# Workers Perception on the Influence of Organisational, Job-Related and Individual Factors on Employees' Turnover at Hotels in Ilorin South, Nigeria

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**Abstract**- Employees' turnover is habitually expensive for all organisations including the hospitality sector. Employee's turnover always impacts negatively on the productivity and quality of an organisation's products or services. In spite of the considerable amount of studies this issue attracted, employee turnover is still happening. This quantitative study examines workers' perception of the influence of organisational, job-related and individual factors on employees' turnover in Ilorin. Data was collected from 369 employees' from twelve (12) hotels that voluntarily took part in this study. Four (4) research questions were raised and six (6) hypotheses were formulated and tested at 0.05 level of significance. Respondents agreed that lack of leave and overtime allowance, excessive workload, job stress, long working hours are major organisational factors, less pay/low income, motivation through incentives/rewards are key job-related factors, while lack of good work-life balance e.g. having time for other areas of life other than work, poor career aspiration are very influential to employees' turnover in the study area. This study also found out that employees' socio-demographic characteristics such as age, gender, educational qualification and years of working in the hotel industry influenced their perception on the influence of organisational, job-related and individual factors on employees' turnover in hotels in Ilorin. The study recommends that hoteliers should adopt practices that would acknowledge the effort of their workers such as giving of incentives for good performance and dexterousness at work, employees should not be overloaded with tasks they can't manage, and payment should be made for overtime activities and adequate training of staff periodically, improve quality of employment procedure, training of employees and general improvement of the working conditions.

**Index Terms-** Employee turnover, Organisational, Job-related, Working conditions.

## Introduction

The hospitality industry is very important to global economic growth in terms of both revenue generation and employment creation. The hospitality sector includes catering for travelers needs in resorts, hotels and motels, restaurants, private clubs, event centres, contracted catering outlet and other forms of food and beverage, entertainment and lodging facilities for people who are away from their usual environment. Confirming the significance of the hospitality industry to global economic growth, the United Nations World Tourism Organisation (UNWTO) cited by Akpabio (2007) put forward that, the hospitality industry is the livewire of tourism and hospitality sector given that between 70% and 75% of international tourists' expenditure goes to the hospitality services yearly. The hospitality industry comprises of big and small outlets that provide the following services food and beverages, accommodation, pick-up and drop-off, laundry services, and facilities required for business meeting and so on for people who are away from home regardless of whether it is for long or short periods of time. The service requirements of travellers vary according to the specific needs of both the person away from home and the organisation offering those services (Baker *et al.*, 2000). Given that human mobility (travelling) is a global phenomenon, the need for and the provision of food and accommodation service for people away from their usual environment would take place in virtually all parts of the world. Thus, income generation from the hospitality sector is a global occurrence. And in some countries, the income from the hospitality industry is the main source of foreign exchange (Bakker *et al*, 2000). This attests to the viability of the hospitality industry as a dependable tool for growing countries Gross Domestic Product (GDP).

Similar to the impressive performance it recorded at the global level, the hospitality sector is making a slow but steady improvement in terms of revenue generation in Nigeria. Especially in the last twenty years, income generation from this sector has been well noticed and documented. While citing the Central Bank of Nigeria, Oyibo (2013) stated that the hospitality industry in Nigeria contributed N680.1 million to the economy in 1980, N492.4 million in 1984, N477.9 million in 1990, N591.9 million in 2000, N1950.0 million in 2004 and N2, 390.0 million in 2006. This has increased to N941 billion in 2017. The above-highlighted performances of the hospitality sector in the former and current paragraph is attributed to the splendid contributions of the input from major stakeholders such as the hoteliers/management – for the investment made in this sector; the employees – for delivering the brilliant services that have continued to attract more customers and investors to the growth of this sector; and, the customers – guests for patronising the hotels (visitors/travellers/tourists). These stakeholders need to keep enjoying commensurable dividends that commensurate with their contributions to make this sector to keep growing sustainably in terms of input and output ratio that will be accruing to them. While recognising the numerous academic studies on hotel customers experience and service satisfaction related issues, this current study focuses on hotel employees, with attention on employees' turnover in the study area.

Given that the hospitality industry is a human-

based industry that depends on humans as part of the product, and human cannot be separated from the service process (Ghazali, 2010). Employee satisfaction and retention are key challenges facing the success of the hospitality industry. The former is directly connected with the latter given that satisfied and happy employees are very likely to be giving their best all the times. On the contrary, dissatisfied employees are likened to poor performance which in turn translate to poor customer satisfaction. Unfortunately, the hospitality industry has long been witnessing labour turnover crises. This study is contextualised on the three major categories of the factors influencing employee turnover. Porter and Steers (1973) adopted these three approaches in their study and examined the causes of employee turnover based on organisational, work, and personal (individual) factor. Many studies that came after this had either addressed employee turnover solely on organisational, work/job related or individual/personal, or, a combination of two or all these factors.

Employees' turnover in hotels around the study area is observed to be on the rise. Also, the majority of the employees working in most of these hotels are unskilled, thus are vulnerable to accepting low pay and unfavourable working conditions such as working for long hours and won't contest unfair treatment meted at them. Having too many unskilled staff working in the hotel sector keeps qualified job seekers on the unemployment waiting list for a longer period. And when a skilled job seeker is eventually offered an employment and the working conditions are not too favourable, it is little or that such a skill employee can do because someone who is ready to accept the unfavourable conditions with pleasure. When employees' turnover increases, it threatens the sustainability of the successes the hospitality industry had recorded. According to Dwomoh and Korankye (2012); AKSU (2014), employee turnover have considerable spontaneous effects on organisations performance. Similarly, Guilding, Lamminaki, and McManus (2004) put forward that employee turnover jeopardises organisational performance and profitability because of its likening to loss of important corporate resources and company assets. This is because the exit of some employees in any organisation means that the organisation must replace them with new employees. This comes at an additional cost. For instance, some major causes of employee turnover originated from job stressors, job stress, lack of job satisfaction, poor salary, poor work environment and other factors which can dissatisfy people and possibly force them to quit their current employment (AlBattat, Mat Som & Helalat, 2013; Sangaran & Jeetesh, 2015).

In addition to the increase in the rate of employees' turnover, inadequate working conditions and the presence of unskilled employees noticed in hotels around the study area, there is a glaring silence of academic study from the domestic scene on employees' turnover needless of knowing if those factors influenced on the turnover rate. A vast majority of researches found in this study were of international occurrences. In a related study on customer experience in hotels around the study area, Adediran *et al*., (2018) recommended that hoteliers should improve on the working conditions of their employees and should employ skilled staff. Authors linked customers' satisfaction to efficient service delivery –which is directly connected to adequate delivery of hotel services by staff that may also be part of service delivered to the customers. To avert a starring situation where people in the study area may no longer be desirous of working in hotels within the study area, this study aims to examine what the current hotel employees' in the study area feel about factors influencing employees' turnover through the following objectives: (i) to conduct an assessment of employees' socio-demographic characteristics in the study area (ii) to assess the influence of organisational factors on employees' turnover (iii) to investigate the influence of job-related factors on employees' turnover, and (iv) to evaluate the influence of individual factors on employees' turnover. Meeting these objectives would yield outcomes that are tailor-made for the study and similar places with identical challenges on employees' turnover. It will also assist hoteliers in the study area to identify with employees' perception of the causes of workers turnover. Knowing this would assist to achieve efficient planning for and the adoption of organisational measures that would help in managing, retaining and improving on the well-being of their employees. This study would also serve as a vital source of data for academics, especially given that it is addressing employees' turnover as it concerns the study area.

**Employees' turnover**

In spite of the considerable amount of studies on employee turnover, employee turnover is still an occurrence. Thus, it requires further investigation because of its dependency on human resource in the hospitality industry as part of a service product. According to Denvir and McMahon (1992), employees' turnover is "the movement of people into and out of employment within an organisation"; it can be voluntary or involuntary, and also controllable and unavoidable. Employee turnover is the rate at which employees leave jobs in a company and are replaced by new workers (Holston-Okae & Mushi, 2018). Employees' turnover is usually expressed as a percentage of total workforce numbers, and, it can be disruptive and costly to the organisation. Given the importance of employees as a vital asset to business and organisation, an accomplishment of every company or business depends on the effectiveness of its workforce (Samuel & Chipunza, 2009). As businesses keep investing a lot of resources into their core operations and activities, there is a need for a highly effective human resource; otherwise, achievement, in the long run, cannot be attained. Employee's turnover is habitually expensive for the organisation at all levels. Furthermore, it always impacts negatively on the productivity and quality of the organisation's products or services. Employees' turnout which is a measure of em-

ployees' turnover is a proportion of employees' who leave an organisation over a set period (often on a year-on-year basis). While reporting about employees' turnover in developing countries in 2010, the World Bank stated that the rate of employee turnover ranges from 3 to 27% within Small Medium Enterprises (Salahudin *et al*., 2009). This acknowledges that employees' turnover is a global issue and is a reflection of many factors in regions and places it is happening.

## Causes of employees' turnover

There is a plethora of literature on the causes of employees' turnover. According to Denvir and McMahon (1992), one of the main reasons for high turnover rates is the seasonal nature of the hospitality industry. Other causes of employees' turnover as identified by selected authors include job dissatisfaction (Bonn & Forbringer, 1992); poor training and development opportunities (Smith *et al*., 1996); competitive organisational culture (Poulston, 2008); wrong management styles (Woods & Macaulay, 1989); stress and burnout (Vallen, 1993); poor recruitment and selection procedures (Bonn & Forbringer, 1992; Woods & Macaulay, 1989); discrimination among employees at the workplace (Antolik, 1993); poor organisational commitment (Denvir & McMahon, 1992); the usual 'turnover culture' known with the hospitality industry (Deery & Shaw, 1999; Iverson and Deery, 1997). On the meaning of 'turnover culture', Hemdi and Rahman (2010) described the hospitality culture as a turnover and burnout culture. This is given the fact that the nature of work of service staff in the hospitality sector is energy-sapping, standing, movement up-and-down and working for long hours. Among causes of employee turnover as found out by Ezeuduji and Ubani (2017) are employees viewing compensation as being low when measured against their work, minimal growth opportunities, inadequate work engagement, poor labour relations and long working hours.

More causes of employees turnover include working for long hours, work pressure and stress (Moshin *et al.,* 2013); poor compensation, motivation, work environment and lack of job satisfaction (Holston-Okae & Mushi, 2018). A very significant issue on the causes of employees' turnover as noted in the work of Kuria and Ondigi (2012) is that when organisations are in difficult financial situation, it may trigger the rate at which employees leave for the fear of future layoffs that may be imminent in case organisations is unable to survive. Salmon *et al*., (1999) stated demand for a higher salary and improve work environment are key among reasons employees' want to quit their current job. From the above, there is no definite classification for the causes of employees' turnover. However, all the above-mentioned factors can be compressed into three major themes as follow (i) organisation factors (ii) job-related factors and, (iii) individual factors. These three themes align with Porter and Steers

(1973). Authors classified the various causes of employees' turnover as follow (i) organisational (ii) job-related and, (iii) individual. However, Asela *et al.,* (2017) categorised the causes of employees' turnover by economics, political and social factors themes.

## METHODOLOGY

A quantitative approach was employed to collect data from employees from selected hotels around the study area. Firstly on the rationale for the selection of the hotels that were used for study, non-random sampling was used to select 21 out of 27 hotels in the study area. This selection was limited to hotels' that granted permission to use their employees. However, strict adherence to confidentiality and ethical issue that the names of hotels cannot be mention during data analysis and discussion was agreed to with these hotels. Secondly, the selection of the respondents' was done after selecting the hotels. As with quantitative studies, the population size of employees for each hotel was gotten from the hotels' management. Discussions on population, sample size, sampling technique, questionnaire design, reliability and pilot study come next.

The population of this study is 472 employees – being the total number of staff in all the participating hotels. Krejcie and Morgan's population and sample size table for a known population as cited by Jennings (2010) was deployed. Authors explained that, for a population of 472, a sample size of 214 respondents on a confidence level of 95% is required. However, there was an opportunity to get more than 214 participants. This was possible because of the support received from the management of the selected who assisted in reaching out to their employees. This allowed all the potential respondents equal chances to participate in this study. Therefore, a total of 429 copies of respondents-completed questionnaire were administered, 369 of those were retrieved within two weeks of data collection - making the response/return rate of 86%. However, only 328 of the returned questionnaires were valid for data analysis as 41 copies were either inadequately completed as detected in the course of entering and cleaning of data. Table 1 shows the individual population size, expected sample size on a confidence level of 95% as propounded by Krejcie and Morgan (1970) population table, questionnaire distribution and return rate for each hotel that participated in this study.

**Table 1: population and sample size, questionnaire administered and collected from the selected hotels**

| S/N | Hotels | Population | Sample size | Number of questionnaire adminis- | Number of questionnaire Collected |
|-----|--------|------------|-------------|-----------------------------------|-----------------------------------|

| | | | | tered | |
|---|---|---|---|---|---|
| 1 | Hotel A | 51 | 44 | 44 | 39 |
| 2 | Hotel B | 35 | 32 | 32 | 28 |
| 3 | Hotel C | 47 | 42 | 42 | 40 |
| 4 | Hotel D | 33 | 31 | 31 | 25 |
| 5 | Hotel E | 41 | 37 | 37 | 23 |
| 6 | Hotel F | 23 | 22 | 22 | 21 |
| 7 | Hotel G | 29 | 27 | 27 | 22 |
| 8 | Hotel H | 38 | 35 | 35 | 31 |
| 9 | Hotel I | 39 | 35 | 35 | 29 |
| 10 | Hotel J | 44 | 40 | 40 | 36 |
| 11 | Hotel K | 59 | 52 | 52 | 47 |
| 12 | Hotel L | 34 | 32 | 32 | 29 |
| | **TOTAL** | **472** | **429** | **429** | **369** |

The questionnaire used for data collection is a respondent completed-questionnaire. It was designed on a five-point Likert scale to obtain the perception of hotel employees on factors that influence employees' turnover in the hotel industry. The questionnaire was divided into four sections as follow: section one - demographic characteristics of the respondents: age, gender, marital status, highest qualification obtained, total years of working in the hotel industry and total years of working in the particular hotel; section two – the respondents perception on the influence of organisational factors on employees' turnover; section three - respondents' perception on the influence of job related factors on employees' turnover, and section four - respondents' perception on the influence of individual factors on employees' turnover. This study adopted all the factors mentioned in past studies. A total of twenty-four (24) questions covering organisational, job-related and personal factors were earlier formulated. The reliability of the instrument was tested through a pilot study with three hotels that were not included in the actual study. These three hotels are annexes of three of the twelve hotels selected for the actual data collection. A total of 57 questionnaires were administered to voluntary employees' of the three hotels, 51 copies were collected and used for the analysis of the pilot study. This yielded a coefficient score of 0.826, signifying that the questionnaire was reliable. The completion of the pilot study paves the way for the actual data collection as questionnaires were administered via non-random sampling of the respondents based on respondents' availability and willingness to participate.

After two weeks of data collection exercise, data analysis commenced via the use of the statistical package for social science (SPSS) for data analysis. Descriptive statistics such as; frequencies, percentages, mean, standard deviation (SD) were carried out. Four research questions were developed to meet the second, third and fourth objectives earlier raised for this study as follow: (i) what is the socio-demographic characteristics of employees at selected hotels?

(ii) what is the perception of employees' on the influence of organisational factors on employees' turnover? (iii) what is the perception of employees' on the influence of job-related factors on employees' turnover? And, (iv) what is the perception of employees' on the influence of personal (individual factors) on employees' turnover? These four research questions were answered from data analysis via the following statistical tools: research question one was analysed using frequency and percentage while research questions two, three and four were analysed using mean and standard deviation. Details have been discussed under the results section.

## Results and discussion
### Respondents' socio-demographic characteristics

On respondents age, 14 (4.3%) of the respondents were 19 years and below, 128 (39.0%) were between 20-24 years, 90 (27.4%) were between 25-29, 72 (22.0%) were between 30-34, 16 (4.9%) were between 35-39; while 8 (2.4%) of the respondents were 40 years and above. Out of the 328 respondents, 166 (50.6%) were males; while 162 (49.4%) were females. The marital status of the respondents revealed that 168 (51.2%) were single, 122 (37.2%) were married, 4 (1.2%) were divorced, 28 (8.5%) were engaged; while 6 (1.8%) were from separated home. With respect to respondents' education, 4 (1.2%) were first school leaving persons, 32 (9.8%) were O' level certificate holders, 98 (29.9%) have NCE/OND certificates, 138 (42.1%) were HND/B.Sc degree holders, 56 (17.1%) have obtained their Master Degree certificates; while none 0 (0.0%) of the respondents has PhD Degree.

On employees number of years they have been working in the hospitality industry, 64 (19.5%) of the respondents indicated that they have spent between 0-1 year, 178 (54.3%) have been there for 2-3 years, 68 (20.7%) were between 4-5 years in the industry, 12 (3.7%) have spent between 6-7 years, 0 (0.0%) were between 8-9 years; while 6 (1.8%) have been in the industry for 10 years and above. In terms of the number of years spent in the current hotels, 128 (39.0%) of the respondents indicated between 0-1 year, 180 (54.9%) have spent between 2-3 years, 10 (3.0%) have been working between 4-5 years, 8 (2.4%) have spent between 6-7 years; while 2 (0.6%) were between 8-9 years; while none 0 (0.0%) of the respondents have exceeded 9 years of service in the current hotel.

**Research Question 2:** What is the perception of respondents on the influence of organisational factors on employees' turnover in the study area?

**Table 2:** Mean and Rank Order of Employees' the Influence of Organisational Motivated Factors on Employees' Turnover

| s/n | Organisational factors | Me | SD | Rank |
|---|---|---|---|---|

| | influence on employees turnover | an | | |
|---|---|---|---|---|
| 10 | Less pay/low remuneration | 3.84 | 1.38 | 1st |
| 7 | Lack of motivation through incentives/rewards | 3.61 | 1.31 | 2nd |
| 3 | Poor general work environment | 3.60 | 1.07 | 3rd |
| 9 | Lack of motivation through recognition | 3.52 | 1.29 | 4th |
| 8 | Lack of motivation through training | 3.51 | 1.21 | 5th |
| 2 | Inadequate description of organisational culture | 3.46 | 1.17 | 6th |
| 6 | Poor motivation through promotion | 3.36 | 1.23 | 7th |
| 1 | Poor managers' style of leadership | 3.35 | 1.28 | 8th |
| 5 | Lack of freedom to utilise your skills on the job | 3.34 | 1.17 | 9th |
| 4 | Poor recruitment policies in the organization | 3.29 | 1.12 | 10th |

Table 2 presents the mean and rank order of respondents' perceptions of the influence of organisational factors on employees' turnover in Ilorin South LGA, Kwara State. The table shows that all the 10 items meet the set benchmark of 3.00 for determining the main factors that influence employees' turnover. As indicated in Table 2 under the s/n column, items 10, 7, 3, 9 and 8 with mean ($\bar{x}$) values of 3.84 ($\sigma$ = 1.38), 3.61 ($\sigma$ = 1.31), 3.60 ($\sigma$ = 1.07), 3.52 ($\sigma$ = 1.29) and 3.51 ($\sigma$ = 1.21) preceded others and were ranked 1st, 2nd, 3rd, 4th and 5th respectively. This indicated that less pay/low income, motivation through incentives/rewards, general work environment, motivation through recognition and motivation through training as organisational factors are influential to employees' turnover in hotels in Ilorin South.

**Research Question 3:** What is the perception of employees' on the influence of job related factors on employees' turnover?

**Table 3:** Mean and Rank Order of the Influence of Job-Related Motivated Factors on Employees' Turnover

| s/n | The under listed job related factors influence employees turnover in hotels in the study area | Mean | SD | Rank |
|---|---|---|---|---|
| 4 | Lack of leave and overtime allowance | 3.70 | 1.16 | 1st |
| 5 | Excessive workload | 3.66 | 1.24 | 2nd |
| 2 | Job stress | 3.58 | 1.13 | 3rd |
| 3 | Long working hours | 3.49 | 1.21 | 4th |
| 6 | Lack of challenges that make individual worker better | 3.16 | 1.32 | 5th |
| 1 | Job ambiguity (when content, priorities and work method of the job re unclear to an employee) | 3.12 | 1.31 | 6th |

Table 3 presents the mean and rank order of respondents' perceptions of the influence of job-related factors on employees' turnover in Ilorin South LGA, Kwara State. The table shows that all the 6 items meet the set benchmark of 3.00 for determining the main factors that influence employees' turnover. As indicated in Table 3 under the s/n column, items 4, 5, 2, 3, 6 and 1 with mean ($\bar{x}$) values of 3.70 ($\sigma$ = 1.16), 3.66 ($\sigma$ = 1.24), 3.58 ($\sigma$ = 1.13), 3.49 ($\sigma$ = 1.21), 3.16 ($\sigma$ = 1.32) and 3.12 ($\sigma$ = 1.31) were ranked 1st, 2nd, 3rd, 4th, 5th and 6th respectively. This indicated that lack of leave and overtime allowance, excessive workload, job stress, long working hours, lack of challenges that make individual worker better and job ambiguity as job-related factors are influential to employees' turnover in hotels in Ilorin South.

**Research Question 4:** What is the perception of employees' on the influence of individual factors on employees' turnover?

**Table 4:** Mean and Rank Order of the Influence of Individual Motivated Factors on Employees' Turnover

| s/n | Individual factors influence on employees turnover | Mean | SD | Rank |
|---|---|---|---|---|
| 7 | Good work-life balance e.g. having time for other areas of life other than work | 3.59 | 1.18 | 1st |
| 6 | Career aspiration | 3.52 | 1.11 | 2nd |
| 4 | Religion | 3.47 | 1.17 | 3rd |
| 2 | Age | 3.34 | 1.14 | 4th |
| 5 | Years of work experience | 3.20 | 1.27 | 5th |
| 1 | Level of education | 3.05 | 1.28 | 6th |
| 3 | Gender | 2.94 | 1.27 | 7th |
| 8 | Peer pressure in the organisation e.g. thinking that your mates are better than you | 2.86 | 1.26 | 8th |

Table 4 presents the mean and rank order of employees' perceptions of the influence of individual factors on employees' turnover in Ilorin South LGA, Kwara State. The table shows that all the 8 items meet the set benchmark of 3.00 for determining the main factors that influence employees' turnover. However, Table 4 shows under the s/n column

that items 7, 6, 4, 2 and 5 with mean ($\bar{x}$) values of 3.59 ($\sigma$ = 1.18), 3.52 ($\sigma$ = 1.11), 3.47 ($\sigma$ = 1.17), 3.34 ($\sigma$ = 1.14) and 3.20 ($\sigma$ = 1.27) took precedence over others and were ranked 1st, 2nd, 3rd, 4th and 5th respectively. This indicated that good work-life balance e.g. having time for other areas of life other than work, career aspiration, religion, age and years of work experience as personal factors are influential to employees' turnover in hotels in Ilorin South.

As a result of the outcome above, this study examines whether there are differences in employees' perception of the influence of organisational, job-related and individual factors on employees turnover by some sensitive socio-demographic characteristics. This was intended to establish if the respondents differ in views by their socio-demographic attributes. The importance of this cross-examination is to adequately understand how the employees in the study area perceive factors causing turnover by the variance in their socio-demographic features. More so, this cross-examination of employees' socio-demographic characteristics' and their perception of factors influencing turnover makes this study different and richer than many others. In light of the above, six null hypotheses were formulated and examined using inferential statistics of t-test and Analysis of Variance (ANOVA) at 0.05 level of significance as follows:

**H₀₁:** There is no significant difference in respondents' perception on factors influencing employees' turnover in selected hotels in Ilorin South LGA by age.

**Table 5a:** ANOVA Result Showing Difference in Employees' Perception of Factors Influencing Employees' Turnover in Selected Hotels Based on Age

| Source | Sum of Squares | Df | Mean Squares | Cal. F | Crit. F | p-value |
|---|---|---|---|---|---|---|
| Be-tween group | 5083.659 | 5 | 1016.732 | 4.41* | 2.29 | 0.001 |
| Within group | 74233.743 | 322 | 230.540 | | | |
| Total | 79317.402 | 327 | | | | |

\* Sig. at p < 0.05

Table 5a shows that for degrees of freedom (df) of 5 and 322, the calculated F-value of 4.41 is greater than the critical F-value of 2.29 (p = 0.001 < 0.05). This indicates that there is a significant difference in the perception of workers on factors influencing employees' turnover in selected hotels in Ilorin South LGA based on age; hence, the hypothesis is rejected. Therefore, the respondents' age difference influences respondents' perception of factors influencing employees' turnover. This aligns with the result of the study

carried out by Kuria, Odingi and Wanderi (2012) that employees' age influences their perception of factors influencing turnover. To identify the age sub-groups that is responsible for change observed in table 5a. Post-hoc Duncan Multiple Range Test (DMRT) was carried out

**Table 5b:** DMRT Showing the Age Sub-groups that Contributes to the Difference in Respondents' Perception on Factors Influencing Employees' Turnover

| Age (in years) | N | Mean | Group |
|---|---|---|---|
| Above 40 | 8 | 91.75 | 1 |
| 35-39 | 16 | 90.00 | 2 |
| 30-34 | 72 | 85.89 | 3 |
| 25-29 | 90 | 79.80 | 4 |
| 20-24 | 128 | 79.53 | 4 |
| Below 19 | 14 | 73.29 | 5 |

Table 5b shows that the mean scores of 79.80 and 79.53 in group 4 slightly different from each other but greater than 73.29 in groups 5. Also, the mean values of 91.75, 90.00 and 85.89 in groups 1, 2 and 3 are significantly different from one another, however, group 1 preceded over others; this implies that the view of respondents within the age range of 40 years contribute more to the difference observed in table 5. This suggests that workers with old age are more acquitted with varying factors that influenced employees' turnover in Ilorin South LGA; hence, their varying perception.

**H₀₂:** There is no significant difference in respondents' perception on factors influencing employees' turnover in selected hotels in Ilorin South LGA by gender.

**Table 6:** Mean SD and t-test Result Showing Difference in Respondents' Perception of Factors Influencing Employees' Turnover in Selected Hotels Based on Gender

| Gender | N | Mean | SD | Df | Cal. T | Crit. t | p-value |
|---|---|---|---|---|---|---|---|
| Male | 166 | 81.43 | 14.66 | | | | |
| | | | | 326 | 0.12 | 1.96 | 0.898 |
| Female | 162 | 81.65 | 16.59 | | | | |

Table 6a shows that for degree of freedom (df) of 326, the calculated t-value of 0.12 is less than the critical t-value of 1.96 (p = 0.898 > 0.05). This indicates that there is no significant difference in the perception of workers on factors influencing employees' turnover in selected hotels in Ilorin South LGA based on gender; hence, the hypothesis is retained. Therefore, the perceptions of male and female workers were similar on factors influencing employees' turnover.

**H₀₃:** There is no significant difference in the perception of workers on factors influencing employees' turnover in selected hotels in Ilorin South LGA by marital status.

**Table 7a:** ANOVA Result Showing Difference in Respondents' Perception of Factors Influencing Employees' Turnover in Selected Hotels Based on Marital Status

| Source | Sum of Squares | Df | Mean Squares | Cal. F | Crit. F | p-value |
|---|---|---|---|---|---|---|
| Between group | 3115.976 | 4 | 778.994 | 3.30* | 2.34 | 0.011 |
| Within group | 76201.426 | 323 | 235.918 | | | |
| Total | 79317.402 | 327 | | | | |

* Sig. at $p < 0.05$

Table 7a shows that for degrees of freedom (df) of 4 and 323, the calculated F-value of 3.30 is greater than the critical F-value of 2.34 (p = 0.011 < 0.05). This indicates that there is a significant difference in the perception of workers on factors influencing employees' turnover in selected hotels in Ilorin South LGA based on marital status; hence, the hypothesis is rejected. Therefore, variation in the marital status of the respondents did contribute to their perception of factors influencing employees' turnover. The post-hoc Duncan Multiple Range Test (DMRT) was carried out to identify the sub-groups of marital status that is responsible for the difference observed in table 6b.

**Table 7b:** DMRT Showing the Sub-groups of Marital Status that Contributes to the Difference in Respondents' Perception on Factors Influencing Employees' Turnover

| Marital Status | N | Mean | Group |
|---|---|---|---|
| Divorced | 4 | 95.50 | 1 |
| Married | 122 | 83.52 | 2 |
| Single | 168 | 80.64 | 3 |
| Engaged | 28 | 79.86 | 4 |
| Separated | 6 | 65.00 | 5 |

Table 7b shows that the mean values of 95.50, 83.52, 80.64, 79.86 and 65.00 in groups 1, 2, 3, 4 and 5 significantly and respectively different from one another. However, group 1 preceded over others. This implies that the view of respondents who were divorced contribute more to the difference observed in Table 7a. This suggests that divorced workers are more experienced as to varying factors that influenced employees' turnover in Ilorin South LGA; hence, their varying perception.

**H$_{04}$:** There is no significant difference in the perception of workers on factors influencing employees' turnover in selected hotels in Ilorin South LGA on the basis of educational qualification.

**Table 8a:** ANOVA Result Showing Difference in Respondents' Perception of Factors Influencing Employees' Turnover in Selected Hotels Based on Educational Qualification

| Source | Sum of Squares | Df | Mean Squares | Cal. F | Crit. F | p-value |
|---|---|---|---|---|---|---|
| Between group | 3838.746 | 4 | 959.687 | 4.10* | 2.34 | 0.003 |
| Within group | 75478.656 | 323 | 233.680 | | | |
| Total | 79317.402 | 327 | | | | |

* Sig. at $p < 0.05$

Table 8a shows that for degrees of freedom (df) of 4 and 323, the calculated F-value of 2.02 is greater than the critical F-value of 2.34 (p = 0.003 < 0.05). This indicates that there is a significant difference in the perception of workers on factors influencing employees' turnover in selected hotels in Ilorin South LGA based on educational qualification; hence, the hypothesis is rejected. Therefore, educational qualification obtained by the respondents influences their perception of factors influencing employees' turnover. The post-hoc Duncan Multiple Range Test (DMRT) was carried out to identify the sub-groups in educational qualification that is responsible for the difference observed in table 8a.

**Table 8b:** DMRT Showing the Sub-groups in Educational Qualification that Contributes to the Difference in Respondents' Perception on Factors Influencing Employees' Turnover

| Educational Qualification | N | Mean | Group |
|---|---|---|---|
| M.Sc | 56 | 85.94 | 1 |
| HND/B,Sc | 138 | 83.94 | 2 |
| NCE/OND | 98 | 78.55 | 3 |
| Primary | 4 | 76.50 | 4 |
| O'Level | 32 | 74.94 | 5 |

Table 8b shows the mean values of 85.94, 83.94, 78.55, 76.50 and 74.94 in groups 1, 2, 3, 4 and 5 significantly and respectively different from one another. However, group 1 preceded over others. This implies that the view of respondents with Master's Degree contribute more to the difference observed in table 8b. This suggests that workers with a higher educational qualification in this study are more experienced as to varying factors that influenced employees' turnover in Ilorin South.

**H$_{05}$:** There is no significant difference in the perception of workers on factors influencing employees' turnover in selected hotels in Ilorin South by number of years in the industry.

**Table 9a:** ANOVA Result Showing Difference in Respondents' Perception of Factors Influencing Em-

ployees' Turnover in Selected Hotels Based on Number of Years in the Industry

| Source | Sum of Squares | Df | Mean Squares | Cal. F | Crit. F | p-value |
|---|---|---|---|---|---|---|
| Between group | 7376.830 | 4 | 1844.207 | 8.28* | 2.34 | 0.000 |
| Within group | 71940.573 | 323 | 222.726 | | | |
| Total | 79317.402 | 327 | | | | |

* Sig. at p < 0.05

Table 9a shows that for degrees of freedom (df) of 4 and 323, the calculated F-value of 8.28 is greater than the critical F-value of 2.34 (p = 0.000 < 0.05). This indicates that there is a significant difference in the perception of workers on factors influencing employees' turnover in selected hotels in Ilorin South LGA based on years in the industry; hence, the hypothesis is rejected. Therefore, years spent by the respondents in the hospitality industry influenced their perception of factors influencing employees' turnover. The Duncan Multiple Range Test (DMRT) was thus conducted to show the category of the length of years in the industry that contributes to the difference observed in Table 9a.

**Table 9b:** DMRT Showing the Sub-variables of Years in the Industry that Contributes to the Difference in Respondents' Perception on Factors Influencing Employees' Turnover

| Years in Industry | N | Mean | Group |
|---|---|---|---|
| 10 & above | 6 | 110.67 | 1 |
| 4-5 | 68 | 82.88 | 2 |
| 2-3 | 178 | 82.13 | 2 |
| 6-7 | 12 | 81.17 | 3 |
| 0-1 | 64 | 75.81 | 4 |

Table 9b shows that the mean scores of 82.88 and 82.13 in group 2 slightly different from each other but greater than 81.17 and 75.81 in groups 3 and 4 respectively. Since the mean values, 110.67 of group 1 is greater than other groups; it implies that the view of respondents who have spent 10 years and above in the hospitality industry contributes more to the difference observed in Table 9b. This suggests that workers with many years in service are more acquitted with varying factors that influenced employees' turnover in Ilorin South LGA; hence, their varying perception.

**H₀₆:** There is no significant difference in the perception of workers on factors influencing employees' turnover in selected hotels in Ilorin South on the basis of number of years in the current hotels.

**Table 10:** ANOVA Result Showing Difference in Respondents' Perception of Factors Influencing Employees' Turnover in Selected Hotels Based on Number of Years in the Current Hotels

| Source | Sum of Squares | Df | Mean Squares | Cal. F | Crit. F | p-value |
|---|---|---|---|---|---|---|
| Between group | 1600.927 | 4 | 400.232 | 1.66 | 2.34 | 0.158 |
| Within group | 77716.475 | 323 | 240.608 | | | |
| Total | 79317.402 | 327 | | | | |

Table 10 shows that for degrees of freedom (df) of 4 and 323, the calculated F-value of 1.66 is less than the critical F-value of 2.34 (p = 0.158 > 0.05). This indicates that there is no significant difference in the perception of workers on factors influencing employees' turnover in selected hotels in Ilorin South based on the number of years in the current hotels; hence, the hypothesis is retained. Therefore, number of years spent by the respondents in the current hotels does not influence on their perception of factors influencing employees' turnover.

**Conclusion**

After examining hotel employees' perception on causes of employees' turnover in twelve selected hotels in Ilorin, kwara state on organisational, job-related and individual related factors, analysis of the empirical data reveals that all the twenty-two items (variables) among the twenty-four that examined are very much influential to causes of employees' turnover herein. Another important finding of this study is the significant roles the employees socio-demographic characteristics played in their perception of the causes of employees' turnover. The keys findings from the empirical exercise of this study are summarised as follows:

- Organisational factors influencing employees' turnover in the hospitality industry in Ilorin South LGA are less pay/low income, motivation through incentives/rewards, general work environment, motivation through recognition and motivation through training.
- The job related factors influencing employees' turnover in the hospitality industry in Ilorin South LGA are lack of leave and overtime allowance, excessive workload, job stress, long working hours, lack of challenges that make individual worker better and job ambiguity.
- The individual factors influencing employees' turnover in the hospitality industry in Ilorin South LGA are good work-life balance e.g. having time for other areas of life other than work, career aspiration, religion, age and years of work experience.
- There was a significant difference in the perception of workers on factors influencing employees' turno-

ver in selected hotels in Ilorin South LGA based on age.

- There was a significant difference in the perception of workers on factors influencing employees' turnover in selected hotels in Ilorin South LGA based on gender.
- There was a significant difference in the perception of workers on factors influencing employees' turnover in selected hotels in Ilorin South LGA based on marital status.
- There was a significant difference in the perception of workers on factors influencing employees' turnover in selected hotels in Ilorin South LGA based on educational qualification.
- There was a significant difference in the perception of workers on factors influencing employees' turnover in selected hotels in Ilorin South LGA based on years in the industry.

Given the above conclusion, the following recommendations are made for the hoteliers, researchers and those working in the hotel industry as well as those aspiring to do so:

- ✓ Hoteliers should treat their employees well by improving on the provision of conducive organisational environment, job-related tools/equipment and structure.
- ✓ Hoteliers are also advised to slow down on their ambition to hurriedly recoup the financial investment made on the hotel business. It has been observed that one of the causes of low pay and poor remuneration lies in being in a hurry to get back all they have invested.
- ✓ Further research should be carried out to ascertain the perception of hotel owners/management on causes of employees' turnover. This will enable a balanced of stakeholders opinion.
- ✓ Those aspiring to work in the hotels industry should be sensitised on the need to develop themselves by acquiring useful skills that are relevant therein. Unskilled employees are a useful tool to replace skilled ones but they will continue to receive inadequate treatment.

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