee into the corporate culture and ideals. They are eight critical elements in successful training sessions. These items include programme content, training methods, employee input, and an assurance that the training meets organizational needs.

2.6.2 Lack of Respect

Certain businesses have been criticized for not giving employees the respect that they feel they deserve. Employees expect to be treated with dignity and respect at all levels of the job. Employees can be the deciding factor in an organization's success. For this reason, employers should treat employees with respect and in the same manner in which they would like to be treated. If management does not realize that employees are its most important assets, it will continue to have substantial turnover, mediocre productivity and inadequate customer relations.

2.6.3 Income

It is not uncommon for people to leave one position for a higher paying position, sometimes within the same company. It is hard to keep employees when paying significantly less than others is offering, which has been common in the retail setting.

2.6.4 Poor or Unfavourable Working Conditions

According to Som and Helalat (2013:65) the work environment refers to the work dealing with matters which could affect the employee's experiences such as satisfaction and job feelings. Employees' turnover happens when an employee is faced with a bad working condition or environment with high stress in their current job, which turn may give them the intention to quit. The intention to quit refers to the subjective norms affecting and employee to turnover from current job to another one in the near future. Jagun (2015: 16) work environment refers to the working conditions in which employees have to perform their duties. These conditions include work schedules, reporting times, nature of supervisors, nature of work, and work flexibility among others. They also described the work environment as unfavourable due to the fact that they worked for long hours. The pay perks were noted to be below the industry's average and therefore could not match the work they did. Another reason given for poor working condition was the fact that employees had no choice of the shift they wanted to work and the supervisors were cruel to them. These made the work of the employee stressful (Kuria *et al.* 2012:316).

The authors further suggested, that the nature of work within the hospitality industry, include hard deadlines, unexpected interactions with guests, long working hours, night and evening work, repetitive work, high emotional demands, low influence (control), shift work, high work space and problems with coordination of work. Working in the hospitality industry can be stressful and that many workers are vulnerable in terms of their poor working conditions and low wages. Moreover, reasons that makes employee to leave the hospitality industry and found working environment not good for them, working long hours, unpredictable shifts, few breaks, heavy physical demands, and mental and emotional demands as stressors in the hospitality industry. Various studies have proven that individuals working in the hospitality industry show signs of stress and overwork, due to demands placed by organizations that tend to pressurize the employees. People working in hospitality industry were under pressure because of private working conditions, long working hours, working weekends and holidays which bring in many problems and decrease moral and the level of enthusiasm of employees. Repeating the same job every day

without any variety in the work activities also creates “worn-out” workers. Hospitality workers are required to perform various unrelated tasks in a very limited time frame and without adequate training which a source of stress is also for them (Kuria *et al.* 2012:316).

Aydogdu and Asikgi (2011:44) cited that providing good physical working conditions cleanliness of the working place, lightning, adequate tools and equipment enables employees to carry out their jobs easily, comfortably and efficiently. Working conditions such as flexible time, job sharing and shorter workweeks are quite valued by employees. Leblebici (2012:39) stresses that higher salaries and compensation benefits may seem the most likely way to attract employees. However, quality of the physical workplace environment may also have a strong influence on a company’s ability to recruit and retain talented people some factors in workplace environment may be considered keys affecting employee’s engagement, productivity, morale, comfort level etc. Although convenient workplace conditions are requirements for improving productivity and quality of outcomes, working conditions in many organizations may present lack of safety, health and comfort issues such as improper lightening and ventilation, excessive noise and emergency excess. People working under inconvenient conditions may end up with low performance and face occupational health diseases causing high absenteeism and turnover.

Parvin and Kabir (2011:116) advocate that the worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker’s mental and physical well-being. Working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. Factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

2.6.5 Employee Communication

According to Itumbiri (2009:30) communication is the transfer of information from a sender to a receiver, with the information being understood by the receiver. Communication is important in the function of leading. The purpose of communication in an organization is to effect change to influence action toward the welfare of an organization. It is also important for the management to effectively communicate with workers so that they hear what bothers the workers. Lack of effective communication and role ambiguity in RIDA may impair efficiency because the workers can be unsure of their scope when it comes to handling tasks. Good employee relations can only be realized by having in place appropriate communication strategies. Good two-way communications are required so that management can keep employees informed of the policies and plans affecting them, and employees can react promptly with their views about management's proposals and actions.

Jagun (2015:18) emphasises that there are various aspects of communication that can impact on the employees' desire to stay or leave. These include; regular staff briefings, easy access to communicate with the manager, and intercommunication among all employees. Regular staff briefings or communication through newsletters have been shown to have the biggest impact on employee retention. At a reasonable level of communication, employees feel involved in organizational decisions and are clear about the organization's strategic direction. 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- employers relationship. Lack of communication leaves employee feeling disconnected from the organization. Ying-Chang (2010:48) concluded that pay attention to employee ideas and complaints is another important aspect of communication. Employees who do not feel be listened to will be de-motivated. A system of regularly scheduled one-on-one meetings between the employee and manager can help fill the need to be listened to. Listening to employees gives them a message that they are valued and provides them with a sense of control over their work situation.

2.6.6 Salaries/ Remuneration / Minimal Pay

Nawaz and Pangil (2016: 159) explains that the definition of salary as “financial returns and tangibles benefits employees received as part of an employment relation”. In addition, they define salary as “a fixed amount of money and compensation which is paid to an employee by an employer in return of work performed”. Literature related to salary and turnover intention highlighted that salary as one of the greatest significant components for turnover decision. In this regard, majority of the previous literature revealed that when employees perceive better and equitable salaries within the organization, they are less likely to leave the organization. Therefore, salary is negatively associated to turnover intention, that is, higher the salary for workers, lesser the employee turnover for the organization. One of the most common reasons given by employees leaving their current employment is the availability of higher paying jobs. Most employees feel that they are worth more than they are actually paid. There is a natural disparity between what people think they should be paid and what organizations spend in compensation. They further argue that when the difference becomes too great and another opportunity occurs, turnover can result. Pay is defined as the wages, salary, or compensation given to an employee in exchange for services the employee performs for the organization (Nawaz and Pangil (2016: 160).

According to Mwilu (2016:19) pay rates are often around the minimum wage, making it difficult for employees to support themselves with one job and hence the need to moonlight in other jobs and to always is on the lookout for new job opportunities. Poor remuneration is one of the reasons of staff turnover. If employees are not satisfied with what they are paid, they normally leave to seek greener pastures. Moreover, the working conditions, motivation, recognition and an opportunity to grow must also be feasible. An employee may still leave even if another job offers a lower salary as long as he or she enjoys job satisfaction. Furthermore, Robbins (2003:72) approves poor remuneration is one of the reasons of staff turnover. If employees are not satisfied with what they are paid, they normally leave to seek greener pastures.

2.6.7 Employee Recognition

According to Ying- Chang (2010: 49) providing recognition to employees is a third aspect of communication. Types of recognition can range from a simple "thank you for a job well done," to a plaque, to financial incentives. Recognitions mean what employ do will be recognized by others especially the supervisors, and everyone will be phrased when they contribute to their work, which will create a very comfortable work environment. Achieving alone is one thing, people like to know they have achieved something and they like feedback that tells them so. (Forsyth 2001:5) argued that if the job is basically a dead-end proposition, this should be explained before hiring so as not to mislead the employee. The job should be described precisely, without raising false hopes for growth and advancement in the position. Employees have been found to leave their organizations due to the lack of appreciation, recognition and rewards. It has also been established that managers can motivate and inspire their employees to go the extra-mile at the workplace through recognizing and appreciating their good work performance (Frauenheim, 2010:1).

2.6.8 Opportunity to Move

The long hours and lower pay scales typically found at the entry-level management position have contributed to the conflicts of a work or life balance. Also, understanding the implications of promotions within retail that are often contingent upon geographic relocation, has led many firms to recognize that it is better to keep valued employees happy and in a stable, career track that does not have as great a risk of disrupting the employee or their family's well-being with a move. Entry-level managers also have faced the potential dilemma of receiving assignments and possibly, not having the personnel to complete the assignment (Ying- Chang 2010: 49).

2.6.9 Lack of Growth Opportunities and Career Growth

Ying- Chang (2010: 49) specified that providing career advancement opportunities is critical for retention, especially for those employees who are career oriented and are in the early or middle stages of their careers. Ensure that job openings are posted

and that there are no barriers to transferring to new positions (such as inter-organizational rivalries, or unwillingness to release an employee from a particular project). Career development discussions should be held at least annually as part of the performance management process or whenever the employee requests it. Opportunity for growth and development is very important for retaining good employees. If an employee feels trapped in a dead-end position, they are likely to look towards different companies for the chance to improve their status and income.

Furthermore, Nawaz and Pangil (2016: 161) also argued that career growth has been defined as the degree of professional upward mobility within the organization. In accordance to career growth and development carries satisfaction between the employees and decreases their intent of leaving the organization. Career management is a practice whereby organizations provide career counselling, training, mentoring, career paths, and career planning workshops to their employees. Career management practices are important because it argued that employees are very much concerned about their possibility of career growth whether in the organizations they are currently working for or in other organizations. Furthermore, it is also argued that to retain employees, organization should focus on career growth and career concerns policies that could create psychological contract with its employees. As such, employees who expect progress and growth in their career will ultimately stay longer in the organization, which means turnover intention will become less. This infers that employees who seek to get proper remuneration and promotion growth in their organizations will ultimately make it less likely their employees think about leaving their jobs (Forsyth 2001:5). Mahajan (2010:16) elaborate by say that career development is important to everyone. Organizations should advice and help on their employees' career development, highlighting how their job will cater to their needs. Employees should be made to feel that the employer is interested in investing time and money in them provided they stick to their job. The lack of a career advancement plan is another reason why employees leave their organizations. This results in high job dissatisfaction leading the managerial-level employees to look for alternative employment thereby increasing the employee turnover rates of an organization (Grobler *et al*, 2006:126).

2.1 Benefits and Rewards

According to Itumbiri (2009:28) rewards for employees act as a source of motivation. Motivated employees work harder. These rewards could be in form of good package, favourable working conditions, review of wages and salaries to promote efficiency. Employees who lack promotion prospects tend to feel undervalued by the Organization which leads to frustrations and eventually low output. Reward does not only mean monetary but also non-financial rewards like words of affirmation, incentives scheme, recognition, increased responsibility and the opportunity to achieve and grow.

Armstrong (2008: 133) identified that reward system consists of explicit policies practices and procedures which are organized and managed as a whole rewarding employees makes them feel appreciated and wanted, which enhances their bond with the organization. Rewards, therefore, play a role in retention of employees by making them feel wanted and motivated which in return leads to job satisfaction and a higher probability of staying within an organization. Organizations need to understand the factors that determine the degree to which rewards satisfy people as this contributes to their motivation and engagement. Rewards have an enduring impression on employees which in turn gives the employees an impression that they are valued in the organization (Jagun 2015: 19).

2. 7.1 Intrinsic Motivation

Simons (1995: 21) describes motivation is a critical concept in understanding and predicting employees' satisfaction as well as developing strategies for effective management of human resources. Motivation as "the force that impels people to choose a particular job, to stay with that job, and to try hard." His study reported that hospitality employees were motivated by various factors such as good wages, security, opportunity, good working conditions, or interesting work. Given employees' differing expectations of the employment situation, as well as differing employer needs and wants, it will be important to apply diverse approaches that positively motivates employees as well as retains them. In addition, in order to positively motivate employees to work, scholars the importance of providing and designing working conditions that can meet basic needs or desires of employees. Nevertheless, the

association of intrinsic motivation with job satisfaction has received little attention from hospitality educators and researchers. Given that more motivated employees are likely to be more satisfied with their jobs (Kim and Jogaratnam 2010:323).

Intrinsic motivation is motivation that arises from within. Intrinsically motivated employees are enthusiastic and eager to succeed, and they bring their own motivation to the work at hand. As a manager you do not have to force them to do their work. They want to do it and they want to do it well. Intrinsic motivation generates the kind of behaviours managers look for their ideal employee. People who are intrinsically motivated to do their work are enthusiastic, responsible, caring and happy to help someone else out, to contribute to a team or to take on a little extra responsibility themselves if need be. They look to their managers to support them and help them get the information and resources needed to do a good job. But they do not expect their managers to motivate them. When you manage intrinsically motivated people, you do not have to be constantly pushing them uphill. They want to go they just need a little help and direction to make sure they go the right way (Haim 2003:12, 13).

Haim (2003: 66) argued how to increase employee motivation:

- Communication

The easiest way to increase employee motivation is by having positive communication at the workplace. Not relying only on emails but by making sure they talk to their employees in person and even on a personal level, if possible. Try setting aside some time each day to talk with employees or you can join them during coffee breaks instead of sitting at your desk. By doing so, you actually make employees feel as though you are part of the team; a leader instead of just the boss. Employees also want to see the company that they are working for succeed. Many have excellent ideas, ranging from money saving to operational improvements. Management must make an effort to take some time to ask and listen to suggestions. Nothing is more worthwhile than feeling valued.

- Value Individual Contributions

Management should ensure their employees on how their individual efforts and contribution plays an important part of the company's overall goals and direction. Employees will take pride and be engaged in their work if they are aware how their efforts create an impact the organization; regardless of how big or small their contributions are. Management does not have to reward their employees with gifts every single time they did a good job at a task. At times, a simple "Thank You" or "Great job" will suffice. These meaningful words acknowledge effort, build loyalty and encourage people to work even harder.

- **Positive Workplace Environment**

Sometimes, the employees lack motivation because their workplace does not have a positive work environment. To fix this, management could send out surveys and get feedback from employees in order to solve the issues that they may face. Management could also post a positive quote or picture by the copier, coffee machine or somewhere else that is visible and that receives high foot traffic so that others can see. Flora and fauna also helps create a serene workplace environment for your employees, so why not add a couple of plants around the office. Management could also find creative ways in which to consistently keep their employees motivated as much as possible.

2.7.2 Job Security

According to Mahajan (2010:10) organizations should provide as much job security as possible. Employees who are made to feel that their jobs are precarious may put a great deal of effort in to impress, but they are also likely to be looking for more secure employment at the same time. Security and stability are greatly valued by most employees.

2.7.3 Job Dissatisfaction

According to Albttat *et al.* (2013: 62) employee's dissatisfaction will affect their commitment to work and lead them to turnover from the organization physically and or mentally. Employee turnover rates are influenced by employee dissatisfaction within the job environment and reduce their contribution to the job. Many scholars

have studied the consequences which probably have forced an employee into a quitting decision. This is followed by evaluating other work environments which will lead to the intention of seeking other opportunities. Often, turnover cost affects the organization. Job dissatisfaction is one of major causes of absenteeism. Robbins and Decenzon (2002:120) state that a person with high job satisfaction usually holds positive attitudes towards the job. It is the people with negative attitudes that absent themselves. Job dissatisfaction has been found to be a common occurrence with several levels of severity. A direct positive correlation was found in the employee's level of dissatisfaction and the chance that the employee would leave the organization. Also, the level of job dissatisfaction did decrease when employers attempted to accommodate all reasonable requests for improving the work situations.

2.7.4 Pressure/Stress

According Kim and Jogaratnam (2010:323) job stress is an important indicator of employee satisfaction with their jobs. Job stress has been defined in terms of employees' experiences with characteristics of the job environment (e.g., substantial demands of the job or insufficient supply of resources). Individual job stress derives from imprecise understanding of performance expectations on the job and has been described in terms of role conflict and role ambiguity job stress/pressure can occur when individuals experience uncertainty about their roles as well as miscommunication with their co-workers or managers. Previous research has established that job pressure/stress is negatively associated with job satisfaction employees are more likely to be dissatisfied with their jobs when they experience pressure/stress.

2.7.5 Job Satisfaction / Employee Satisfaction

Pareek (2013: 39) distinct that employee satisfaction as how people feel about their jobs and the different aspects of their jobs. Employee satisfaction as either positive or negative evaluative judgments made by people about their job or work situation. Employee satisfaction is described as how pleased an employee is with his or her position of employment. Employee satisfaction as improved job attitudes, increased

productivity, and reduced turnover. Some of the studies also found that employee satisfaction is dependent on good working environment, high job security, high wages, fringe benefits, and an opportunity for savings. External rewards, internal rewards, and personal characteristics are primary determinants of employee satisfaction. The author found that sectors also affect employee satisfaction. Job characteristics such as participation, task significance, job specific city, career development support, and feedback are primary factors in employee satisfaction.

McPhail *et al*, (2015:1815) moreover, lack of job satisfaction among service delivery employees can result in decreased morale and higher turnover, and eventually affect business competitiveness and performance. Employee satisfaction is seen to be of critical importance by the hospitality industry, both domestically and internationally. This is because job satisfaction influences customer service quality and helps to achieve greater customer satisfaction. As such, progressive hospitality managers are required to ensure that their employees have high levels of job satisfaction and motivation with a view to delivering exceptional customer service.

Turnover happens when there is dissatisfaction in the job. Job satisfactions are a set attitude towards work and job satisfaction is required by all staffs or employees. Job satisfaction effects turnover, absenteeism and performance. Employees that are more satisfied with their jobs or work are less absent and would stay on longer in their jobs compared to the least satisfied employees. Job satisfaction is determined by a variety of factors, the work itself, wages or salaries, growth and upward mobility, supervision, colleagues and attitude towards work (Sangaran and Garg 2012: 4). Shahzad (2015: 128) stated that job satisfaction is considered to be a mandatory factor for an employee working in an organization whether it is a government organization or non-government. Job satisfaction stems from the liking of an employee. If an employee likes his job, then it can be said that employee is satisfied with the current job. If an employee dislikes the job, then it can be said that the employee is not satisfied with the current job.

Kim and Jogaratnam (2010:323) elaborate that when employees perceive that management is sincerely concerned for their well-being, they experience higher

levels of job satisfaction and reduced turnover intent. Job satisfaction also heavily influences turnover intention which represents a reliable indicator of actual voluntary turnover. In fact, job satisfaction has been shown to be a strong predictor of turnover intentions as well as lower levels of absenteeism and lateness. Job satisfaction is increased by factors such as autonomy, job control, and social support from colleagues and reduced by factors such as workload and stress.

Determinants of job satisfaction according to Sangaran and Garg (2012: 4)

- **The Work Itself-** The nature of the work or job has a major effect on overall job satisfaction. Employees that think of their jobs as monotonous, unchallenging or boring will tend to have a lower satisfaction towards their job.
- **Pay or Wage-** Overall job satisfactions would be affected if the pay or wage of an employee received is unsatisfactory. Employees or staffs whom are not satisfied with their salaries or wages would not perform the jobs well or to the employees' fullest potential.
- **Growth and Upward mobility-** Whether an employee is satisfied with the establishment or their personnel growth, Potential for upward mobility may affect job satisfaction.
- **Supervision-** Supervision received by staffs or employees would certainly affect job satisfaction. The relationship between the employer and employee is very crucial in maintaining a good balance for employees to be satisfied.
- **Co-workers-** It affects overall job satisfaction. Staff that does not work well and have good human relations with other co-workers face less satisfaction when compared to those that have good human relations.

2.7.6 Poor Remuneration

According to Akinyomi (2016:109) when an employee is engaged in a low-wage position with inadequate benefits, there is little or no motivation to continue if a comparable employer offers even a slightly higher rate of pay. Thus, low-wage jobs usually record a higher rate of employees' turnover; although, it cost less for employers to replace employees in this category when compared to those in a high-wage positions. Employees who contribute significantly to an organization but whose wages fall short of the current market rate, possibly will feel cheated in the present

employment and seek for employers that will pay what they considered appropriate remuneration. Hissom (2009) asserts that the top most factors that causes high labour turnover rate is salary structure since employees are rational and will often prefer employment that has comparable salary structure in place. Therefore, poor remuneration remains a major cause of high employees' turnover.

2.7.7 Poor Interrelationship Between Employees and Management

According to Akinyomi (2016:109) the nature of interrelationship between employees and management represents another factor that cause employees' turnover. If the interrelationship between employees and the management is poor, employees will not hesitate to quit for another employment at any available opportunity. Conflict with managers and supervisors is a frequent cause of employees' turnover. A feeling that management in general, or a particular manager and team leader is treating employees unjustly or is bullying his staff can lead to a high rate of employee turnover. It is somewhat unusual for employees to quit employments in which they are happy and having good interpersonal relationship, even if offered another employment with a higher salary elsewhere. This is because employer-employee's relationship plays a very important role on employees' turnover.

According to Fursso (2015:11) there are number of factors that contribute to employee turnover. We explore some of these factors in more detail below: Causes and influencing factors

- The economy- One of the most common reasons given for leaving the job is the availability of higher paying jobs. Some minimum wage workers reported for leaving one job to another that pays only 50 cents an hour more. Obviously, in a better economy the availability of alternative jobs plays a role in turnover, but this tends to be overstated in exit interviews.
- The characteristics of the job- some jobs are intrinsically more attractive than others. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenges, danger, perceived importance and capacity to elicit a sense of accomplishment.

- Demographics -empirical studies have demonstrated that turnover is associated in particular situations with demographic and biographical characteristics of workers.
- The person- In addition to the factors listed above; there are also factors specific to the individual that can influence turnover rates. These include both personal and trait-based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade or an unsolicited job offer. In addition to these personal factors, there are also trait-based or personality features that are associated with turnover.
- A bad match between the employee's skills and the job– Employees who are placed in jobs that are too difficult for them or whose skills are under-utilized may become discouraged and quit the job.
- Substandard equipment, tools or facilities –If working conditions are substandard or the workplace lacks important facilities such as proper lighting, furniture, restrooms and other health and safety provisions, employees will not be willing to put up with the inconvenience for long time.
- Lack of opportunity for advancement or growth – If the job is basically a dead-end proposition, this should be explained before hiring so as not to mislead the employee. The job should be described precisely, without raising false hopes for growth and advancement in the position. When employees perceive no growth areas or future or desire to advance within the system, they have no reason to remain in the current work situation. If growth is desired but leaving the current employer is required, it will result eventually in the employee's departure.
- Feelings of not being appreciated – since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their works. Even the most seasoned employee needs to be told what he or she is doing right once in a while.
- Inadequate or lacklustre supervision and training – Employees need guidance and direction. New employees may need extra help in learning an unfamiliar job. Similarly, the absence of a training program may cause workers to fall behind in their level of performance and feel that their abilities are lacking.
- Unequal or substandard wage structures – Inequity in pay structures or low pay is great causes of dissatisfaction and can drive some employees to quit. Again, a

new worker may wonder why the person next to him is receiving a higher wage for what is perceived to be the same work.

According to Thomas (2015: 3042-3043), these are problems related to employee turnover:

- Increased work load

The loss of employees can result in increased work load to the other employees in the company. Employees suggest that the employee turnover in their company leads to increased work load.

- Training and development cost.

Training and development in each of the construction company costs more as compared to the salary increment of the current employees. New employees need training to do the job effectively also the new employees take more time to develop.

- Low Morale

Morale in high-turnover firms is usually weak. Company culture is that the shared norms and values of a group of workers who work with each other. Motivating your workers to share the vision of your business and perform at high levels is tough once colleagues and colleagues are vanishing all around them. Workplace relationships are a key to an employee's satisfaction with work. As friends and colleagues leave, remaining workers perpetually got to cycle through the method of going to understand new worker.

- Productivity

High rates of employee turnover will cause lower employee productivity. Employees who have additional expertise at a definite company are additional aware of the company's policies, goals and the way to meet their roles within the company. New employees typically need time to be told the way to fulfil their roles; since firms with high turnover can tend to possess additional inexperienced employees, they may conjointly suffer from lower employee productivity. Little firms with few total workers

might notice it particularly troublesome to interchange employees, as employees might fill a spread of various specialized roles.

- Management Frustration

Managers quickly get frustrated with the constantly revolving of employees. The employees contribute to longer-term employees getting upset and leaving. Plus, poorly equipped and developed employees place more burdens on the manager to work hands-on in the business. This takes away from his decision-making and supervisory duties.

- Customer Service

High turnover will damage a business ability to retain clients and supply high-quality customer service. Customers might feel more comfortable talking to a similar staff and client service representatives over time. Personal relationships and familiarity will build client loyalty. Small businesses are higher positioned than giant competitors to require advantage of this, however if employees are perpetually feat and being replaced by new ones, it may limit the power of the business to make a powerful rapport with customers.

- Poor Performance

High turnover the basic the important level of expertise across your organization is below it otherwise would be. Workers with less information and less expertise in your business and with their jobs will not produce moreover as people who apprehend additional regarding what they are doing. During a production job, the efficiency of production is probably going lower. In sales and repair jobs, sales results and repair satisfaction ratings are affected; workers felt issue to finish the duty inside the estimated time.

- Costs

High prices are one of the additional mentioned negatives of high turnover. When a worker leaves and is replaced, there are prices related to the method of losing the

primary worker and hiring and coaching the new one. It will value regarding half of an unskilled worker's remuneration to switch a lost Worker.

2.2 Causes of Employee Turnover

Literature reveals that some factors facilitate employees' turnover. This section presents the most important causes of employees' turnover. Work Environment Akinyomi (2016:109) argues that physical condition in the place of work is deficient of crucial amenities, it could discourage employees and promote employees' turnover. Inadequate provision of basic amenities such as health care services, furniture, suitable lighting, and proper ventilation can cause employees to begin to seek for alternative employment where the physical condition are more conducive. Another work environment factor that can cause employees turnover is stress. The banking sector, technological advancement and globalization have increased time pressure; extreme work demand, role conflicts and problematic customer relationships which are causes of stress. Employees who prefer to work under less pressure may quit for alternative employment opportunities that promise less stress.

- **Poor Remuneration Packages**

This represents one of the major causes of high labour turnover. Shukla and Sinha (2013:53) observe that when an employee is engaged in a low-wage position with inadequate benefits, there is little or no motivation to continue if a comparable employer offers even a slightly higher rate of pay. Thus, low-wage jobs usually record a higher rate of employee turnover; although, it costs less for employers to replace employees in this category than when compared to those in a high-wage positions. Employees who contribute significantly to an organization but whose wages fall short of the current market rate, possibly will feel cheated in the present employment and seek for employers that will pay what they considered appropriate remuneration. The topmost factor that causes high labour turnover rate is salary structure since employees are rational and will often prefer employment that has a comparable salary structure in place. Therefore, poor remuneration remains a major cause of high employees' turnover (Akinyomi 2016:111).

- **Poor Interrelationship between Employees and Management**

The nature of interrelationship between employees and management represents another factor that cause employees' turnover. If the interrelationship between employees and the management is poor, employees will not hesitate to quit for another employment at any available opportunity (Shukla and Sinha 2013: 55). Conflict with managers and supervisors is a frequent cause of employees' turnover. A feeling that management in general, or a particular manager and team leader is treating employees unjustly or is bullying his staff can lead to a high rate of employee turnover. Shamsuzzoha and Shumon (64:2010) contend that it is somewhat unusual for employees to quit employments in which they are happy and enjoy good interpersonal relationships, even if offered another employment with a higher salary elsewhere. This is because employer-employee's relationship plays a very important role on employee turnover.

- Lack of Career Progression

Armstrong (2004: 50) stated employees' turnover tends to increase if there are no career prospects in the employment. Discontent with career prospects is a foremost cause of turnover. Increasing number of employee's desire to grow in their careers and need to move forward and there is little or nothing employers can do about it, particularly with today's flatter organization and promotion prospects being so limited. These are the individuals who acquired a portfolio of skills and may deliberately change direction numerous times during their careers. Shukla and Sinha (2013:65) mentioned increases in labour turnover could also be as a result of the lack of potential opportunity for promotions or elevations. As a rational being, employees would prefer employments which provide them with opportunity for higher position and higher remuneration packages.

- Role Stressors

Akinyomi (2016: 10) identified three role stressors, which contribute to employee turnover. These three role stressors are role ambiguity, role conflict, and role overload. Almost the opposite of lack of responsibility, role stress is a result of work environment perceptions and thus, influences affective responses such as organizational commitment. Role ambiguity results when an employee is uncertain

how to perform the job. This could occur when there are undefined management positions within an organization. Role conflict is experienced when an employee receives two or more sets of expectations or demands that are incompatible and cannot be simultaneously satisfied. The first two, role ambiguity and role conflict are stressors that are experienced within the organizational framework itself. Unlike the first two, role overload is when extra organizational variables are added into the context of the workplace. An example of this could be work-family conflict, where the pressures of the two roles conflict and one or both areas are in need of consideration. Work-Family conflict is likely to directly affect intent to leave, and the more work-family conflict an employee experiences, the greater the employee's intentions to leave the organization. The company will be less likely to pressure the employee or manager into a conflicting situation that could contribute to the work-family conflict, knowing that increased levels of role conflict will negatively affect commitment to the organization. This is something that must be considered when promoting an employee considering that in many retail organizations promotions are often contingent upon geographic relocation.

2.3 Costs and Consequences of Employees Turnover

Increased labour turnover is very costly for all business organizations. These include direct and indirect costs. The generally noticeable costs in connection with turnover are the amounts of funds expensed on vacancy advertisement, headhunting fees, interview, recruitment and training of new hire, loss of productivity, and cost of inefficiency of the new staff. There are other hidden costs related to employees' turnover. Instead of an organization expending substantial amount of money and time trying to find replacements for disengaged employees, it could have dedicated such resources and energy in productive activities that will contribute towards moving the organization in achieving its objectives. This hidden cost of turnover is one that frequently gets ignored when considering approaches geared towards reducing employees' turnover. Organizations that spend fewer amounts of time and financial resources on solving employees' turnover problems could focus

on increasing productivity and improving customer satisfaction. This will culminate in higher long-term profitability and improved quality of service (Akinyomi 2016: 109).

2.4 Strategies That Minimize Employees' Turnover

There are strategies which could be put in place in every organization to address the problem of employees' turnover. These measures may not totally eliminate employees' turnover but surely it will reduce it to the barest minimum (Ngethe, Iravo and Namusonge, 2012: 207).

- **Provision of Quality Leadership**

Employees' turnover can be reduced through the provision of quality management by management generally and by individual manager and team leader (Armstrong 2004: 51). Employees should be treated fairly, justly and with human dignity by managers, giving them due respect, devoid of harassment and embarrassment. This will create an atmosphere of mutual respect between managers and their staff, and in turn drastically reduce employees' turnover (Shamsuzzoha and Shumon, 2010: 66). Employees are likely going to stay with an organization if they are convinced that their managers show interest and concern for them, if they are familiar with what is expected of them, if they are given a role that fits their capabilities and if they receive regular positive feedback and recognition. The quality of relationship an employee has with his or her immediate managers elongates employee stay in an organization.

- **Creating Conducive Work Environment**

Another strategy which can be utilized in addressing employees' turnover is through the creation of a favourable work environment for employees. Work environment is one of the factors that affect employee's decision to stay with the organization (Ngethe, *et al*, 2012: 210). The physical condition in the place of work should be such that it has crucial amenities that will motivate employees to do their best. Adequate provision of basic amenities such as health care services, air conditioning, office space, furniture, suitable lighting, and proper ventilation can encourage employees to remain with their employers (Shukla and Sinha, 2013: 57). Similarly,

employers should create an atmosphere that will reduce employees' stress level at all times as this will further boost their morale to remain in the organization. Working environment that is comfortable, relatively low in physical psychological stress, facilities and attainment of work goals will tend to produce high levels of satisfaction among employees.

- Enhanced Remuneration Packages

Attractive remuneration package is one of the extremely essential factors of reducing employees' turnover since through its employees' financial and physical needs can be met. Employees will not likely want to quit their present job for a new one if they are convinced that their current remuneration packages are above average of what is obtainable in the same industry. According to Tettey (2006: 60) satisfaction with salaries is one of the key factors facilitating the commitment of employees to their organizations and careers, and consequently their decision or intent not to leave.

- Provision of Career Progression Opportunities

Employers can drastically reduce employees' turnover through the provision of avenues for career progression. There should be opportunities for growth and promotion within the organization. Employees look forward to working in organizations that make available to them opportunities to be promoted to new higher and more challenging positions. Dockel (2003: 70) strongly argues that employees should not only be rewarded financially but they should also be provided with opportunities to grow within the organization. Employees who feel that they are making progress in their positions generally are motivated and will likely stay in fulfilling position. Promotion offers opportunities for growth and is one of Herzberg motivators which can be used to enhance retention.

Provision of Training and Development Opportunities

Akinyomi (2016:108) mentioned that training and development represent another strategy for reducing employees' turnover in any organization. The purpose of training in the work context is to develop the abilities of the individual and to satisfy the current and future manpower needs of the organization. Opportunities for training

and development are among the most important reasons why employees stay especially young and enthusiastic ones. Investment in training is one way to show employees how important they are. One of the factors that Herzberg identifies as an important motivator is the advancement opportunities.

2.5 Conclusion

This chapter has analysed and discussed a series of available literature on the subject of the study research thesis. An in-depth discussion was deliberated by the important concepts offer from the theoretical framework so that a profounder understanding of the research problem could be well-known. Various studies were provided, given, and compared against each other in order to give a theoretical background to the study. The chapter that will follow will cover the research design and methodology of the study.

CHAPTER 3: RESEARCH METHODOLOGY AND DESIGN

3.1 Introduction

This chapter will address the procedures and methodology used to examine and explore the purpose and objectives of the study. In this chapter, an in depth description of the methodology that will be used in this study will be motivated. The chapter will present the research design, population frame, sample frame, and sample technique. It will establish the instrument design and instrument administration, as well as to verify the reliability and validity.

Data analysis and data interpretation methods will be indicated. This is conducted in order to accomplish this research scientifically. According to Peter (2011:114) research methodology reveals how the research will be conducted and how the data will be collected and analysed. It mainly focuses on the following: research design, data collection, and questionnaire design and data analysis.

3.2 Research Design

According to Leedy and Ormrod (2010:22) research design can be defined as a set of guidelines and instructions to be followed in addressing the research problem. Research design's main function is to allow the researcher to foresee appropriate research decisions, in order to maximize the eventual results validity. According to Wisker (2009:20), the research design is chosen based on the skills and practices of the research that impact the researcher's techniques for the collection of data. Mouton (2014:107) defines research design as a means of setting instructions and guidelines in addressing the research problem or phenomena. Gorard (2013:8) amplifies this but stating that the research design is a way of planning or organizing a research project in order to maximize the collection data that is relevant in addressing the answers of the research questions. Fobosi (2012:1) describes the design of the research as a strategic framework for action that is to achieve the

research question goals and the implementation of the research project. In this regard, the research design is the plan for collecting and analysing data to make it possible for a researcher to answer all questions directed to the target populace. Fobosi (2012:1) states that research design is a plan of action that clearly puts everything in to perspective in terms of obtaining evidence that will be relevant to answer the research questions.

Research design is the plan which the researcher follows for the optimum achievement of research objectives (Berndt et al. 2011: 31). Methods of research are also referred to as data collection techniques (Wilson 2014:119). Research methods are broadly enumerated into two namely quantitative and qualitative methods. Quantitative methods involve the measurement of quantity or amount and it is applicable to research phenomena that can be illustrated in terms of quantity, while qualitative methods are used on a phenomenon which is based on values and quality (Shajahan 2011: 9). Methods of research are also referred to as data collection techniques (Wilson 2014:119). Research methods are broadly enumerated into two namely quantitative and qualitative methods. Quantitative methods involve the measurement of quantity or amount and it is applicable to research phenomena that can be illustrated in terms of quantity, while qualitative methods are used on a phenomenon which is based on values and quality (Shajahan 2011: 9). Veal (2011:231) states that the word qualitative is used to express research methods and techniques which result in giving information in the form of words rather than numbers. Qualitative research design helps the researcher to collect efficient information related to the study, and eliminates limited information issues (Veal 2011:232). The data will be collected in the form of a survey through self-administered questionnaires and will be interpreted. Questionnaires are a very appropriate and straightforward way of approach when conducting a study about attitudes, values, ethics, beliefs and cultures (Robson 2011:241). The researcher used precise self-administered questionnaires anticipated to be completed in 15 to 20 minutes (Altinay, and Paraskevas 2015:120).

3.3 Primary Data

Primary data is the original information gathered by the researcher for the use of his or her own research at hand (Babbie, 2010:287). Primary data is the first-hand data attained by the researcher regarding the variables of interest for the use of the study (Andrew and Halcomb, 2009: 105). The primary data collection method is self-administered questionnaire. Theresa *et al.* (2013:86) highlight that primary data is personally collected by the researcher or can be acquired from a direct observation. The data will be collected using a structured questionnaire in a quantitative form. The questionnaire will be administered personally by the researcher. The questionnaires with a covering letter (Annexure A) will be hand delivered by the researcher to the respondents. The study therefore employed a personal data collection method. McMillan and Schuhmacher (2006:116) agree that the questionnaires are an efficient data collection tool used by a researcher when information about what is needed is not there. For this study a structured administered questionnaires were used for collecting primary data. The questionnaires were personally administered to the selected sample respondents.

3.4 Secondary Data Collection

Secondary data refers to the information collected by individuals or organizations other than the researcher (Dan, 2012:122). Secondary data for this study will be attained from journals, e-journals, media articles, government publications, other dissertations and theses and company reports. Sekaran and Bougie (2010:113) agree that secondary data is made up of already published work and collected for purposes other than the research at hand. McQuarrie (2010:169) states that secondary data assists in improving the understanding of the knowledge, as well as providing a source of comparison for the information that is gathered by the researcher. According to Kumar (2008: 136), secondary data have advantages that include easy and readily accessible data which are inexpensive to get. Zikmund and Babin (2013:236) maintain that the shortcomings of secondary data are that the data collected may be out of date, inappropriate and irrelevant to help in the study.

3.5 Quantitative Research

This study adopted a quantitative research approach. Leedy and Omrod (2010: 135) disclose that a quantitative research approach consists of analysing the theory, by stipulating narrow hypotheses and gathering data, in order to support or contradict the hypotheses. McDaniel and Gates (2010: 132) declared that a quantitative research approach involves statistical analysis and relies on numerical evidence to draw conclusions or to test hypotheses. A quantitative research approach was employed due to its capability to attain a large number of respondents in a short period of time. Descriptive research was found relevant and appropriate for this study. According to Creswell (2014:294) quantitative research is a means for testing objective theories by examining the relationship among variables. These variables can be measured, typically on instruments, so that numbered data can be analysed using statistical procedures. The final written report has a set structure consisting of introduction, literature and theory, methods, results, and discussion. Quantitative studies take place where collected data can be analysed using conventional statistical methods. Quantitative research was selected for this study after careful consideration of other available methods. Quantitative research was selected because these particular research methods seeks to explain phenomena, collect numerical data and analyses them mathematically (Gravetter and Farzano, 2011:129).

The study employed a self-administrated structured questionnaire as the method of data collection to obtain results which were then analysed by the use of statistical software. According to Bajpai (2011:108) the researcher chose for a quantitative research method since it has a high probability of reducing the probabilities of individual's biases affecting the phenomena under study as it receives less interaction among the investigator and the subjects. The researcher chose the quantitative method of research for the purposes of this study. Quantitative research is defined as research that is concerned with the systematic measurement, statistical analysis and methods of experimentation of things that can be counted (Fox and Bayat, 2007:7).

According to Maree, *et al.* (2008:145), quantitative research is a process that is systematic and objective in its ways of using numerical data from only a selected subgroup of a universe (or population) to generalize the findings to the universe that is being studied. Creswell (2009:175) asserts that quantitative research is a means for testing objective theories by examining the relationship among variables which can be measured on instruments, so that numbered data can be analysed using 68 statistical procedures. Creswell (2009:175) reasons that when using the quantitative approach, a researcher should concentrate on the quantitative facts or data associated with the problem and develop mathematical expressions that describe the objectives, constraints and other relationships. Leedy and Ormrod (2010: 28) explain that quantitative research involves correlation among two or more phenomena. Quantitative research designs are either descriptive or experimental. This research is compiled as a descriptive study, adapting the quantitative approach. Descriptive research examines a situation as it is, without changing or modifying the situation under investigation, and is not intended to establish cause-and-effect relationships

3.6 Descriptive Study

According to Sekaran and Bougie (2013: 97) descriptive studies are often designed to collect data that describe the characteristics of persons, events, or situations. Descriptive research can be either quantitative or qualitative in nature. It may involve the collection of quantitative data such as satisfaction ratings, production figures, sales figures, or demographics data, but it may also entail the collection of qualitative information. Descriptive studies may help the researcher to, understanding the characteristics of a group in a given situation, think systemically about the aspects in a given situation, offer ideas for future probe and research and helps make certain simple decisions.

Welman, Kruger and Mitchell (2005:231) resist descriptive statistics that are used to explain the underlying features of the data in the study. Descriptive statistics refer to the organising and describing of quantitative data. The objective of descriptive research is to describe things, such as demographics and attitudes of consumers (Armstrong and Kotler 2011:135). Welman *et al.* (2005: 229), state that frequencies

determine if the distribution is even across categories or if they cluster around one or two categories. Descriptive data analysis includes summarised tables, measures of central tendency, dispersion qualities, tables, charts and graphs to describe, organise, summarise and present raw data.

3.7 Case Study

According to Hays and Singh (2012:417) case study research, is a research tradition known as the universal tradition. Case studies are distinguished from other qualitative traditions because cases are researched in depth and the data are delineated by time period, activity and place, using multiple data sources and methods. A case study is a depiction either of a phase or the totality of relevant experience of some selected datum (Foreman 1948:408). Thomas (2011:23) state that case studies are analyses of persons, events, decisions, periods, projects, policies, intuitions or other systems which are studies holistically by one or more methods. The case that is the subject of the inquiry will be an instance of a class of phenomena that provides an analytical frame an object within which the study is conducted and which the case illuminates and explicates.

Adelman, Jenkins and Kemmis (1976: 148,149) produced a list of what they termed the possible advantages of case study:

- Case study data is strong in reliability but difficult to organize
- Case studies allow generalization either about an instances or from an instances to a class
- Case studies recognize the complexity and embeddedness of social truths
- Case studies are a step to action their insights may be directly interpreted and put to use
- Case studies present research or evaluation data in a more publicly accessible form than other kinds research report.
- Case study using qualitative methods in particular enables the experience and complexity of programmes and policies to be studied in depth.

- Case study has the potential to engage participants in the research process
- Case study is useful for exploring and understanding the process and dynamics of change.

According to Malcolm (2017:28) Strengths, Weakness and Desirable Qualities of Case Studies

Strength

- In depth/detailed/particular
- Holistic
- Typical/exemplary
- Critical/extreme
- Feasible/bounded

Weakness

- Generalizability
- Reliability

Validity

Desirable

- Rigour
- Theoretical framing
- Triangulation

According to Thomas (2011: 9) case study method is a kind of research that concentrates on one thing, looking at it in detail, not seeking to generalize from it. When you do a case study you are interested in that thing in itself as a whole. The case study is not a method in itself. Rather it is a focus and the focus is on one thing, looked at in depth and from many angles. Case study is not a methodological choice but a choice of what is to be studied, by whatever methods we choose to study the case. We could study it analytically or historically, entirely by mixed methods but we concentrate, at least for the time being on the case (Stake 2005:443).

3.8 Target Population

Population refers to a collection of related elements, all of which share some characteristics that are relevant to the research (Brotherton 2008: 165). It describes the summation of the units of analysis. The target population refers to the whole group of members likely to be engaged in the study, while a smaller group is selected and referred to as a sample (Carrie and Kevin, 2014:33). Population for this research includes all the employees at Durban Marine Theme Park. The target population was obtained from the Human Resource Department of Durban Marine Theme Park (UShaka Marine World). The target population for this study includes all employees expects senior top management employees. Hence, the target population comprised 100 employees.

3.9 Non- Probability Sampling Technique

This research employed the non-probability sampling method. According to Anderson (2013:130), non- probability sampling techniques includes snowball sampling, convenience sampling, quota sampling and judgmental sampling. Ayiro (2012: 218) highlights that non-probability sampling is mainly used in exploratory research and involves respondents or participants being selected in a subjective non- random manner. Welman *et al.* (2008:69) state that purposive sampling is an extremely significant type of non-probability sampling method in which the skill and creativity of the researcher is utilized to ensure that the sub-groups chosen within the population, do accurately reflect the whole population. In purposive sampling you simple with a purpose related to the kind of participant you are looking for. Usually you would be seeking on or more specific kinds of people or groups. Purposive sampling can be useful in situations where you need to reach a targeted sample quickly and where sampling for proportionality is not the primary concern. With a purposive sample, you are likely to get the opinions of your target population, but you are also likely to overrepresented subgroups in your population that are more readily accessible (Trochim *et al*, 2016:87).

Hays and Singh (2012: 8) posit that the intentions in purposive sampling is to select participants for the amount of detail they can provide about a phenomenon, and not

simply selecting participants to meet a certain sample size. Sample size in purposive sampling is relative to the research goals and tradition, and thus it is very difficult to establish the right number of participants. Non-probability sampling is based on judgments made by the researcher and probability sampling employs random selection to generate a list of the study participants (Paraskevas 2015: 95). In other words, non- probability sampling involves selecting cases that do not necessary represent groups outside of the research. According to Flick (2014: 481) purposive sampling is the process of selecting a sample that is supposed to be representative of a given population. Purposive sampling was used for this study, as this study is restricted to an exact group of people who are capable to give the required information (Babbie 2010:20).

Welman and Kruger (2002: 61,62) indicated that the probability that any element (unit of analysis) will be included in a non- probability sample cannot be specified, in some instances certain members may have no chance at all of being included in such a sample. Advantages of non- probability samples is that they are less complicated and more economical (in terms of time and financial expenses) than probability samples. Non-probability samples may be especially useful in pilot studies in which a preliminary form of a questionnaire has to be tested. According to Kothari (2004: 59) non-probability sampling is that sampling procedure which does not afford any basis for estimating the probability that each item in the population has of being included in the sample. Non-probability sampling is also known by different names such as deliberate sampling, purposive sampling and judgement sampling. In this type of sampling, items for the sample are selected deliberately by the researcher; his choice concerning the items remains supreme. In other words, under non-probability sampling the organisers of the inquiry purposively choose the particular units of the universe for constituting a sample on the basis that the small mass that they so select out of a huge one will be typical or representative of the whole. Non-probability sampling does not involve the process of random selection, that is, in the case on non-probability sampling, the probability of selection of each sampling unit is not known. It implies that non-probability samples cannot depend upon the rationale of the probability theory and hence we cannot estimate population parameters from sample statistics (Singh 2007: 108).

3.10 Advantage of Using Non-Probability Sampling

Smith (1983 as cited in Altinay and Paraskevas 2008: 95) defined non-probability as a sampling method “where it is not possible to specify the probability that any person or other unit on which the survey is based will be included in the sample”. Altinay and Paraskevas (2008: 95) posit that in the restaurant industry, probability sampling is elusive due to time constraints, high cost and ethical considerations. Sampling is defined by Altinay and Paraskevas (2008: 89) as the “process by which researchers select a representative subset or part of the total population that can be studied for their topic so that they will be able to draw conclusions regarding the entire population. Except for the fact that sampling saves time and money, it can yield a couple of advantages to a researcher. Sampling may achieve a greater response rate and greater cooperation from respondents, thus resulting in more accurate data. Additionally, sampling helps the researcher to keep a low profile, minimizing the number of people who might have to answer personal questions such as income per annum for each respondent.

Sekaran and Bougie (2013:252) elaborate by saying that non-probability sampling cannot be generalized to the population. Therefore, this study focuses on a specific sample selection. Purposive sampling was used as this study is confined to a specific group of people who are able to provide the necessary information. Non-probability sampling is often used in qualitative studies and it assists researchers to select samples purposively (Sekaran and Bougie 2013:253). The sample technique was further broken down into judgment sampling because the subjects that were selected for the study are experts in the field being studied (Sekaran and Bougie 2013:252).

3.11 Unit of Analysis

Unit of analysis is defined by Bailey (1982: 85) as objects of study which most often include individual persons, businesses, industry, a city, province or country. The unit of analysis for this research is individual persons. The responses to the questionnaires were firstly captured to form a data set and thereafter the responses

were analysed using the latest version of the Statistical Package for Social Science (SPSS) version 15 for Windows. According to Fink (2010: 180) data analysis can be considered as the process involving the selection and focus of data, in addition to the discarding of irrelevant data. It also involves statistics of organizing and interpreting numerical information. The analyses are descriptions, relationships, comparisons, as well as predictions.

3.12 Sample Selection

According to Saunders (2009:156) the selection of the sample produces significant statistical results for generalizations and also eliminates sampling errors. Babbie (2010:20) clarify that a sample allows a researcher to make fairly few observations, but gain a precise picture of a much larger population. For this study, target population equated to 100 to 140 employees and sample size will be 140 selected employees from Durban Marine Theme Park. Sampling is defined as the process of selection of sampling units from the population to estimate population parameters in such a way that the sample truly represents the population. Researchers aim to draw conclusions about populations from samples by using inferential statistics to determine a population's characteristics by directly observing only a sample of the population (Singh 2007: 89). The purposive sampling technique was approved for this study because of its appropriateness to the study. The purposive sampling technique was used because only respondents with sure characters careful helpful to the study were selected. By selecting respondents in this way, the researcher guarantees that only those with the ability to articulate the subject under investigation form part of the study (Churchill et al., 2010:336).

3.13 Sample Size

Babbie (2010:20) states that a sample allows a researcher to make fairly few observations, but gain a precise picture of a much larger population. Sekaran and Bougie (2013:261) reports that precision and confidence are vital tools in sampling, as we use the sample data to draw conclusions about the population. According to

Simon (2007:56) the actual sample size matters and the researcher must not underrepresent the population. The sample size are all the employees in the Durban Marine Theme Park estimate of 100 respondents and the recommended sample size was 140 (Sekaran and Bougie 2013:268). Nevertheless, due to costs restrictions and time constraints, the researcher had selected a fair sample of 100 respondents. This sample helped the researcher in evaluating and interpreting the data obtained. It is cost effective to use a smaller sample. When the research design and the respondents through sampling procedure were determined, the data collection method had to be considered.

3.14 Questionnaire Administration

Sekaran and Bougie (2013:147) defines questionnaires as documented questions that are designed to get relevant information by respondents for analysis. The respondents replied to a written set of questions established by the researcher relating to the particular field. The researcher used questionnaires as a research tool as it interprets to the objectives of the study. A questionnaire comprises of different questions, which seek to answer the research problem statement and question. According to Babbie (2010:43) questionnaires have advantages over some other types of surveys because they are cheap, do not require as much effort from the researcher as verbal or telephone surveys, and often have standardized answers that make it simple to compile the questions. Questionnaire permits a respondent a sufficient amount of time to consider answers before responding (Sekaran and Bougie 2014:69).

Babbie (2010: 66) states that the aim of questionnaires would be to get a highest possible response from the respondents and to do data collection. Thus, good questionnaire administering methods are essential in order to obtain more responses from all the employees who will respond to the questionnaires. Lesley (2011:47) clarify that questionnaires in most instances, respondents are able to complete the questionnaires at their own leisure because most of the employees would be working they can answer them during their free time and lunch or break time, it would not have negative impact on their jobs. As a result, response may be

more thoughtful and reflective. Sometimes in order to respond to certain questions the respondent must consult records. The ability to do so in a questionnaires format will lead to greater accuracy and hence better quality of information reported.

The questionnaires were email to all the employees that have access to the emails of the company and they promise to return them after two weeks. Employees that do not have access to email the research self-administrate the questionnaires to them. The questionnaires were given to the respondents by the researcher and explain what is that is required from them in order to answer this questionnaire. The researcher will gather the questionnaires directly from the respondents and it will take them about 15 to 20 minutes to complete. In this way, the researcher can guarantee that the questionnaires will be received on time and that there will be a high response rate. The researcher used the pick and drop time to administer questionnaires to employees so that they can answer them, the researcher would be using staff canteen during their lunch break in that way they will have enough time to finish the questionnaires together with the researcher to assist them to complete. The researcher provided the respondent with the necessary stationary required to fill out the questionnaire. This also consented to minimal interference experienced by the respondent. Respondents were required to complete required them to tick possible answers agree or disagree to find out whether he or she knows what the question is talking about and choose appropriate answer. Rating questions are those types of questions, which require respondents to rate their responses on a scaling basis whilst ranking questions require respondents to rank their responses in a descending or ascending order (Tews and Barlett 2012: 103). A letter of consent together with a letter of information would be included to guarantee respondents were well conscious of the intentions and rationale of the research. Questionnaires will particular supportive data collection of techniques so that the researcher would know correctly what to ask, need to ask many people and can ask standard questions that everyone will be capable to understand and respond.

According to Churchill (2012:280) a questionnaire should be designed in such a way that it collects the much-needed data and at the same time is understood by respondents. Since this will be the main communicating tool between the researcher

and the respondent, there is need for structuring the questionnaire clearly. The questionnaire was well structured and unbiased and most of the questions were close ended because the researcher wanted to find more information about factors that contributes to employee turnover in the hospitality industry. In addition, the possible answers of most questions were close ended questions to allow employees who had limited time to respond to the questions quickly. Patel and Desai (2013:320) state that when constructing a questionnaire, all instructions and questions should be succinct and clear, while the focus of the questionnaire should be apparent and outlined by the research questions. Mehta (2013:32) contracts that offer various suggestions for designing a questionnaire which comprise of the introduction, wording, and types of questions, Likert scales and the number of questions incorporated within the questionnaire.

Altinay and Paraskevas (2015:250) explained that the wording of each of the questions within the questionnaire will be checked for clarity of understanding. In addition, it is important to check that the respondents will able to appreciate the value provided by their answers, to the current investigation. This will be assessed during the pre-testing of the questionnaire. The length of the questionnaire will have kept comparatively short, thereby ensuring that it will be straightforward to administer as well as to undertake the coding of the responses (Fluege 2012:115).

3.15 Advantages of Using Good Questionnaires

According to Zikmund (2003:196), the following are the characteristics of a good questionnaire:

- Covers a significant topic
- Design to achieve objectives
- Only seeks information that is not obtainable
- Short as possible, clear and easy to complete
- Attractive, neat and easy to duplicate
- Clear directions, define important terms and
- Avoid asking double-barrelled questions

3.16 Data Analysis

According to Malhotra (2010:410), data analysis involves the manipulation, ordering, summarising and categorising of data and describing it in more meaningful terms. Burns and Bush (2010:169) define data analysis as the way of giving order, structure and meaning to the bulk of the collected data. Statistical techniques are used in analysing quantitative research data in order to see whether there is any relation between the variables. McQuarrie (2012:154) states that data analysis for quantitative studies where the data are numerical typically involves descriptive or inferential statistics. The questionnaires were gathered and counted to confirm that all the participants had responded and completed the questions. The data was analysed by means of statistical Partial least square-structural equation model (PLS-SEM) software

PLS-SEM is the structural model was used to analyses the data. Data collected from the responses was analysed using square-structural equation model (PLS-SEM) software was used to analyses this study. The responses to the self-administrated questionnaires quantitative were captured to form a data set. According to Fink (2010: 180) data analysis can be considered as the process involving the selection and focus of data, in addition to the discarding of irrelevant data. It also involves statistics of organizing and interpreting numerical information. The analyses are descriptions, relationships, comparisons, as well as predictions. In this study, the questionnaire was analysed statistically, by using PLS-SEM is the structural model.

3.17 Pretesting

To ensure that data collected will allow the investigative questions to be answered, preliminary. Analysis, using pilot test data, can be undertaken. Fink (2010: 184) positions that a pilot study's purpose is to maximize reliability of respondents, for the resolution of the study. A pilot study would be used to test for reliability of the questionnaires. The pilot study would be conducted in order to check whether the questionnaire would be able to draw out the data or information required. According to Jan *et al.* (2012:165), pretesting is carried out to ensure that the questionnaires are clear and understandable to the respondents, thereby increasing accuracy on

the questionnaires. For the purpose of ensuring accuracy to questionnaires so that unclear question could be corrected. A questionnaire was designed and pre-tested, in order to obtain the necessary information. The data will be collected through a closed ended, self-administered questionnaire, in which a number of alternative answers are provided for respondents to choose from. In order to increase the respondents' ability to answer the questionnaire, the researcher was available, to explain any part of the questionnaire not understood by the respondents. To ensure that data collected will enable the investigative questions to be answered, preliminary analysis, using pilot test data, can be undertaken. Fink (2010: 184) states that a pilot study's purpose is to maximize reliability of respondents, for the purpose of the study. A pilot study is of great importance and plays a vital role in any research, especially when questionnaires are used as a form of collecting data.

3.18 Data Collection

Creswell (2009:34) states that data collection is a systematic way of collecting information for a certain purpose from various source including questionnaires, interviews, observation, existing records and electronic devices. According to Sharma (2010:145), the personal method of data collection has the highest response rate and is the most accurate method.

In this study, primary data was collected using self-administrated questionnaires. The questionnaires with a cover letter were hand delivered to the respondents in the workplace. This method ensures a high response rate compared to other methods (Dan 2012:122). The sample respondents were requested to return the questionnaires within 3 weeks. The researcher emailed the questionnaires to the human resource executive so that can email all the questionnaires to all employees who have access to the emails to complete and email them to the researcher and supervisor when they have completed them. They promise to finish them within two to three weeks. The researcher printed the questionnaires to give to all the employees who do not have access to emails to complete them during the lunch break or when they are free.

3.19 Limitations

This research requires collection of information from the Durban Marine Theme Park (UShaka Marine World) and access to employees may be denied by management and employees may not feel comfortable or not like to participate in the study. Another limitation in this study will include time allocation. The period that management will agree to conduct this study will have to be limited and therefore extensive research will not be conducted. The availability of employees and managers and their co-operation in this study will also be a limitation for the researcher. The researcher may have limited time to distribute questionnaires. To overcome this limitation, the researcher will use available time very cleverly and use online communication. This study cannot be generalized on the foundation of the use of non-probability sampling therefore, there will be no high level of confidence.

3.20 Delimitations

Delimitations are issues that affect the study over which the researcher usually does have some degree of control. Delimitations define the possibility of the study or create parameters or limits for the study (Baron, 2008)

This study will only be carried out only in one establishment in Durban. The findings or results of this study cannot be generalized as the findings of the study is only limited to Durban Marine Theme Park. Collecting data using more than one method may contribute greatly to reliability and accuracy of the results; however, a separate study with observation or action research as methods for data collection may be done.

3.21 Reliability and Validity

According to Leedy and Ormrod, (2010:31) the extent to which a measurement process is free of both systematic and random error, is referred to as validity, which indicates how well the data measures what it is supposed to measure. Reliability is the degree to which the measurement process is free from random errors, and the extent to which scores obtained, may be generalized to different circumstances of

measuring. The relationship between validity and reliability maintains that a test can be reliable but not valid; however, a test cannot be valid without first being reliable. Reliability and validity are words associated with the correctness, genuine, well-founded, certainty and trustworthy of a condition, information or anything in any environment. Andres (2012:115) states that in survey research the information gathered with the use of surveys is valid and can be trusted as it provides answers to the research questions. Sekaran and Bougie (2013:350) further explain reliability as the consistency in measurement and relying on the same findings to solve problems in the case of similar issues that may arise and require the same study to be conducted. Reliability is the extent to which the study and the findings can be used repeatedly in similar cases (Andres 2012:122). Reliability and validity describe the soundness and goodness of the study and that its results can be relied upon to be replicated when similar situations arise. The conclusions of the study will be verified, the researcher will ensure that the information gathered through qualitative and data is reliable, valid and that it can be replicated (Sekaran and Bougie 2013:350).

Reliability gains its importance as certain for accessing qualitative research only against the background of a specific theory regarding the issue of understanding and the use of methods. However, researchers will use different ways in order to increase the reliability of data and interpretation (Parastevas 2015:481). Richards (2010:20) validity a basic problem in assessing that validity of qualitative research is how to specify the link between the relations that are studied and the version of them provided by the researcher. This will be conducted in order to conduct this study precisely. Sekaran and Bougie (2013:225) describe reliability as the consistency of the measurement; the results will not change every time when testing in the same way with the same subject. This particular study though, would be not generalized as it used the qualitative research method therefore the results from this study diverse. The researcher will first find out if participants understand and can read English as the pre-testing questionnaires are written in English only. This will assist in identifying any complications that might arise and questionnaire items will be edited consequently.

According to Denscombe (2010:298), reliability refers to the stability or consistency of measurements, that is whether or not the same results would be achieved if the test or measure was repeated. Henn, Weinstein and Foard (2009:336), mention that reliability involves the effectiveness of the questionnaire in taking accurate and consistent measurements. The questionnaire will ensure error limitation and consistency through pilot testing (David and Sutton, 2011:268). Gomm (2009:376) attests that validity refers to whether or not the measurement collects the data required to answer the research questions. Validity is divided into five sub-divisions which are criterion validity, predictive validity, face validity, content validity and construct validity (David and Sutton, 2011:269). In addition, validity will be ensured through a representative sample from which the findings of the study will be generalized (Somekh and Lewin, 2011:221).

3.22 Anonymity, Confidentiality and Privacy

According to Hays and Singh (2012:84),

- confidentially

Confidentially is linked to the informed consent process and relates to the clients right to privacy in the research relationship. Laws recognize the necessity of keeping personal and medical records confidential, and researchers are to keep these laws in mind as they conduct qualitative inquiry.

- Privacy

Privacy refers to the basic human right of protecting an individual's worth, dignity, and self-determination. Individuals should not feel intruded upon by the research process. If a participant agrees to the research process, researcher must ensure participant comfort with, and safety in the process.

- Anonymity

Research is truly anonymous only when participant identify is concealed from the researcher. Since researchers are primarily interviewing and observing participants

directly, anonymity is seldom possible and given the nature of qualitative reporting, true anonymity is needed a difficult task, given the depth and detail of report. Confidentiality is often confused with anonymity; confidentiality refers to protecting and individuals identifying information (known to the researcher) from disclosure and must be maintained even if anonymity is not. Anonymity and confidentiality is significant in research as it allows respondents to express their true feelings about the topic being studied. In order to ensure anonymity and confidentiality, individuals were asked not to reveal their identity in the questionnaire and were promised that the data collected will be stored for a period of 15 years, after which it would be torn. Only the researcher and supervisor would access the data.

- Confidentiality

Confidentiality means that information from participants is not going to be revealed to the public nor made available to colleagues, subordinates or superiors. The participants will be all assured of confidentiality in that all the information provided by them is only accessible by the researcher and supervisors. The names of the participants are not going to be mentioned. The occupations and titles are not going to be mentioned as well. Addresses and contact details of the participants will not be published to the public. In this study, all information about participants will be treated with confidentiality and the participants will be anonymous. A covering letter will also assure respondent that all responses would be treated with extreme confidentiality and anonymity. The participants did not have to include their names; addresses in the questionnaires. Furthermore, Data or information that is sensitive will not be included and any information that the respondent will give and request that it should be kept confidential will definitely be confidential. The researcher will be working alone on this project one else except the supervisor will have access to information. Information will be stored on a flash disk owned by the researcher with a security code in order to be accessed Confidentiality will be assured in writing. Confidentiality consent will be signed by the researcher and the parties consent.

Confidentiality of data can be seen to include the following:

- Maintaining confidentiality of data/records: ensuring the separation of data from identifiable individuals and storing the code linking data to individuals securely
- Ensuring those who have access to the data maintain confidentiality (e.g., the research team, the person who transcribes the data) Not discussing the issues arising from an individual interview with others in ways that might identify an individual
- Not disclosing what an individual has said in an interview
- Anonymizing individuals and/or places in the dissemination of the study to protect their identity

3.23 Ethical Considerations

Hays and Singh (2012:68) state that ethics can be considered as a set of guidelines established within a professional discipline to guide thinking and behaviour. These standards and principles are quite similar across disciplines, although subcomponents may be emphasized more so than depending on the discipline. The research proposal was submitted to the Durban University of Technology research ethics committee for ethical consideration. It was then approved by the committee on the bases that it severely obeyed to the ethical policies and rules specified by the institution. Ethical consideration is essential for any research study, to ensure that the research will not be risky or include harmful substances that might harm research participants. Ethics ensures that the research study will not contain any kind of dishonesty. It ensures that data collected from the participants will remain strictly private and respondents' individualities will be kept unidentified.

Respondents were informed that participation would anonymous, voluntary and they will be explained the purpose of the study and data collection method. No monetary benefits will be given to respondents for their participation. Ethical consideration is essential for the research study, to ensure that the research will not be risky or involve harmful substances that could harm research participants. Ethics ensures that the research study will not involve any kind of dishonesty. It will ensure that data collected from the participants will remain strictly confidential and respondents'

identities will be kept anonymous. Ethical considerations for this study were obtained from the Durban University of Technology. The researcher issue information letters to all participants to finish the respondents with research information and guarantee the maintenance of confidentiality and anonymity. Voluntary participation will be kindly requested from targeted respondents and on obtaining permission, consent letters will be issued for the respondents to sign. The researcher will be bound liable for any breach of agreement that is written and signed on the consent letter with regard to ensuring anonymity and confidentiality.

3.24 Informed Consent

According to Hays and Singh (2012:80) informed consent has been viewed as a cornerstone of research whereby a researcher seeks permission from participants to collect data from them. In the discussion, the researcher describes the purpose of the research study and provides information about the researcher, the extents of participation, limits of confidentiality and any foreseeable risks and benefits of participation and nonparticipation, and emphasizes the voluntariness of participants. Furthermore, qualitative researcher indicates in informed consent how and what data will be accessed and presented. Informed consent is an important ethical and legal concept that clearly identifies and outlines research activity and the rights and responsibilities of all parties involved. Gibbs (2018:13) specify that informed consent means that participants in research should know exactly what are letting themselves in for, what will happen to them during the research and what will happen to the data they provide after the research is completed. They should be made aware of this before research on them starts and they should be given the option to withdraw from the research anytime, and usually if they request it, any data that has been collected from them will be returned or destroyed. All of this happens well before the data are analysed.

3.25 Summary

This chapter has defined the research methodology intentional for this research project. Research methodology expresses of how the researcher purposes to collect the data. The chapter drawn the research design that the researcher had selected

which is an unplanned study that suits a further quantitative research in nature. Areas of centre as discussed in this chapter were the study type, study area, population, sample and sample frame, sampling technique, sample size, instrument design, instrument administration, reliability, validity, data collection, data interpretation and analysis, data presentation. This chapter has made perfect as to what is going to be comprehensive and what is expected in terms of outcomes in the next chapter.

CHAPTER 4: ANALYSIS OF THE DATA AND DISCUSSION OF THE FINDINGS

4.1 Introduction

This chapter focuses on the presentation of data collected from the questionnaire which was distributed to the participants. The main aim of this study was to investigate the factors that contribute to employee turnover in the hospitality industry. The researcher is grateful for the letter of approval given by the Durban Marine Theme Park to conduct this research (Annexure B). The personal method of data collection was used in this research. The target population of this study comprised of all the employees at the Durban Marine Park. Thus, the target population totalled 100 employees. According to Saunders, *et al.* (2003:280), the questionnaire is a data collection instrument that enabled the researcher to pose questions to subjects in his/her search for answers to the research questions. Due to the small number of respondents the survey method was used for this study. The questionnaire was pilot tested before the final distribution to the target respondents. Partial least square-structural equation model (PLS-SEM) software was used to analyse this study. The researcher gave 100 questionnaires but out of 100 questionnaires only 62 were received back.

4.2 Descriptive Statistics

Out of the 62 valid responses received, 54 percent were females. Twelve (12) percent of the respondents indicated that they have no formal education. All the other participants were educated with the majority (58%) falling into the bracket of those with matric education. With regards to age distribution, most of the respondents (44 percent) fall within the ages between 36 and 45, followed by those within 46 to 55-year age group (25 percent). However, the study showed that, only 9 percent of participants were of the age 55 and above.

Table 4.1 gives a summary of the descriptive statistics of participants in the current study.

Table 4-1 Descriptive statistics of demographic variables

Demography		Characteristics	Number	percentage	Mean	Std. Dev
Gender	Male		14	23	1.54	0.50
	Female		48	77		
Marital status	Married		27	44	2.19	0.83
	Single		31	48		
	Widow(er)		3	5		
	Divorced		1	2		
Age	Between 18 and 29 years	8	13	3.02	1.06	
	Between 30 and 39 years	25	40			
	Between 40 and 49 years	12	19			
	Between 50 and 59 years	8	13			
	60 and above	9	15			
Highest qualification	Secondary school certificate	28	45	2.03	1.40	
	Certificate	9	15			
	Diploma	19	31			
	University degree	5	8			
	Post graduate qualification	1	2			
Work Experience	> 6 years	12	19	3.17	1.35	
	1- 2 years	7	11			
	3-5 years	17	27			
	6-10 years	23	37			

	Over 10 years	6	10		
Position	Management	12	19	3.19	1.04
	Team leader/ Supervisor	6	10		
	Guest service attendance	8	13		
	Ticketing attendance	4	6		
	Safety officer	14	23		
	Other	18	29		

4.3 Data Normality and Correlation Matrix

Data normality was scrutinized through the indicator analysis, and the details provided in Table 4.2. The rule of thumb demands that, kurtosis and skewness fall within the range +/- 1.0 (Lomax and Schumacker, 2004), the dataset statistics are provided for to show how the study's responses felt. The ratio of 1:15 suggested by research regarding sample size in relation to manifest variables, especially in view of the covariance matrix, clears this study from any doubt given its sample size of $n = 102$. Non-normal distribution may cast some doubts on the result of a test, however, per Boomsma and Hoogland (2001: 14), the theory of normal likelihood only works well under "practical" non-normality. Maximum likelihood solutions are robust to skewness with only small effects on the parameter estimation and standard errors (Jacard and Wan, 1996). Again, the PLS-SEM covariance analysis does not require normally distributed data to perform analysis (Gefen, Straub and Boudreau, 2000; Henseler *et al.*, 2009). Therefore, this study is absolved from any bias.

Table 4-2 Descriptive statistics of Empirical Correlation Matrix, Mean and Standard Deviation

	AbtWork1	AbtWork2	AbtWork3	AbtWork4	AbtWork5	EmpTnOver1	EmpTnOver3	EmpTnOver4	EmpTnOver5	EmpTnOver6	Motiva1	Motiva10	Motiva11	Motiva12	Motiva14	Motiva2	Motiva3	Motiva4	Motiva5	Motiva6	Motiva9	WkingCond2	WkingCond3	WkingCond4	
AbtWork1	1																								
AbtWork2	0.675	1																							
AbtWork3	0.621	0.839	1																						
AbtWork4	0.486	0.420	0.545	1																					
AbtWork5	0.341	0.454	0.383	0.519	1																				
EmpTnOver1	0.294	0.289	0.237	0.218	0.464	1																			
EmpTnOver3	0.349	0.261	0.382	0.382	0.419	0.507	1																		
EmpTnOver4	0.289	0.194	0.197	0.242	0.324	0.353	0.542	1																	
EmpTnOver5	0.292	0.268	0.207	0.269	0.294	0.352	0.351	0.685	1																
EmpTnOver6	0.463	0.378	0.425	0.245	0.367	0.543	0.571	0.515	0.552	1															
Motiva1	0.595	0.442	0.549	0.548	0.366	0.538	0.532	0.210	0.288	0.562	1														
Motiva10	0.508	0.324	0.438	0.329	0.211	0.276	0.341	0.256	0.294	0.290	0.533	1													
Motiva11	0.366	0.161	0.322	0.363	0.240	0.233	0.344	0.404	0.288	0.271	0.404	0.800	1												
Motiva12	0.414	0.443	0.499	0.281	0.250	0.172	0.260	0.357	0.295	0.245	0.382	0.696	0.761	1											
Motiva14	0.424	0.477	0.511	0.326	0.523	0.520	0.471	0.445	0.431	0.410	0.489	0.362	0.359	0.398	1										
Motiva2	0.665	0.558	0.614	0.519	0.358	0.501	0.449	0.211	0.367	0.624	0.892	0.507	0.309	0.380	0.447	1									
Motiva3	0.397	0.297	0.392	0.506	0.405	0.392	0.446	0.418	0.423	0.336	0.670	0.482	0.563	0.449	0.558	0.583	1								
Motiva4	0.469	0.493	0.521	0.258	0.334	0.219	0.358	0.371	0.292	0.331	0.482	0.471	0.482	0.605	0.593	0.434	0.604	1							
Motiva5	0.435	0.487	0.451	0.213	0.254	0.186	0.337	0.361	0.358	0.352	0.335	0.389	0.413	0.583	0.568	0.351	0.494	0.830	1						
Motiva6	0.394	0.306	0.389	0.343	0.312	0.295	0.479	0.397	0.419	0.442	0.394	0.457	0.528	0.566	0.525	0.377	0.523	0.503	0.657	1					
Motiva9	0.480	0.249	0.434	0.503	0.261	0.336	0.481	0.311	0.320	0.403	0.643	0.841	0.798	0.614	0.424	0.547	0.614	0.408	0.348	0.513	1				
WkingCond2	0.271	0.227	0.289	0.427	0.271	0.294	0.084	0.119	0.244	0.175	0.329	0.249	0.390	0.270	0.370	0.276	0.423	0.271	0.211	0.210	0.341	1			
WkingCond3	0.268	0.204	0.245	0.414	0.362	0.393	0.335	0.257	0.285	0.280	0.422	0.323	0.459	0.263	0.402	0.327	0.531	0.433	0.253	0.265	0.442	0.691	1		
WkingCond4	0.521	0.380	0.398	0.514	0.401	0.471	0.364	0.140	0.169	0.420	0.660	0.379	0.347	0.269	0.352	0.649	0.549	0.445	0.363	0.286	0.398	0.533	0.687	1	
Mean	4.038	3.923	4.385	3.962	4.308	3.577	4.394	2.029	1.510	1.471	4.038	3.923	4.385	3.962	4.308	3.577	4.394	2.029	1.510	1.471	4.038	3.923	4.385	3.962	
Std Dev	1.126	1.222	0.8	1.232	1.294	1.115	0.752	0.995	0.82	0.808	1.126	1.222	0.8	1.232	1.294	1.115	0.752	0.995	0.82	0.808	1.126	1.222	0.800	1.232	
Min	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	
Max	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
Kurtosis	0.213	0.689	5.963	0.341	1.958	-0.085	6.811	1.062	5.819	5.540	0.213	0.689	5.963	0.341	1.958	-0.085	6.811	1.062	5.819	5.540	0.213	0.689	5.963	0.341	
Skewness	-1.020	-1.229	-2.070	-1.144	-1.836	-0.702	-2.040	1.012	2.195	2.147	-1.020	-1.229	-2.070	-1.144	-1.836	-0.702	-2.040	1.012	2.195	2.147	1.020	1.229	2.070	1.144	

4.4 Measurement Model

Partial least square-structural equation model (PLS-SEM) software was used to analyse this study. Normally the programme evaluates in two stages. The measurement model, and then the structural model. The measurement model was evaluated in terms of reliability and validity, with the aid of PLS 3.0. First, an exploratory factor analysis (EFA) was performed to ascertain the effectiveness of the items used for the measurement model. This experiment led to the removal of the following items: Abtwork6, EmpTnOver2, WorkingCond1 and 5, and Motiva7 and 8. Thereafter, this was confirmed through another stage of evaluation, and Abtwork7 and Motiva 13 were again removed because of failure to meet cut-off point of 0.7 (Fornell and Larcker, 1981). The confirmatory factor analysis (CFA) was used to establish the widely accepted criteria of reliability and validity. The reliability of the measurement items of the current study was therefore established, as the extent to which factors, measured with a multiple item scale (such as the current study's model), reflected the true scores on the factors relative to the error (Hulland 1999, Aibinu and Al-Lawati, 2010). In this manner, the reliability was measured by the estimation of internal consistency and composition.

Thus, the below outer loading was recorded as to show how well the model fits the study's data.

Table 4-3 Outer loadings of measurements items

	About Work	Employee turnover	Motivation	Working Condition
About Work 1	0.793			
About tWork2	0.850			
About Work 3	0.844			
About Work 4	0.743			
About Work 5	0.711			
Employee Turnover 1		0.717		
Employee Turnover 3		0.787		
Employee Turnover 4		0.782		
Employee Turnover 5		0.740		
Employee Turnover 6		0.835		
Motivation 1			0.782	
Motivation 10			0.765	
Motivation 11			0.742	
Motivation 12			0.739	
Motivation 14			0.712	
Motivation 2			0.734	
Motivation 3			0.804	
Motivation 4			0.760	
Motivation 5			0.705	
Motivation 6			0.728	
Motivation 9			0.807	
Working Condition 2				0.794
Working Condition 3				0.920
Working Condition 4				0.885

Per Shin (2009), composite reliability (CR) is used to estimate the consistency of an individual respond to items within a scale (Shin 2009). Thus the current study used this CR to establish the reliability of individual responses. since this CR offers a retrospective approach of overall reliability measure of a factor in the questionnaire. It estimates consistency of the factor itself, stability and uniformity

of the factor (Roca et al. 2009, Suki 2011). As shown in Table 4.4, all values of composite reliability and Cronbach's alpha met the recommended threshold of 0.70, to indicate good reliability for factors (Fornell and Larcker 1981, Henseler et al. 2009, Bagozzi and Yi 2012).

Table 4-4 Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
About Work	0.849	0.851	0.892	0.624
Employee Turnover	0.832	0.838	0.881	0.598
Motivation	0.924	0.929	0.935	0.567
Working Condition	0.840	0.891	0.901	0.753

Average variance extracted (AVE) is the most accepted measure of convergent validity for measurement models. The AVE determines the amount of variance that a factor captures from its measurement items (Henseler, Ringle and Sinkovics 2009).

AVE are expected to be greater than 0.50 of reflective constructs (such as the current study's) to prove that the constructs are unidimensional (Fornell and Larcker, 1981). When factor loadings are greater than 0.70 at a significant level of 95 percent, it shows the factors are discriminant.

Discriminate validity is a test of measures reliability, and it is the extent to which a given theory is truly different from other theories (Suki, 2011). A frequently used test of discriminant validity is to compare the AVE with the interrelated squared root (Fornell and Larcker, 1981). To pass this test, the AVE of a theory must be greater than the square root of the inter-factor relationships (Fornell and Larcker, 1981). In other words, when displayed in diagonal format, the diagonal values should exceed the inter-factor correlations to prove discriminate validity. As evinced from table 4.5, the diagonal values (highlights) exceed the inter-factor correlations. It can therefore

be inferred that discriminant validity was acceptable, and therefore measurement scales have sufficient validity and demonstrate high reliability.

Table 4-5 Discriminant Validity - Fornell-Larcker Criterion

	About Work	Employee Turnover	Motivation	Working Condition
About Work	0.790			
Employee Turnover	0.526	0.773		
Motivation	0.694	0.646	0.753	
Working Condition	0.515	0.421	0.586	0.868

Recently, there has been a new criterion, used to assess discriminant validity. This is the Heterotrait -Monotrait (HTMT) ratio. This upholds that for a construct to pass this test, the scores of discriminant validity should be <0.85 amongst the square root of the inter-factor correlations. From Table 4.6, it is again seen that this criterion is met. Hence the constructs used for the current research are correctly different from each other (**Henseler Hubona and Ray, 2016**).

Table 4-6 Heterotrait-Monotrait Ratio (HTMT)

	About Work	Employee turnover	Motivation	Working Condition
About Work				
Employee Turnover	0.605			
Motivation	0.766	0.709		
Working Condition	0.597	0.477	0.636	

The study therefore confirms that an organisation's employee turnover rate is distinctly influenced by working environment (About Work), motivation at the work (Motivation) and working conditions at the work (Working Condition).

Table 4-7 Measurement of multi-collinearity

	VIF
About Work1	2.035
About Work 2	4.502
About Work 3	4.129
About Work4	1.924
About Work 5	1.570
Employee Turnover 1	1.553
Employee Turnover 3	1.901
Employee Turnover 4	2.346
Employee Turnover 5	2.187
Employee Turnover 6	2.061
Motivation1	7.348
Motivation 10	5.154
Motivation 11	5.788
Motivation 12	3.474
Motivation 14	1.912
Motivation 2	5.941
Motivation 3	2.981
Motivation 4	5.184
Motivation 5	4.976
Motivation 6	2.490
Motivation 9	6.145
Working Condition 2	1.937
Working Condition 3	2.625
Working Condition 4	1.917

Multicollinearity is used to measure if there are duplications of items amongst constructs measures. It is measured by examining the variance inflation factor (VIF) values. When these values are greater than 10, it indicates multicollinearity which should be a source of grave concern for any study. From table 4.7, all values

are below 10, therefore multicollinearity is not a problem in the current study (Cenfetelli and Bassellier, 2009; Benitez-Amado and Ray, 2012).

4.5 Structural Model

After confirming the reliability and validity of the measurement model, the next stage to be assessed according to PLS-SEM is the structural model. This is mainly done to test the objectives of the study. The cause and effect manner, in which the structural model was shown explains the effect of the exogenous factors (dependent factors) on the predictive factor (endogenous factor), and these shows the structural relationship among the factors under investigation. The value (0.430) shown in the oval Employee Turnover is variance (R^2) of the dependent factors About Work, Motivation and Working Condition These shows of how well these factors influence the predictive factor and as such, how the model fits the data. R^2 shows the amount of variance in the dependent factor that is explained by these predictive factors.

Thus, both R^2 and path coefficients (values on arrows) indicates various contributions made by the dependent factors on the independent factor. I show how the model under consideration is performing (Hulland 1999). The overall fit and explanatory power of this objective were examined, together with the relative strengths of the individual causal path (values on arrows). Figure 1 shows the result of the structural model assessment, with the calculated R^2 values (explanatory power) and significance of individual paths that is, the effect sizes of the various dependent factors.

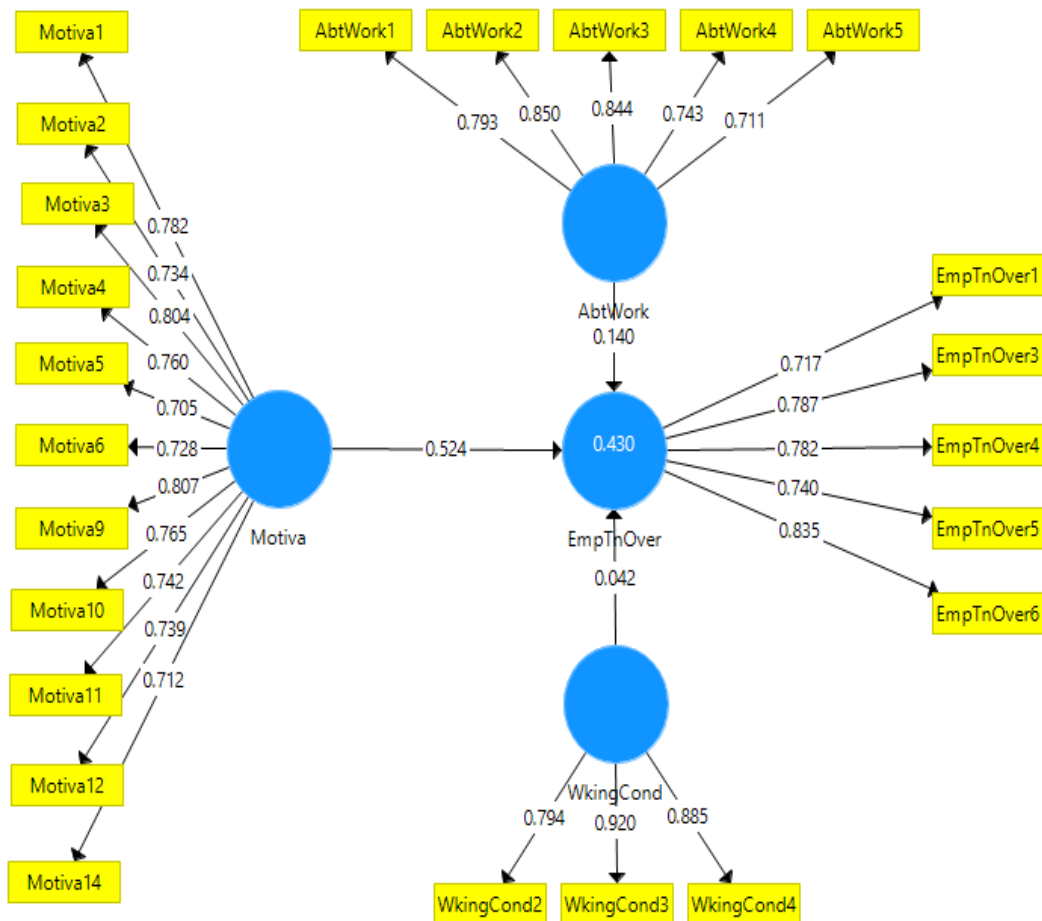


Figure 4-1 Empirical result of objective 2

4.6 Effect Size

The effect of the CapStrFirm factor on the dependent factor (CapStrSurGrth) is derived by computing the R^2 values for independent factors, when each factor is excluded $R^2(e)$ and included $R^2(i)$ to test for its significance. The effect size f^2 is calculated thus (Helm et al. 2010):

$$f^2 = \frac{R^2(i) - R^2(e)}{1 - R^2(i)} \dots\dots\dots (1)$$

Table 4.8 shows the quality of effect size, of the model factors. By investigating effect sizes, researchers are able to ascertain if the effects of the path coefficients are small, medium or large, according to these recommended values: 0.02, 0.15 or 0.35 respectively (Kock 2010). Values below 0.02 are too weak to be considered effective (Kock 2013).

Thus, About Work makes medium contribution, Motiva makes large contribution and Working Condition makes small to medium contribution.

Table 4-8 Effect Size Quality

	About Work	Employee turnover	Motivation	Working Condition
About Work		0.140		
Employee Turnover				
Motivation		0.524		
Working Condition		0.042		

The table also gives the tabular view of the effect size quality of the three factors. As could be seen, the values of these three factors are effective.

4.7 Model Fit

Table 4-9 Model fit and quality indices

	Saturated Model	Estimated Model
SRMR	0.109	0.109
d_ ULS	3.551	3.551
d_ G1	2.926	2.926
d_ G2	2.637	2.637
Chi-Square	691.775	691.775
NFI	0.512	0.512

The power of the measurement model can be established through convergent and discriminant validity (Hair et al. 2010). Convergent validity has been shown using reliability of questions, composite reliability of constructs, and variance extracted by constructs (Fornell and Larcker 1981). Discriminant validity is assessed by looking at correlations among the questions (Fornell and Larcker 1981), as well as variances and covariance among constructs (Igbaria *et al.* 1994).

This quantity of goodness of fit evaluates correlation matrix and the model-implied correlation matrix. Therefore, lower the values, the better the fit between the proposed model and the data (Bollen and Long, 1993). Overall, the Standardised Root Mean Residual (SRMR) value should be lower than 0.080 to accept the fit between model and the data.

4.8 Conclusion

In this chapter, the findings from questionnaires were linked with literature review and new information using author sources was added to enhance discussions of the results. Data collected from the responses was analysed using square-structural equation model (PLS-SEM) software was used to analyses this study the results were presented in the form of tables. Since this was an in investigation at the Durban Marine Theme Park in Durban the results can only be generalized to this sector.

The following chapters, (chapter 5 and 6) deal with some of the conclusions and recommendations following on from the data acquired from the research. It attempts to tally the findings from literature with what was obtained in the field and to come up with conclusions. Having drawn conclusions, the researcher will recommend potential resolutions to the gaps and limitations unearthed in the research. Finally, areas that other researchers might want to follow in future following from the research findings will be suggested.

CHAPTER 5: COMMENTS, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

This chapter focuses on the comments, conclusion and recommendation of the study. The objectives of the study will be discussed, the discussion of the objective will help in order to do the recommendations and the conclusions. The Durban marine theme park is one of the theme parks that are facing a problem of employee turnover which affects the company and lead to poor service delivery for many years. The main aim of this study was to investigate the factors that contribute to employee turnover, and find the possible solutions to reduce this problem in the company. It is noted that employee turnover has a bad influence on the organizational production and on employee performance.

Achievement of the Research Objectives

This study set out to investigate the factors that influence employee turnover in the hospitality industry. Study achievements, in this regard, are provided for each of the following research objectives.

- To investigate the causes for the high employee turnover in the hospitality industry

This study has found that recognition is a critical source of employee satisfaction one of the key the causes of employee turnover is lack of recognition of employees in the organization. Unfair promotions policies perceived by employees also negatively impact the organizational commitment. Most satisfied employees are the more committed to the organization, they are more productive and effective in their work whereas dissatisfied one's experience more turnover intentions and increases absenteeism. It is very important to communicate with your employees in order to show that they are important and also motivate them to perform well in the job that they are doing.

- To examine the consequences of the high employee turnover in hospitality industry

High turnover have a serious problem to productivity, quality, and profitability in the organization. Employee turnover puts unnecessary pressure on employees who are at work. The remaining employees experience an increased workload which leading to low morale, high levels of stress, low performance, and therefore absenteeism. Employees also have to work extra and long hours to compensate for the work of those who resigned and leave the organization. High turnover cause more difficult in the organization, such as understaffing, and also leads to poor customer service because employees are not happy. Without strong retention strategies, companies spend more on hiring and training costs of new employees. The results also show that hospitality employees often work long hours, and they working in a poor working environments and that cause them to feel that they are unappreciated by either the company they work for leading them to exits the industry to look for better employment.

- To determine factors that contributes to employee turnover

Managers do not care or notice if their people are bored or unchallenged, Managers do not delegate enough to make jobs more interesting or challenging. Most of the employees do not know their own strengths and the kind of work that would fit them best. Organizations have no way of effectively assessing the talent of their employee; employees are reluctant to discuss their dissatisfaction with their managers.

The study found out that, the organizations employee turnover rate is distinctly influenced by working environment (About Work), motivation at the work (Motivation) and working conditions at the work (Working Condition). With their respective effects of 0.140, 0.524 and 0.042, one could say that, management will have to put in more efforts in stimulating whatever is about work that is causing such a low satisfaction among employees. Thy could resort to interpersonal arrangements between employees and their supervisors or confidants, whom employees can trust to share their deep worries regarding their job as employees might be afraid to voice out categorically what actually causes them problems for lack of victimization. People might not be happy about their job, but because they have not found their dream work, they decide to stay on until the rightful time. If

management constantly search for such symptoms to pre-empt their consequences, the desire of wanting to leave could be aborted.

Regarding motivation, the scores from this study indicates that, it is the greatest factors that cause employee turnover (0.524). There are many motivation theories that apply to employees at different circumstances and management is advised to familiarize themselves with these different theories. It should be pointed out that, what motivates employee A might not necessary be the same as what motivates employee B. Hence therefore, management is advised to invest more time in knowing the various theories of motivation for different employees, so that a scheme is put in place to address different classes of needs for their workers. Management could resort to a "predictive HR analytics" that can tell who within the company is motivated by money, who thrives on competition, who requires a flashy job title to be happy, and so on. This will enable them to apply the appropriate strategy to each class of workers.

The least factor that has an effect of turnover rate was discovered to be working condition (0.042). Management seems to have done well by knowing exactly the condition under which their employees will be happy. However, since the value is still not zero, management is advised to keep on monitoring this condition for any possible deviation and correct it before it gets out of hand.

- To propose possible solutions towards the reduction of employee turnover.

Employees leave organizations for many reasons, oftentimes these reasons are unknown to their employers. Employers need to listen to employees' needs and implement retention strategies to make employees feel valued and involved in order to keep them. These retention methods can have a significant and positive impact on an organization's turnover rate. Most of the employees are affected by the employee turnover in the hospitality industry because when lots of the employees are leaving the organization the employees that are left they facing a big problem of having to do lots of work to cover for those employee who left the organization. Most of the time they have to work for long hours, work overtime and that cause most of the employees to lack job satisfaction and increases job

dissatisfaction. When employees leave, it is costly for the organization. It takes time and money to find and train a replacement. That is why it is best for organization to reduce their turnover as much as possible. Organizations they do not give their staff opportunities to develop and expand their knowledge, skills and experience that can be a powerful contributor to employee retention.

5.2 Comments

The results have shown that employee turnover is a serious problem in the hospitality industry. Table 3 gives results that show that employee motivation is also another cause of employee turnover because if employees are not motivated with the work that they are doing they will not perform well in their jobs, and others leave because they lack of motivation. If employees are not happy with the work, they are given that also would increase employee's dissatisfaction and thus increase employee turnover. Table 4.4 and 4.5 talk about working conditions that also another factor that contributes to employee turnover in the hospitality industry: if the working environment is not good and safe for employees they then leave the organisation because they are not satisfied with the working condition that they are working in.

Satisfaction level of employees with current workload determines feelings of employees to stay or leave their current job. In addition to this, an organization's ability to achieve its objectives depends on the level of job satisfaction that is obtained from the work. Employees want to be motivated, grow and develop job and career enhancing skills and knowledge such opportunity of growth and development gains through training and development which is one of the most important factors for employee to retain on their job and reduce costs related to turnover. Management ability to retain its employee and keep them with their knowledge gives a competitive advantage and increase service quality and productivity. It is also true that identifying why employees are dissatisfied and minimizes turnover are core activities of human resource management program. On the questionnaire employees were requested to addresses work related issues to employees who are dissatisfied. The data collected from respondent of existing employee as indicated in Figure 4.1 shows that working condition, work and motivation are the factors that contribute to employee turnover.

5.3 Recommendations

The following recommendations are supported by the findings and conclusions of the current study.

- Employee development, part of management's responsibility is to select, employ, develop and promote their employees, therefore management engage with employees to perform their skills audit and provide development plans, such as coaching, mentoring, and managing individual development programme.
- Manager should create an environment where employees can freely give their opinions inspire them to come up with their own ideas, develop atmosphere where they can excel and be creative. Employees have to be involved in the decision making.
- Achievement is very important in the workplace employees like to achieve and therefore want and favour anything that will help them do so, development is likely to be seen as helpful something that will make achievement more likely.
- Employee recognition achievement alone is one thing that employees like to know they have achieved stemming from such feedback they do well and this puts them line to do more and development make this possible. Fun activities such as social events, teambuilding activities and public celebration of work achievements and personal milestone are important in the workplace. To motivate employees and also reduces the employee turnover.
- Top management should also appreciate employee's input in the organisation when they meet organisational goals. Appreciation can be through announcement or writing a letter of commendation and placing it in the notice board or provide some incentives.
- Your employees need encouragement and recognition. When employees do something right, show your appreciation. When they finish a large, difficult project or submit a project before the deadline, congratulate them. Show them that you see their hard work.
- Show the career path, if employees stay and stagnate in one job for too long, they might search for another job where they can advance. Most employees want to increase their skills and knowledge and move up the career ladder. Showing employees, a projected career path gives them a sense of direction and purpose.

- Training employees reinforces their sense of value . Through training, employers help employees achieve goals and ensure they have a solid understanding of their job requirements.
- Management or organisation need to creates the right culture will have an advantage when it comes to attracting and keeping good employees. Moreover use communication to build credibility. No matter what the size of the organization, communication is central to building and maintaining credibility.
- Make employees feel valued. Employees will go the extra mile if they feel responsible for the results of their work, have a sense of worth in their jobs, believe their jobs make good use of their skills, and receive recognition for their contributions.
- Create a great work environment when employees feel like they belong and communication flows easily, they are less likely to quit. You need to foster an inclusive environment where your staff feel at ease

5.4 Suggestions for Future Research

A quantitative approach was employed in this research and questionnaires were used to collect data from the respondents. In this study, the majority of respondents had different opinions on employee turnover. The researcher suggests interview and surveys as a form of data collection to receive results that are more accurate. The researcher should use mixed method to conduct this kind of study and must have large sample to that must have accurate results. The researcher suggests that for future research studies that relate to this one, the sample selection, study area and population groups should be increased. The research sample were very small because the respondents only answer few questionnaires so for future purpose make that they use large samples so that they can get accurate data.

5.5 Conclusion

The conclusion is drawn in line with the study objectives and in an attempt to answer the study main research questions, regard the strategy that can be used to reduce employee turnover in the hospitality industry. The recommendations will be made available to the management of the organization. The research design for this study was quantitative in nature and structured questionnaires were used to

collect the data. The partial least square structural equation model(PLS-SEM) software was used to analyses this study and the data that was collected by the researcher.

The main focus for this was to investigate the factors that contribute to employee turnover at the Durban Marine Theme Park. The results have shown that employee turnover is cause by many factors, it shows that if employees are not happy in the environment that are working conditions the tend to leave that organization and try to look for better job opportunities. Employee turnover may cause serious problems in the effectiveness of the organization if it is not addressed by management. Salary is one of the key factors affecting employee turnover. If employees are not satisfied with what they are paid, they usually leave to pursue greener pastures. Furthermore, job dissatisfaction leads to an increase number of employee turnover and it contributes to work overload to the remaining employees.

There are many reasons that cause high turnover, seasonality many hospitality positions are seasonal in nature which has negative impact on employee morale. Lack of positive culture, are making the work environment to be unpleasant. Many employees are young, students, or using hospitality jobs as a fallback or stepping stone to other careers. This increases the chances of turnover. Employees and managers walk a fine line between keeping their customers happy and supporting their employees. Pay rates and hours are often around the minimum wage, making it difficult for employees to support themselves with one job. The study concluded that the lack of effective communication my managers has led to many employees to elsewhere for the information and satisfaction they need.

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Fulfillment of the Requirement for the Degree of Master of Science in Organizational Development (Emod). United States International University-Africa

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Annexure A



COVERING LETTER TO RESPONDENTS

QUESTIONNAIRE COMPLETION: Master of Management Sciences: Hospitality and Tourism

In fulfilment of the Master's degree in Hospitality and Tourism Management, I am carrying out a research project at Durban University of Technology. The study is entitled: **Investigating Factor That Influence Employee Turnover in The Hospitality Industry: A Case Study at Durban Marine Theme Park (Ushaka Marine World)**. The purpose of this study is to investigate factors that influences employee turnover in Durban Marine Theme Park. To achieve the objectives of this research the researcher needs assistance from you to fill questionnaire provided. The attached questionnaire will take about 10 minutes to complete. Please rest assured that your responses would be treated with utmost confidentiality and will not be divulged to any other party. The researcher ensured that the information that you will provide would not be used for any other purpose except for research investigation only. Anonymity will be ensured in this research. Data from the respondents cannot be linked to a specific individual. The researcher will never injure or harm the people being studied, regardless of whether they volunteered to be part of the study or not. Privacy will be ensured in this study.

Your participation will be highly appreciated.

Regards

.....

Student Contact Details

(072 8250905) nokuthulanyezi@gmail.com)

Prof. Serestina Viriri Supervisor / Promoter

Contact Details (072 711 9447 viriri@ukzn.ac.za)

Co-Supervisor/Co-Promoter Contact Details

Annexure B



Tourism and Hospitality Masters Research Project

E 261 Ntuzuma Kwamashu

3460

Terms of reference: Consent for conducting academic research

I am a Hospitality Masters` student, at the Department of Hospitality and Tourism, of the Durban University of Technology (DUT) hereby seek consent to conduct research within your organization/team as a participant in the study. The title of the research project is: Investigating Factor That Influence Employee Turnover in The Hospitality Industry: A Case Study at Durban Marine Theme Park (Ushaka Marine World). This study is for academic purposes as a partial requirement for a Master's Degree in Hospitality Management at the Durban University of Technology. To achieve the objectives of this research the researcher needs assistance from you to fill questionnaire provided. The attached questionnaire will take about 10 minutes to complete. The employees and Management will be asked questions relating to the objectives of the study.

This is purely for academic purposes and not all respondents will be asked to give out any information other than that related to the constructs of the study. Full anonymity is guaranteed, and no names of participants shall be disclosed the Durban University of technology, Department of Hospitality and Tourism, will maintain records identifying you as a participant. Your participation in this project is voluntary. However, there will be no monetary gain from participating in these interviews. The research proposal awaits approval from the institutional research ethics committee, contingent to approval from participants. The interview process is scheduled to start towards the end of 2016 going on to the beginning of 2017. Permission is required from participants so that the ethics committee at DUT may give approval.

Your assistance will be highly appreciated. Should you require further information, kindly contact:

Researcher Yours sincerely: Thandeka Nyezi

Contact Details 072 8250 905 (nokuthulanyezi@gmail.com)

Supervisor: Prof. Serestina Viriri: Contact Details (072 711 9447 viriri@ukzn.ac.za)

Annexure C



QUESTIONNAIRES

Please Tick Appropriate Answer

1. Please Tick One of the Correct Answers with an (X)
2. Answer All Questions Please

Section A - About Your Self

1. Gender

- ❖ Female
- ❖ Male

2. Age

- ❖ 18-29 years
- ❖ 30-39 years
- ❖ 40-49 years
- ❖ 50-59 years
- ❖ 60 and above

3. Marital Status

- ❖ Married
- ❖ Single
- ❖ Widow/er
- ❖ Divorced

4. Working Experience

- ❖ Less than 6 months
- ❖ 1-2 years
- ❖ 3-5 years
- ❖ 6-10 years

- ❖ Over 10 years

5. Your Highest Education Qualification

- ❖ Secondary school certificate
- ❖ Certificate
- ❖ Diploma
- ❖ University Degree
- ❖ Post graduate qualification

6. Department

- ❖ Food and Beverage
- ❖ Maintenance
- ❖ Ticketing
- ❖ Marketing
- ❖ Finance
- ❖ Cleaning
- ❖ Safety
- ❖ Human resource
- ❖ Water park
- ❖ Animal encounters
- ❖ Procurement
- ❖ Merchandising
- ❖ Kids world
- ❖ Guest relations
- ❖ Others please specify

7. Position

- ❖ Management
- ❖ Team leader/ supervisor
- ❖ Guest service attendance
- ❖ Ticketing attendance
- ❖ cleaner
- ❖ Chef
- ❖ Waitron

- ❖ Cashier
- ❖ Bartender
- ❖ Sculler
- ❖ Safety office
- ❖ Life guard
- ❖ Slide attendance
- ❖ Other please specify

Section B: Factors that influence to Employee Turnover

Strong Disagree	Disagree	Neutral	Strongly Agree	Agree
1	2	3	4	5

According to Jagun (2015:11) employee turnover refers to the proportion of employees who leave an organization over a set period (often on a year-on-year basis). Employee's turnover as the rate of people leaving an organization he asserts that turnover can be disruptive and costly to the organization.

QUESTIONS

No	About Your Work	Strongly Disagree	Disagree	Neutral	Strongly Agree	Agree	
1	I am satisfied with the salary I am getting in my organization						
2	I am interested in my work, and I look forward to come to work each day						
3	Major satisfaction in your life comes from your job						
4	Overall, I am satisfied working in this organization						

5	Your job means a lot more to you than just money						
6	I am willing to put in a great deal of effort , beyond that normally expected , in order to help this organization be successful						
7	I am extremely glad that I chose this organization to work for, over jobs that I could have taken						
	WORKING CONDITION						
1	My employer provides me with what are need to do my job effectively						
2	The working environment is safe						
3	Employee health and safety is a high priority where I work						
4	At work employees and management work together to ensure the safest possible working condition						

6	I feel that the current working conditions need to be improved						
	MOTIVATION						
1	I feel I am being paid fair amount for the work I do						
2	I am satisfied with the benefits I receive						
4	I often feel under pressure at work						
5	The workload placed on me is more than I can handle						
6	Poor salary can encourage employees to leave their jobs						
7 8	I am encouraging to make input with regards to my work I have the opportunity to career advancement in the organization						
8	I have the opportunity to career advancement in the organization						

9	My chances for promotions increase as I perform my job very well						
8	There are continuous opportunities to training and development						
9	The demands of my job are too much						
10	I work for long hours						
11	I am motivated to achieve more in this organization because of the way everyone work together						
12	I receive information about changes that happens in this organization						
13	I know that I can make suggestions about how to improve things and they are listed to						
	Please Indicate Responses Regarding Factors that influence employee Turnover						

1	High employee turnover increased work load						
2	High employee turnover increases stress to present employees						
3	Employees are asked to work overtime because high turnover rate						
4	Employer spend too much time in training new employees						
5	High employee turnover causes decrease in work productivity						
6	Employee turnover disrupts service delivery						

Thank You for Your Co-Operation

Annexure D



MANAGEMENT SCIENCES: FACULTY RESEARCH ETHICS COMMITTEE (FREC)

5 June 2018

Student No: 21132257 FREC No: 82/17FREC

Dear N.T Nyezi

MASTERS OF MANAGEMENT SCIENCES: HOSPITALITY & TOURISM

TITLE: "Investigating factors that influence employee turnover in the hospitality industry: A Case Study at the Durban Marine Theme Park (Ushaka Marine Wold)"

Please be advised that the FREC Committee has reviewed your proposal and the following decision was made: Approved – Ethics Level 2

Date of FRC Approval: 31 July 2017

Approval has been granted for a period of two years from the above FRC date, after which you are required to apply for safety monitoring and annual recertification. Please use the form located at the Faculty. This form must be submitted to the FREC at least 3 months before the ethics approval for the study expires.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the FREC according to the FREC SOP's.

Please note that ANY amendments in the approved proposal require the approval of the FREC as outlined in the FREC SOP's.

Yours Sincerely

Prof JP Govender

Deputy Chairperson: FREC

Annexure E

Approval to Conduct Research-Gatekeeper's Letter



E 261 Ntuzuma
Kwamashu
3480
22 August 2016

CEO, Stella Khumelo
USHAKA MARINE WORLD
1 BELL ST
POINT ROAD
DURBAN
DURBAN MARINE THEME PARK

Dear Madam

Terms of reference: Consent for conducting academic research

I Thandeka Nyezi, I am a Hospitality Masters' student, at the Department of Hospitality and Tourism, of the Durban University of Technology (DUT) hereby seek consent to conduct research within your organization/team as a participant in the study. The title of the research project is: *Investigating factors that contributes to employee turnover in the hospitality industry. A Case Study at the Durban Marine Theme Park.*

This study is for academic purposes as a partial requirement for a Master's Degree in Hospitality Management at the Durban University of Technology. To achieve the objectives of this research the researcher needs assistance from employees to fill questionnaire that will be provided. The questionnaire will take about 10 minutes to complete. They will be asked to return the Survey after a completion. The employees will be asked questions relating to the objectives of the study.

This is purely for academic purposes and all respondents will not be asked to give out any information other than that related to the constructs of the study. Full anonymity is guaranteed, and no names of participants shall be disclosed records identifying you as a participant will be maintained by the Durban University of technology, Department of Hospitality and Tourism. Your participation in this project is voluntary. However, there will be no monetary gain from participating in these interviews. The research proposal awaits approval from the institutional research ethics committee, contingent to approval from participants. The interview process is scheduled to start towards the end of 2016 going on to the beginning of 2017. Permission is required from participants so that approval may be given by the ethics committee at DUT.

It is to that effect, that I hereby request your consent and support in conducting the research. Your assistance will be highly appreciated. Should you require further information, kindly contact:

Thandeka Nyezi /Researcher.nokuthulanyezi@gmail.com- 072 8250 905

Thank you for your time.

Yours sincerely

Thandeka Nyezi

Student number: 21132257



nokuthula nyezi <nokuthulanyezi@gmail.com>

INFORMED CONSENT LETTER TO CONDUCT RESEARCH

2 messages

nokuthula nyezi <nokuthulanyezi@gmail.com>
To: skhumalo@ushakamarineworld.co.za

Mon, Aug 22, 2016 at 2:09 PM

Dear Stella Khumalo

My name is Thandeka Nyezi , I am employer by Ushaka Marine Working as a Chef at Wahooz Restaurant. I am currently studying a full Masters Degree in Hospitality Management at the Durban University of Technology.

An Informed Consent is hereby requested to conduct a research at Ushaka Marine World . The goal of the research is to investigate the factors that contribute to employee turnover in the hospitality industry. I have attached my letter giving further explanation for my study.


It will be greatly appreciated if my request to conduct research in your reputable organization is granted.

Thank You

Thandeka Nyezi

Contact No: 072 8250 905

email: nokuthulanyezi@gmail.com

 **letter.docx**
55K

Stella Khumalo <skhumalo@ushakamarineworld.co.za>
To: nokuthula nyezi <nokuthulanyezi@gmail.com>
Cc: Aubrey Ngubane <ANgubane@ushakamarineworld.co.za>

Mon, Aug 22, 2016 at 5:25 PM

Dear Thandeka

Your request is approved in principle, provided you meet with the HR Executive, Mr Aubrey Ngubane, to discuss the logistics pertaining.

Stella Khumalo

Chief Executive Officer

uShaka MARINE WORLD

Tel: +27 31 328 8038

Fax: +27 31 328 8122

E-Mail: Skhumalo@ushakamarineworld.co.za

www.ushakamarineworld.co.za

Annexure F

Revd Dr Graham Alston

PO Box 22483

4022 Glenashley, KZN.

February 2019

TO WHOM IT MAY CONCERN

I, Graham Ernest Alston, have edited the Masters Dissertation proposal titled:

Investigating Factors That Influence Employee Turnover in the Hospitality Industry: A Case Study at Durban Marine Theme Park (Ushaka Marine World)

In respect of Nokuthula Thandeka Nyezi (Student number: 21132257) who is a student in the Department of Tourism and Hospitality at the Durban University of Technology.

I have edited this proposal to the best of my ability and request that I am advised of any further errors of a serious nature.

I have followed the guide to writing found in 'Editorial Style Guide' issued by government Communications and Information Systems. I have also used Microsoft Word for the editing, grammar, and formatting with the setting following English (South Africa). I have used DUT Harvard referencing style. In addition, I used a program called 'Grammarly' to further check spelling, language and for plagiarism.

In so far as I can establish, the work is substantially ready for submission for examination

Yours faithfully

Graham Alston

BA; DipTheol; HED; MA (tesol); PhD



Graham Alston
Associate Member
Membership number: ALS001
Membership year: March 2018 to February 2019
072 247 3264
grahamalston15@gmail.com

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