

Original Research Article

Factors affecting employee turnover in hospitality establishments in Kisii Town, Kenya

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Abstract

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High employee turnover continues to plague the hospitality industry in Kenya and in the process impeding the service quality of hotels and therefore customer competitiveness and brand consistency. The specific objectives of the study were to investigate the push and pull factors that affect employee turnover in hotels in Kisii town. A descriptive survey research design was used for the study. The target population of the study was 35 employees of 7 establishments in Kisii. Simple random sampling was used to sample both the hotels and the employees. Structured questionnaires were used to collect data from the respondents. The data collected was analyzed by descriptive statistics and presented in form of frequency tables. The study found out that salaries and wages, career promotions and job satisfaction were the leading factors which contributed to high employee turnover in hotels. The study also found out that hospitality establishments in Kisii rarely experience seasonality problems. It was therefore concluded that employees are not compensated favorably and that training and development opportunities are scarce. It was recommended that management of hospitality establishments should offer salaries and wages that are competitive and match the current market place. It was recommended that management of hospitality establishments provide fringe benefits, overtime allowances and training and development opportunities to its employees in a bid to ensure employee loyalty and therefore retention. The study recommended that employees come up with strong unions to champion for their rights to fair and equitable treatment as well as safe working environment.

Keywords: Fringe benefits, Job tenure, Niche, Seasonality, Turnover

INTRODUCTION

In this continuously changing environment that is not only affecting the organization but also the employees working in it, Human Resources Management has a vital role to play in managing the organization resources and how employees are treated in the organization (Hassan et al., 2011). Employees are an important asset to every company, business and organization. In fact, the success of every company or business is entirely dependent on the effectiveness of its workforce (Samuel and Chipunza, 2009). A business may invest a lot of resources into its core operations and activities, but without a highly

effective human resource, success in the long run cannot be achieved (Ton and Huckman, 2008).

The attraction and retention of high-quality employees is more important today than ever before. A numbers of trends (globalization, increase in knowledge work, accelerating rate of technological advancement) make it vital that firms acquire and retain human capital. In human resources context, turnover can be viewed as the rate at which an employer gains and misplaces employees or how long employees tend to stay in a particular organization. Turnover is measured for

individual companies and for their industry as whole (Turner, 2010).

There are several ways through which a company or business may improve the effectiveness of their employees. This can be through periodic training programs, constant motivation in the workplace, employee empowerment, promotion and bonus programs among others (Samuel and Chipunza, 2009). These strategies and activities often require a company to spend a significantly large amount of resources, to ensure that its employees are content with their jobs and work optimally to achieve the set organizational goals and objectives (Glebbeck and Bax, 2004). However, even with the above mentioned efforts, companies and businesses still face the constant threat of high employee turnover rates and thus low employee retention rates. These two factors greatly inhibit the success of companies and businesses as they rob them of their most prized assets, the employees (Ongori, 2007). Employee turnover basically means the percentage of employees who within a particular period of time opt to leave the company or business for other companies. This forces the company to replace them with new employees at an additional cost (Tracey and Hinkin, 2008).

Many scholars defined that turnover intention is the single best predictor of turnover and as a key element in study employee behavior, and be the last step before the employee voluntary too (Lee and Bruvold, 2003). However, Van Dick et al. (2004) defined that an employee's intention to leave is not an actual turnover. But it's also rejected that turnover intention is the best predictor of actual turnover, it mean that employee has intent to stay with organizations which have a positive effect to voluntary turnover (Griffeth et al., 2000). Finally, turnover intentions have substantiated of employee turnover to be robust accept from the most of scholars (Lee and Bruvold, 2003). So, what the definition about employee turnover intention is. Some researchers defined that employee turnover intention is like a time – consuming process from thinking of quitting, intention to search a new job and intention to quit or stay (Jacqueline and Milton, 2007). In addition, employee turnover intention is also defined as “individuals' own estimated probability (subjective) that they are permanently leaving the organization at some point in the near future” (Matthias and Miriam, 2011).

“Employee turnover refers to the proportion of employees who leave an organization over a set period (often on a year-on-year basis), expressed as a percentage of total workforce numbers” (CIPD, 2014). Armstrong (2012) defines employees turnover as the rate of people leaving an organization he assert that turnover can be disruptive and costly to the organization. (Griffeth and Hom 2001) however define turnover across three dimensions Voluntary, Involuntary and Dysfunction turnover. Voluntary turnover is initiated by employee while involuntary is initiated by the organization due to an

employee's poor performance or organization restructuring. Dysfunction turnover on the other hand can be harmful to the organization, when high performance or employees who are hard to replace leave the organization. A low rate of employee turnover is inevitable even when service conditions are almost perfect because some employees have to retire, move onto another organization, or leave for other reasons such as ill health, death, and personal reasons amongst others (Allen et al., 2010). This level of turnover is, however, not adverse to the organization. A high turnover rate, on the other hand, impacts 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 (Long et al., 2012).

Employee retention is the “effort by an employer to keep desirable workers in order to meet the business objectives” by keeping the right people on the right jobs (Frank et al., 2004; Hassan et al., 2011). CIPD (2014) define “retention as the extent to which an employer retains its employees and may be measured as the proportion of employees with a specified length of service (typically one year or more) expressed as a percentage of overall workforce numbers” Retention is important for an organization as it ensures that the organization keeps hold of its best employees, thereby ensuring high productivity. Gbervbie (2010) argued that if appropriate employee retention strategies are adopted and implemented by organizations, employees will surely remain and work for the successful achievement of organizational goals.

Sut and Chad (2011) indicated that employee turnover is cause of economic losses of organization. It reduces greatly the job efficiency. Similarly, Barak et al. (2001) suggested that employee turnover is terror and costly, it reduces organizational effectiveness and employee productivity to a certain extent, and manager must spend more energy and material to develop a new talent to replace the employees who leave out. Hence employee turnover is worth managers to pay attention to invisible burden. According to Wright and Bonett (2007), their results showed that employee turnover can be divided to involuntary or voluntary. Voluntary turnover occurs when an employee wants to leave and eventually decides to leave organization with variety causes. It is likely the employee accepted a position which has a better treatment whether physical or spiritual with a different company. As mentioned above, it is the type of leaving that manager cares and it will be negative impact on the organization. Another situation, an employee asked to leave the organization for a variety of reasons including layoffs or poor job performance or other performances harm to benefit of company. The most reasons for turnover can be divided in to either voluntary or

involuntary. A large number of scholars have determined that intent to stay or leave is strongly and consistently related to voluntary turnover (Wright and Bonett, 2007).

Walker (2001) "identified seven factors that can enhance employee retention: compensation and appreciation of the performed work, provision of challenging work, chances to be promoted and to learn, invitational atmosphere within the organization, positive relations with colleagues, a healthy balance between the professional and personal life, and good communications". Das and Baruah (2013) suggested that if these factors exist in an organization the tendency of employee leaving the organization is reduced. "Work environment, training and development, leadership and employee retention, promotion and opportunity for growth, compensation and rewards, participation in decision making, work life balance and Job satisfaction. Kehr (2004) suggested that together all this might be taken as inviting employee engagement. If the above factors are present in an organization it will not only help to attract new employees into the organization but will also lead to the retention of existing employees in the organization (Das and Baruah, 2013).

Previous studies emphasize the importance of regarding human resource as the most important asset of any serious organization determined to realize its goals and objectives. It is important for employees to feel they are being fairly compensated for their contribution in an organization, and the management is equally committed to provision of advancement opportunities as well as employee welfare. High employee turnover if not addressed can impact organizations negatively through loss of highly skills staff, loss of knowledge and experience, established customer relations and may even result in poor customer satisfaction, poor sales and resultant possible loss of revenue and market share before newly recruited sales representatives can forged relationships and understand customer needs (Pillay, 2009).

Related studies undertaken to provide insight on employee turnover with aim of increasing retention have indicated a gap which could have been occasioned by poor sampling methods, unrepresentative target population, poor data collection tools and techniques, poor analysis and wrong interpretation of results (Zografos, 2006). The purpose of this study was to determine the factors that influence employee turnover in the pharmaceutical industry, with an aim of coming up with recommendations aimed at curbing or significantly reducing it and enhancing staff retention at Phillips group of companies.

Work Environment

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 (Lee et al., 2015). Wells and Thelen cited by Das and Baruah (2013) "stated that organizations which have generous human resource policies, have a very good chance to satisfy and retain employees by providing them an appropriate level of privacy and sound control on work environment which enhances the motivation levels to commit with the organization for the long term". Challenging work conditions can cause increased levels of burnout and job stress amongst employees, which can cause them to depart the organization or industry (Kokt and Ramarumo, 2015). On the other hand, employees' satisfaction with their work environment is likely to influence them positively and cause them to stay with the organization. The employees are also likely to be more motivated and productive when they are happy with their work conditions. Considering the abnormal working hours and fluctuations in demand associated with the hospitality industry, an ideal work environment for employees can include an environment that empowers the employees and "allows them to meld personal and work relationships and accommodate special needs" (Timothy and Teye, 2009).

Training and Development

Training and development affects jobs satisfaction and organization commitment which in turn affect staff retention, an organization that provides inadequate training increases staff turnover and threatened quality standards and profits (Pousston, 2008). Previous research by Govaerts et al. (2011) has shown that learning and development is an important retention strategy establishing and supporting learning and working organization is beneficial to the organization. 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 (Lashley and Best, 2002). Research by Costen and Salazar (2011) shows that employees who feel they have the chance to develop new skills through training and development in the workplace are more satisfied with their jobs and are, as a result, more likely to remain loyal to an organization. Garg and Rastongi (2006) on the other hand, suggested that in today's competitive environment feedback from employees is very important for the organization and the more knowledgeable an employee becomes the better for them to perform to meet the global challenges of the market place. Dhār (2015) stated that training of employees also improves the output of the employees leading to higher quality services which improves the value of the employees to the organization thereby improving the desire of the organization to keep hold of them in the long term. (Handy cited in Das and Baruah, 2013) mentioned that

“proper innovation and assimilation of knowledge is essential for the survival in any work environment thus knowledge is the most expensive asset of any organization”.

Superior and Subordinate Relationship

The superior-subordinate relationship is, from an employee's perspective, the most important relationship in an organization (Taylor, 2002). To a very large extent, this relationship, according to Taylor (2002) determines how happy and satisfied the employees are with their jobs and work environment, how good their prospects of career development are within the organization, and the quality of their day-to-day experiences in the workplace. Brunetto and Farr-Wharton (2002) argued that supervision from the immediate manager increases the level of job satisfaction in the public sector employees. Paille et al. (2013), suggested that trust in a superior and perceived support from superiors increases the probability of employees to stay within an organization whereas, a poor or non-existent relationship, increases the chances of voluntary resignation by the employees. Leadership style can affect organizational commitment and work satisfaction positively and work satisfaction can affect organizational commitment and work performance positively (Hanaysha et al., 2012).

Career Development

“Career development involves creating opportunity for promotion within an organization by providing opportunity for training and skills development that allows employees to improve their employability in the market” (Meyer and Smith, cited in Das and Baruah, 2013). Career development ensures that an employee is successful in their career resulting in career satisfaction. The performance of employees is likely to be better when they perceive the opportunities for career development within their organization or industry is high (Das and Baruah, 2013). Additionally, organizational support for career development has been associated with a reduction in voluntary exit by employees as they are likely to perceive career development opportunities within the organization as high (Kraimer et al., 2011). Talented employees are required to maintain a competitive advantages and employees want career growth to develop and rise on the career ladder. Such methods include advancement plans, internal promotion and accurate career previews at the time of hiring (Prince, 2005).

Communication

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 (Jones, 2002). Regular staff briefings or communication through newsletters have been shown to have the biggest impact on employee retention (Jones, 2008). At a reasonable level of communication, employees, according to Das and Baruah (2013) feel involved in organizational decisions and are clear about the organization's strategic direction. Noah (2008) suggested that employee's involvement in decision making helps in creating a sense of belonging amongst employees which in returns creates a good working environment and contributes towards building a good employee-employers relationship. Lack of communication leaves employee feeling disconnected from the organization.

Work-life balance

Work-life balance has become a major issue for both employee and employer, lack of balance between work and non-work activities is related to reduced psychological and physical wellbeing an example of this is working during the weekends which has been linked to stress and emotional exhaustion for employees (Hughes and Bozionelos, 2007). Work life balance has been viewed to pertain to individuals especially woman who are in corporate employment and have family obligations (Parasuraman and Simmers, 2001; Hardy and Adnett, 2002). However, work life balance is also a key issue for men due to the problems caused by inability to balance work and non-work life which may cause dissatisfaction, job turnover and absenteeism in their job (Hughes and Bozionelos, 2007). It is not only family issues that constitute work life balance any type of activities for example; hobbies that one desire to pursue outside ones work obligation pertain to work life balance (Darcy et al., 2012). Flexibility in work can be achieved by moving employees between certain departments and nurturing interdepartmental cooperation, depending on work demand (Jones and Lockwood, 2002).

Job Satisfaction

A study by Kara et al. (2012) outlines four main factors that determine the level of job satisfaction for employees within the hospitality industry. These are working conditions or environment, personal fulfillment, management conditions, and using ability in the job. Hanaysha et al., (2012) on the other hand suggested that job satisfaction of employees often includes elements such as: the job itself, the relationship with the supervisor and co-workers, management beliefs, future opportunity, work environment, and compensation. Good relations

Table 1. Gender categorization of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	16	59.3	59.3	59.3
	Female	11	40.7	40.7	100.0
	Total	27	100.0	100.0	

with co-workers and ideal working conditions are the most positive work aspects associated with job satisfaction, while unfair payment is the most negative aspect (Pelit et al., 2011). A positive correlation has also been found between organizational commitment and job satisfaction, while work-life balance has also been cited as an important influence on job satisfaction (Silva, 2006; Zhao et al., 2011). According to Zhao et al. (2011) when work interferes with family or family interferes with work, the result is the same, which is less job satisfaction. In general, employees with limited work-life conflict tend to transfer positive aspects from their personal life to the workplace (Qu and Zhao, 2012). Job characteristics and level of interaction also impact on job satisfaction (Ozturk et al., 2014) as do a higher family dependence on the wages from the job and working part-time, which increase job satisfaction (Santa et al., 2014). Perceived injustices at the workplace, low salaries, and poor working conditions also cause dissatisfaction with one's job (AlBattat and Som, 2013).

MATERIALS AND METHODS

Research Design

According to Kothari (2001), a research design is the arrangement of conditions for collection and analysis of data in a manner to combine relevance to the research. It is a conceptual structure within which research is conducted. A descriptive survey research design was used for this study. Descriptive survey research design allows obtaining the same kind of data from a large group of people in a standard and systematic way. The purpose of using this research design is because it was able to obtain information that describes existing phenomena by population of study and also enable the researcher to assess the relationship that exist between two or more variables (Mugenda and Mugenda, 2003)

Target Population

The target population included employees in small and medium hotels in Kisii town. The respondents will include employees working in various departments as human resource officers, procurement, sales and marketing

personnel, clubs and bar attendants, record officers, general managers, supervisors and all administrators in these hotels. A third of the hotels are a representative enough to make estimates of characteristics being investigated and 10% of the respondents formed the sample (Mugenda and Mugenda, 2003).

Sampling procedure

Stratified sampling and Simple random sampling were used in this study. Stratified sampling was done on the basis of departments. Simple random sampling was used to select individual employees to participate in the study. The stratified random sampling was used to select subordinate employees in relation to their departments. Stratified random sampling ensured the inclusion in the sample of the subgroup, which would be otherwise entirely omitted by other sampling methods because of their small numbers in the population (Mugenda and Mugenda, 2003). Simple random sampling was used to select the subordinate employees to participate in the study

Data Collection Procedures

Data was collected by use of structured questionnaires that were given to the selected respondents. The questionnaires comprised of closed questions. The research used questionnaires because they could cover a wide area, enhanced privacy and gave respondents adequate time to write thoughts and answers. These are first-hand data. The sources included use of structured questionnaires to collect data from respondents. Secondary data used for the research study was generated from journals, textbooks, periodicals and the internet.

Data Analysis

The study employed a descriptive statistics to analyze the data. The data was presented in form of frequency tables and percentages. SPSS program was used to generate data.

Table 2. Age categorization of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	13	48.1	48.1	48.1
	31-40	12	44.4	44.4	92.6
	41-50	1	3.7	3.7	96.3
	Above 51	1	3.7	3.7	100.0
	Total	27	100.0	100.0	

Table 3. Level of education the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	2	7.4	7.4	7.4
	College	22	81.5	81.5	88.9
	University	3	11.1	11.1	100.0
	Total	27	100.0	100.0	

Table 4. Department categorization of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management	10	37.0	37.0	37.0
	Non-Management	17	63.0	63.0	100.0
	Total	27	100.0	100.0	

Table 5. Favorable salaries and wages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low	1	3.7	3.7	3.7
	Low	2	7.4	7.4	11.1
	Moderate	5	18.5	18.5	29.6
	High	2	7.4	7.4	37.0
	Very High	17	63.0	63.0	100.0
	Total	27	100.0	100.0	

RESULTS AND DISCUSSION

Personal characteristics

Gender of the Respondents

From table 2 above, gender categorization of the respondents was such that 16 respondents (59.3%) of the respondents were male, while 11 of the respondents (40.7%) were female. This implies that hotels in Kisii have more male employees than female employees.

Age of the Respondents

From table 3 above, 13 of the respondents (48.1%) were

aged 18-30 years, 12 respondents (44%) were aged 31-40 years, 1 respondent (3.7%) was aged 41-50 years and 1 respondent (3.7%) was above 51 years. This implies that most employees in hotels around Kisii are middle-aged, that is, 18-40 years.

Educational Level of the Respondents

From table 4 above, 2 of the respondents (7.4%) were secondary leavers, 22 respondents (81.5%) were college graduates and 3 respondents (11.1%) were university graduates. This implies that most of hotel workers in Kisii hotels are literate since most of them are college graduates.

Table 6. Retirement benefits, education, sick leave and employee meals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low	3	11.1	11.1	11.1
	Low	4	14.8	14.8	25.9
	Moderate	7	25.9	25.9	51.9
	High	8	29.6	29.6	81.5
	Very High	5	18.5	18.5	100.0
	Total	27	100.0	100.0	

Table 7. Safe working environment, job security, policies and regulations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low	4	14.8	14.8	14.8
	Low	2	7.4	7.4	22.2
	Moderate	5	18.5	18.5	40.7
	High	6	22.2	22.2	63.0
	Very High	10	37.0	37.0	100.0
	Total	27	100.0	100.0	

Department of the Respondents

From table 5 above, 10 of the respondents (37%) were top management while 17 respondents (63%) were non-management.

Pull factors affecting intention of turnover

Salaries, Wages and Service Charges

From table 6 above, 17 respondents (63%) agreed that the extent to which lack of favorable salaries, wages and service charges affects the intention of staff turnover in Kisii hotels was very high, 2 respondents (7.4%) agreed that the extent was high, 5 respondents (18.5%) agreed that the extent was moderate, 2 respondents (7.4%) agreed that the extent was low and 1 respondent (3.7%) agreed that the extent to which lack of favorable salaries, wages and service charges affects the intention of staff turnover in Kisii hotels was very low. This implies that lack of favorable, wages, salaries and service charges are a major cause for employee turnover in hotels in Kisii town and organizations that do not compensate its employees effectively will experience high rates of turnover.

In addition to this, some said that wages were also not being paid on time. These are highly de-motivating factors that ultimately negatively impacted on the performance of these employees. In fact, wages and unfair compensation contribute greatly to low employee retention rates (Dulebohn et al., 2009). Another

interesting factor that emerged from the responses provided by the respondents was that there existed no range of benefits extended to employees at their previous worked. Benefits are great incentives to boost employee morale and thus encourage them to continue working for a company over a long period of time (Beam and McFadden, 2001).

Opportunities for Advancement of the Respondents

From table 7 above, 12 respondents (44.4%) agreed that the extent to which lack of career promotions, recognition and training & development opportunities affects the intention of staff turnover in Kisii hotels was very high, 7 respondents (25.9%) agreed that the extent was high, 4 respondents (25.9%) agreed that the extent was moderate, 3 respondents (11.1%) agreed that the extent was low and 1 respondent (3.7%) agreed that the extent to which lack of career promotions, recognition and training & development opportunities affects the intention of staff turnover in Kisii hotels was very low. This implies hotel organizations that do not offer promotions, recognitions, and training & development opportunities to its employees will experience high rates of staff turnover.

Fringe Benefits

From table 8 below, 5 respondents (18.5%) agreed that the extent to which lack of fringe benefits such as retirement benefits, education, sick leave and employee

Table 8. Supervision, respect, well-being and interests of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low	2	7.4	7.4	7.4
	Low	2	7.4	7.4	14.8
	Moderate	9	33.3	33.3	48.1
	High	4	14.8	14.8	63.0
	Very High	10	37.0	37.0	100.0
	Total	27	100.0	100.0	

Table 9. Supervision, respect, well-being and interests of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	4	14.8	14.8	14.8
	Moderate	16	59.3	59.3	74.1
	High	5	18.5	18.5	92.6
	Very High	2	7.4	7.4	100.0
	Total	27	100.0	100.0	

Table 10. Retrenchment during peak and off-peak seasons

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low	16	59.3	59.3	59.3
	Low	7	25.9	25.9	85.2
	Moderate	2	7.4	7.4	92.6
	Very High	2	7.4	7.4	100.0
	Total	27	100.0	100.0	

meals affect the intention of staff turnover in Kisii hotels was very high, 8 respondents (29.6%) agreed that the extent was high, 7 respondents (25.9%) agreed that the extent was moderate, 4 respondents (14.8%) agreed that the extent was low and 3 respondents (11.1%) agreed that the extent to which lack of fringe benefits affects the intention of staff turnover in Kisii hotels was very low. This indicates that lack of fringe benefits highly contributes to the rates of employee turnover in hotels in Kisii

Push Factors Affecting intention of Turnover

Job Satisfaction of the respondents

From table 9 above, 10 respondents (37%) agreed that the extent to which job satisfaction affects the intention of staff turnover in Kisii hotels was very high, 6 respondents (22.2%) agreed that the extent was high, 5 respondents (18.5%) agreed that the extent was moderate, 2 respondents (7.4%) agreed that the extent was low and 4 respondents (14.8%) agreed that the extent to which job

satisfaction affects the intention of staff turnover in Kisii hotels was very low. This implies that provision of a safe working environment, job security, organization policies and regulations highly contributes to the rates of employee turnover in hotels in Kisii.

Management of the respondent

From table 10 above, 10 respondents (37%) agreed that the extent to which the type of management level affects the intention of staff turnover in Kisii hotels was very high, 4 respondents (14.8%) agreed that the extent was high, 9 respondents (33.3%) agreed that the extent was moderate, 2 respondents (7.4%) agreed that the extent was low and 2 respondents (7.4%) agreed that the extent to which management type affects the intention of staff turnover in Kisii hotels was very low. This implies that the type of management adopted by hotel organizations moderately affects the intention of employee turnover in hotels in Kisii.

Table 11. Supervision, respect, well-being and interests of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	4	14.8	14.8	14.8
	Moderate	16	59.3	59.3	74.1
	High	5	18.5	18.5	92.6
	Very High	2	7.4	7.4	100.0
	Total	27	100.0	100.0	

Table 12. Retrenchment during peak and off-peak seasons

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low	16	59.3	59.3	59.3
	Low	7	25.9	25.9	85.2
	Moderate	2	7.4	7.4	92.6
	Very High	2	7.4	7.4	100.0

Job Fit of the respondents

From table 11 above, 2 respondents (7.4%) agreed that the extent to which the job fit level affects the intention of staff turnover in Kisii hotels was very high, 5 respondents (18.5%) agreed that the extent was high, 16 respondents (59.3%) agreed that the extent was moderate and 4 respondents (14.8%) agreed that the extent to which level of job fit affects the intention of staff turnover in Kisii hotels was very low. This implies that the level of job fit in hotel organizations moderately affects the intention of employee turnover in hotels in Kisii.

Seasonality of the respondents

From table 12 above, 2 respondents (7.4%) agreed that the extent to seasonality affects the intention of staff turnover in Kisii hotels was very high, 2 respondents (7.4%) agreed that the extent was moderate, 7 respondents (25.9%) indicated that the extent was low and 16 respondents (59.3%) agreed that the extent to which seasonality affects the intention of staff turnover in Kisii hotels was very low. This implies that hotel organizations in Kisii do not retrench its employees during off-peak seasons. Seasonality is not a major contributing factor to employee turnover in hotels in Kisii town.

CONCLUSIONS

From the findings it can be concluded that most hotel workers are not favorably compensated in terms of salaries, allowances and service charges. Small and

medium-class hotels in Kisii do not offer service charges and overtime allowances. It can also be concluded that recognitions, appraisals and training and development of employees can go a long way to ensure employees stick to a particular organization. A hotel organization that respects and has interest of its employees at heart will retain its most experienced staff. Lastly, it can be concluded that employees who are satisfied with their job will not see the need to quit or migrate to another organization.

Competing interests

Authors have declared that no competing interests exist.

Author's contributions

This work was carried out in collaboration with all others. Author MW designed the study, wrote the protocol, and wrote the first draft of the manuscript. All authors managed the literature searches, analyzed the data, using SPSS program and interpreted the data. All authors read and approved the final manuscript.

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Endnotes

The management of hotels should review their current wage compensation systems to match with the current market rates and also what the competitors are offering.

The management should also bind pay with performance as it will enable the employer to monitor and control specific levels of performance.

There is need for Human Resource department of hotels to formulate strategies of recognizing and rewarding performing employees as it will ensure loyalty of the employees thereby retaining employees. This will also motivate employees them to continuously improve their productivity as well as that of the organization.

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