

# INFLUENCE ON TURNOVER IN THE HOUSEKEEPING DEPARTMENT: A CASE OF SOME SELECTED HOTELS IN BOLGATANGA MUNICIPALITY

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## Abstract

*In the competitive business world, employee turnover has been a pressing issue facing organisations around the world. The study sought to investigate the influence on turnover in the housekeeping department of some selected hotels in Bolgatanga municipality. A descriptive survey design was used. The population of the study comprised 200 employees from the housekeeping department of five hotels in Bolgatanga Municipality. The study used purposive and simple random sampling to select 100 housekeeping employees and 40 hotel management employees. The main instrument used in this study was the questionnaire. Descriptive statistics such as mean and standard deviation were used to summarise the data. The study revealed high employee turnover in the housekeeping department of hotels in Bolgatanga municipality. It was revealed that 3-4 employees leave the housekeeping department of the sampled hotels in Bolgatanga Municipality every year. The results show that employees' expectations are a major determinant of turnover in the housekeeping department of hotels in Bolgatanga municipality. The study revealed that employee expectations have a significant influence on employee turnover in the housekeeping department ( $p < 0.01$ ). It was concluded that improving the employee benefit package, paying employees more and providing more flexible working hours would solve the problem of employee turnover in the housekeeping department of the hotels. It was recommended that hotel industry management should endeavour to use the interview as a tool during the hiring process to understand the job expectations of employees and that the qualified candidates whose job expectations can be met by the hotel should be hired.*

## Keywords:

housekeeping department, turnover, employee, hotels, Bolgatanga

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## 1. Introduction

One of the key aspects of the hospitality industry, where a wide range of hotels are offered, is accommodation (Kumar and Singh, 2015). In order to provide guests with an unrivalled experience, the hotel sector is considered to be extremely complex and includes a variety of ancillary departments in addition to the four main departments of front office, housekeeping, food and beverage (F&B) services and production. In order to offer guests, the best possible service, all departments must pull together (Kumar and Singh, 2015). One of the hotel departments with a lot of work is housekeeping. The main task of the housekeeping team is to make the hotel aesthetically pleasing and tidy. When a guest arrives at a hotel for the first time, they form an initial opinion of the room based on its comfort and design (Joshi, 2016). As the most comprehensive department in hotels, housekeeping is essential to back of house operations and has a significant impact on guest interaction. Cleaning has been considered an

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extremely difficult and low-value job (Fakhry et al., 2022). The housekeeping service cleans and maintains the entire hotel and also ensures that the rooms are promptly tidied for the arriving guests (Kumar and Singh, 2015).

An important human resources issue that many organisations are grappling with is how to manage staff turnover. It is a major problem for many organisations worldwide. One of the unorganised types of labour disputes is labour turnover (Pepra-Mensah et al., 2015). The term "labour turnover" describes how employees come and go from an organisation. However, a high turnover rate is thought to occur when the rate at which employees leave and are replaced for vacancies is excessively high. High employee turnover can be problematic for organisations (Asimah, 2018). In recent years, there has been a global epidemic of employee turnover. There is no longer the same sense of organisational loyalty among employees (Pepra-Mensah et al., 2015). Nationally and internationally, the service-based hospitality sector is expanding steadily. Being a service-based sector, the hospitality industry has the highest turnover rate compared to other sectors, which means that it is highly dependent on its labour force (Asimah, 2018).

Ghana's hospitality and tourism sector has grown rapidly and is now a significant contributor to the country's economy. An overview of the tourism business in Ghana shows that tourism currently generates the fourth largest revenue after oil, gold and cocoa (Preko, 2020). In 2018, the travel and tourism sector contributed USD 1,947.5 million, representing a 4.9% increase in Ghana's GDP (Motac, 2019). The turnover of housekeeping staff is expensive as the hotel has to spend a lot of money to advertise, recruit, select and hire new staff for the department. After a lot of effort has been put into recruitment, training and development, staff leave for other jobs. And turnover intention is the crucial phase before actual turnover occurs (Bello and Bello, 2021). The hotel industry in Bolgatanga employs a significant number of workers but is not able to retain a significant number of them for a long period of time. Staff turnover in the housekeeping department has a direct impact on the areas dependent on customer service. A decrease in the number of employees makes it necessary to identify the possible factors for employee turnover. Codling et al. (2022) state that the turnover rate in the industry can be broadly divided into three groups: external factors, internal factors and thirdly labour-related factors. This problem prompted this study to investigate employee turnover in the housekeeping department of Bolgatanga Municipality.

The purpose of this study was to investigate the impact on staff turnover in the housekeeping department of some selected hotels in Bolgatanga Municipality. The objectives of the study were: to determine the extent of employee turnover in the housekeeping department of hotels in Bolgatanga municipality; to determine the influence of workplace culture on turnover in the housekeeping department; to determine the influence of employee expectation on turnover in the housekeeping department; to develop a set of intervention strategies to address the problem of turnover in the housekeeping department of hotels in Bolgatanga municipality.

This study sought to answer the following research questions:

1. What is the extent of staff turnover in the housekeeping department of hotels in Bolgatanga Municipality?
2. What is the influence of workplace culture on turnover in the housekeeping department?
3. How do employee expectations influence turnover in the housekeeping department?
4. What are the intervention strategies to address the problem of turnover in the housekeeping department of hotels in Bolgatanga municipality?

The main focus of this research was on staff turnover in the housekeeping department of hotels in the Bolgatanga Municipality in the Upper East Region of Ghana. The turnover rate in the hospitality industry is critical to the management, planning and improvement of services in the industry. Current information based on this research provides the desired opportunity to fill the research gap in the housekeeping department of hotels and staff turnover in the Bolgatanga Municipality. The rudimentary motive for staff turnover in the study area would be answered by this study which would serve as a basis for management and planning of hotels in Bolgatanga municipality.

## 2. Literature review

Hotel companies are in a strategic position to bridge the two worlds of the domestic environment and the commercial environment as they seek to fulfil the service promise (Crick and Spencer, 2011). Lashley (2001) referred to this as trying to “square circles” as managers must provide a good level of hospitality through their staff and balance this with the demands of efficiency and profitability. Hotels offer their guests an environment similar to a home environment, but guests have less control over the arrangements in a hotel than in a home environment. This situation has implications for the management of service quality. The need to create a familiar home environment in the hotel setting while being commercially viable presents a unique and interesting challenge that makes working in a hotel both challenging and exciting (Crick & Spencer, 2011).

### 2.1 Housekeeping department in the hotel industry

Hotels or establishments offering accommodation aim to provide their customers with a clean, attractive, comfortable and welcoming environment that is good value for money (Singh, 2021). Nothing sends a stronger message than cleanliness in the hospitality industry. No amount of service, friendliness or glamour can replace the feeling a guest gets when entering a spotless, tidy and purposefully furnished room. Both management and guests consider cleanliness and tidiness a necessity for a hotel to achieve a fair price and attract repeat guests (Singh, 2021). A survey found that 63% of travellers ranked cleanliness and appearance as a top priority when choosing a hotel. The housekeeping department takes pride in keeping the hotel clean and comfortable to create a “home away from home” (Chaudhari, 2021). Good housekeeping is considered the backbone of the accommodation sector as its main objective is to create a clean, comfortable, safe and aesthetically pleasing environment.

According to Batinic (2015), housekeeping is a key department of any hotel, regardless of size and class. Hotel housekeeping comprises the team of employees responsible for cleaning tasks. Batinic (2015) states that some of the objectives of housekeeping in a hotel are: (1) to constantly maintain the overall cleanliness of a hotel; (2) to eradicate and control pests; (3) to take care of all fixtures and furniture in the hotel; (4); and (5) to manage and maintain all hotel linen. It is important to note that the housekeeping department involves all other departments in the hotel. The housekeeping department ensures that all employees have clean uniforms and workstations. The housekeeping department also liaises with all other departments of the hotel, including the front office (Park et al., 2019). The front office team usually consults with the housekeeping team to maintain order.

### 2.2 Overview of employee turnover

Employees are extremely important to the organisation as their value is essentially intangible and not easily replicable, but the negative impact of attrition leads to customer dissatisfaction (Pratama et al., 2022). In the article titled “The Cost of Employee Turnover”, O’Connell and Mei-Chuan Kung (2007) pointed out that organisations tend to underestimate employee turnover. Perhaps this is because it is not a line item in most profit and loss statements, it is usually not adequately defined in the budget, and no one submits a bill for turnover at the end of the month. Yet turnover costs companies billions of dollars per year. Employee turnover is a problem for organisations as it deprives them of much-needed human resources that are essential for achieving set goals. Suleiman (2013) stated that turnover is expensive as organisations have to spend a lot of money on advertising, recruiting, selecting and hiring new employees. After a lot of effort has been put into recruitment, training and development, employees leave the company to find other jobs.

High turnover is another major challenge in the hospitality industry and innovative HR strategies are needed to retain employees (Ghani et al., 2022). According to Yang et al. (2024) an Integrated Investigation into the Impact of Workplace Shocks on Employee Turnover, the hospitality industry has an exceptionally high turnover rate. Employees working in businesses such as restaurants and hotels are often faced with long working hours, highly demanding schedules and stressful environments that require labour-intensive tasks. These factors cause employees to feel burnt out due to fatigue and increase turnover rates. A high turnover rate can have a significant impact on customer satisfaction as

they lose the service of employees who are very familiar with the company and its processes. The relationship can be directly reflected in a decline in service quality and customer satisfaction.

### *2.3 Categories of employee turnover*

Employee turnover is a constant retreat and also a function of the relationship between people and work. The authors emphasise that there should be a fit between the employee, the agency and the environment. If this fit is not present or available, turnover is likely. This relationship is seen as pervasive. It can be influenced by any or all aspects of the work situation, both inside and outside the employing organisation. Dale-Olsen (2016) describes employee turnover as the result of terminations and layoffs and further explains that part of turnover is due to the destruction of jobs in one organisation and the creation of jobs in another, and thus the redistribution of jobs throughout the economy in response to changes in product demand.

#### *2.3.1 Voluntary turnover*

Voluntary turnover is a separation that occurs when an employee decides to end the relationship with the employer for personal reasons (Stauber, 2011). The decision may be based on the employee finding a better job, changing careers, wanting more time to spend with family or that the current job is unattractive due to poor working conditions, low pay or benefits and poor relations with the supervisor. In most cases, the decision to leave is a combination of attractive alternative opportunities and dissatisfaction with aspects of the current job.

Resignations are a form of voluntary turnover. Metcalfe (2012) defines a resignation as when an employee leaves the organisation without giving the usual notice period (e.g. one month). It is usually a sudden decision by the employee. It should therefore be noted that resignations can occur at any time and usually when the organisation least expects it. This can have a serious impact on the overall performance and productivity of the organisation. While there is not much the organisation can do about an employee's resignation, it can try to determine the possible reasons for the resignation or decision.

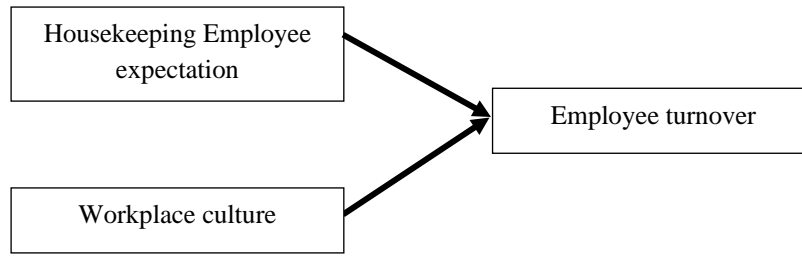
#### *2.3.2 Involuntary turnover*

Involuntary turnover occurs when management decides to terminate the relationship with an employee due to economic necessity or poor suitability (Lim and Parker, 2020). This type of turnover cannot be controlled by either the organisation or the employee. The authors also emphasise that involuntary turnover leads to very serious and painful decisions that can have a profound impact on the entire organisation, especially on the employee who loses their job. Laulié and Morgeson (2021) refer to involuntary turnover as when an employee is asked by the organisation to leave. Involuntary turnover is an employer-initiated separation from the workplace over which the employee has little or no control, such as a resignation or dismissal. Hennekam and Ananthram (2020) also recognise that involuntary turnover occurs when the employment relationship is terminated against the employee's will. In their definitions, these authors emphasise the fact that this type of turnover is due to the decision of the employer and not the employee. It could be that the employer does not want to keep poor performers or surplus labour.

### *2.4 Factors contributing to staff turnover in the hotel industry*

Hotels typically view high turnover as part of the work group norm and employees tend to believe that they are accepting jobs with limited career development opportunities (Davidson et al., 2010). In addition to the three groups of employee turnover postulated by Yazinski (2009), external factors, internal factors and work-related factors. The study categorises the factors into workplace culture factors and employee expectation factors.

A conceptual framework was developed to measure the influence of workplace culture and employee expectations on housekeeping staff turnover. The framework uses housekeeping employee expectations and workplace culture as independent variables and employee turnover as the dependent variable. The conceptual framework (Figure 1) for this study was developed by the researcher using the literature and knowledge gained with respect to the research problem.



**Fig. no. 1. Conceptual Framework**

*Source:* Researcher field construct, 2023

The conceptual framework suggests that a scientific selection process, adequate training, appropriate remuneration and salary that is paid promptly and is relatively adequate, as well as clear development and promotion opportunities for employees will lead to their satisfaction. However, if employees are dissatisfied, this encourages them to leave and leads to staff turnover.

### 3. Methodology

To address the research questions in this study, a survey research design was chosen and a qualitative research approach was used to investigate turnover in housekeeping departments. This study was conducted in the specified hotels in the municipality of Bolgatanga. This type of survey made it possible to gain a more detailed understanding of the issue from the employees' perspective. Personal perceptions and feelings about housekeeping rotation were directly revealed in the respondents' own words.

#### 3.1 Research design

The study aimed to answer the research question using a descriptive research design. The descriptive survey was chosen because it involves the collection of data describing events and then organising, tabulating and describing the data collection. The study aimed to solve the research question using a descriptive research design that attempts to show the status quo of the subjects under study (Wood, 1992, p.95).

#### 3.2 The study area

The study was conducted in Bolgatanga in the Upper East Region. The region is located in the north-east quadrant of Ghana between latitudes 10°;15° and 11°: 40 west of the Greenwich meridian. It covers an area of 8,842 square kilometres, which is about 2.7% of the total land mass of Ghana. The hotel industry in Ghana has experienced significant growth over the years. This section discusses the industry in terms of growth in the number of hotels, room occupancy and the sector's contribution to the national economy. It also examines the regulation of the sector, including the categorisation of accommodation and hotel classification. The number of hotels increased from 509 in 1992 to 992 in 2000, a slow growth rate of 483 hotels in nine years. By 2017, the number of hotels had risen to 2,914, a faster growth of 1,922 hotels in 17 years. The relative political stability and steady economic growth in Ghana were the main reasons for this expansion of the hotel sector.

According to the Tourism Act, accommodation establishments in Ghana are categorised into five groups, which are labelled A to E. Category A includes hotels, resorts and motels, while category B includes inns, budget hotels, guest houses and game lodges/eco-lodges. Hostels and guesthouses fall under Category C and Category D includes holiday homes, holiday flats and serviced flats. Tourist campsites and caravans fall under Category E. In addition to these categories, the Ghana Tourism Authority (GTA) also regulates other businesses such as cinemas, spas, theme parks, golf courses, commercial tennis facilities, gyms and swimming pools. Hotels, resorts and motels are categorised according to the star rating system, which is based on international standards. The five hotel classes are: one star (4th class), two stars (3rd class), three stars (2nd class), four stars (1st class) and five stars (luxury).

The GTA defines a motel as accommodation on the outskirts of a city or in the countryside, usually close to major motorways, which mainly serves motorists passing through. Rooms may be arranged as independent units or as part of a single block, with car parking nearby. Resorts, on the other hand, are

lodging establishments located on extensive grounds and offer a centralised themed activity with a variety of supporting recreational and leisure facilities in addition to full-service guest rooms or chalets. Guest houses meet the standards of 1–2-star hotels but usually have fewer rooms, only 4 to 9 guest rooms. However, budget hotels do not meet the standards of the star system.

### 3.3 Target population and sample

The target population consisted of the management and lower-level employees of all five hotels in the municipality of Bolgatanga that were sampled. These hotels were EX-tee crystal hotel, Atula Hotel, Akayet Hotel, Golden Horse Hotel and Blue-Sky Hotel.

For the study, 100 hotel employees and 40 housekeepers were selected with a confidence level of 95% and a margin of error (degree of accuracy) of 5.0%. The employees were selected using purposive and simple random sampling. Purposive sampling was used for the hotel management survey. Purposive sampling was used to focus on specific characteristics of a population of interest. A simple random sample was used to survey housekeeping staff. Table 1 shows how the sample size was determined.

**Table no. 1. Sample size determination**

S/N	Hotel	Management staff		Hotelkeeping Employees		Total
		Male	Female	Male	Female	
1.	HOTEL A	3	5	5	15	28
2.	HOTEL B	2	6	7	13	28
3.	HOTEL C	5	3	6	14	28
4.	HOTEL D	6	2	9	11	28
5.	HOTEL E	3	5	4	16	28
		<b>19</b>	<b>21</b>	<b>31</b>	<b>69</b>	<b>140</b>

Source: Self-developed based on calculations

### 3.4 Data collection instrument

The questionnaire was used as a research tool to collect data for the study. The questionnaire was designed for the employees of the selected hotels in Bolgatanga municipality; the questions were related to the research questions posed in the study. Questionnaires are instruments used to collect data for decision making in research. Questionnaires are created in a survey design that participants in a study complete and return. It is a mechanism by which a researcher gathers information by asking respondents questions about a specific topic (Pace, 2021). Questionnaires are a widely used tool in educational research to collect data on specific topics and to elicit the opinions and attitudes of individuals or groups.

The questionnaire was divided into two (2) sections, A and B. Section “A” contained personal information of the respondents, while section “B” consisted of various questions that answered the developed research questions. Section B contained the components of the Likert scale on which respondents were asked to answer the questions posed.

### 3.5 Validity and reliability of the instrument

There are different methods for determining validity and reliability: face validity, content validity, construct validity and criterion-related validity. In this study, the researcher will conduct content validity. Content validity is a technique in which the items of a scale measure the same construct. It can be assessed by sending the questionnaire items to experts on the particular topic to check the completeness of the items under each construct (Tavakol and Wetzel, 2020). Feedback from these experts would then be used to improve the content and facilitate understanding to avoid ambiguity and duplicate testing. Content validity is used to ensure that the test measures what it is supposed to measure (i.e. the content) and not other variables. Using a panel of “experts” who are familiar with the content is one way to assess this type of validity. The participants can also examine the items and decide what each item should measure. Content validity is concerned with the way the instrument appears to the experts and the participants (Tavakol and Wetzel, 2020). Content validity is performed by asking an expert to give an opinion on the relevance of the questions in the questionnaire. The expert can indicate whether the individual questions of the questionnaire are relevant or not and even adapt the objectives

of this study to the questionnaire. Based on the expert's recommendations, the questions that are considered invalid are removed from the questionnaire.

The reliability of an instrument is the degree of consistency with which it measures the intended attribute (Schrepp, 2020). Essentially, reliability represents the ability of a set of measurements to provide consistent results under different conditions. While it is unlikely that the results will be identical each time, as the use of the instrument varies and the population and sample change, a reliable measurement instrument will have a strong positive correlation between its results. To ensure the validity of the results of the study, the reliability of the measurement instrument was considered. A reliability analysis was conducted to determine the consistency of the developed measurement scale and to assess whether it provides consistent results when measured repeatedly. In this study, the internal consistency method is applied to assess the reliability of the instrument, using Cronbach's alpha coefficient as a relevant measure for the assessment. The internal consistency of each factor is determined by examining the intercorrelation of each item and calculating Cronbach's alpha. The recommended minimum value is 0.7 (Kennedy, 2022). Therefore, a reliability test according to Cronbach's alpha was carried out, which resulted in a coefficient value of 0.711.

### *3.6 Data collection and analysis*

A letter of introduction was obtained from the researcher's head of department to conduct the research in the selected study area. The researcher visited the managers of the selected hotels and when permission was granted, the researcher personally administered the questionnaires and gave them to the employees. The structured questionnaires with closed-ended questions were given to the respondents. The questionnaires were explained to the employees and they were encouraged to complete the questionnaire independently. The researcher collected the questionnaires two weeks after their administration.

Forty (40) questionnaires were distributed to the managerial staff and 100 to the domestic staff. These were distributed in person. However, the distribution of questionnaires to employees was done according to the following schedule: forty (40) questionnaires were distributed to employees in the morning, seventy (70) questionnaires were distributed to employees in the afternoon and thirty (30) questionnaires were distributed at night. The Statistical Package for Social Sciences (SPSS) was used to analyse the data. Descriptive statistics including frequencies, means and standard deviations were useful to identify trends at a glance. A correlation matrix was used to determine the extent of influence of workplace culture and employee expectations on turnover in the housekeeping department. The data was analysed with a 95% confidence level and a 5% significance level.

## **4. Results and discussions**

### *4.1 Respondents' profile*

When questionnaires were administered to management and domestic staff, a total of 140 questionnaires were handed out and 110 questionnaires were successfully analysed, 85 of which were completed by domestic staff and 25 by management employees. This corresponds to a response rate of 78.6%.

The demographic characteristics of the respondents were collected and analysed to determine the characteristics of the managers and domestic staff (Table 2). The participants' gender, age, length of service and level of education were determined.

The age breakdown was done to determine the dormant age group working in the different hotels in Bolgatanga municipality. Table 2 clearly shows that the age group of 18-25 years (53.6%) dominates in the housekeeping department of the hotels. Furthermore, 31.8% of the respondents were between 26 and 35 years old, while 10.0% were between 46 and 55 years old. The least group of people working in the hotel industry in the municipality of Bolgatanga were those aged 55 years and above who constituted 1.0%. The results show that the dominant age group in the hotel industry is between 18 and 25 years. This is consistent with the global age composition for 2021, according to which the age groups over 20

years old in the hotel industry account for 33.2%. The overall age of respondents older than 25 is lower than those aged between 18 and 25.

**Table 2. Summary of respondents' demographic profiles**

Characteristics	Responses	Frequency (N)	Percentage (%)
Age group	18-25years	59	53.6
	26-35years	35	31.8
	36-45years	11	10.0
	46-55years	4	3.6
	Above 55years	1	1.0
Gender	Male	41	37.3
	Female	69	62.7
Educational level	Senior high school certificate	28	25.4
	Diploma/HND	63	57.3
	First degree	19	17.3
Years working in the current hotel	1-5years	83	75.5
	6-10years	25	22.7
	11-15years	2	1.8

Source: Self-developed based on calculations

Regarding the gender of the respondents, 37.3% of the respondents are male, while the majority (n=69) are female, representing 62.7% of the total sample. This shows that females are more represented in the hotel industry in Bolgatanga municipality than males. This could also indicate that women are more involved in the hotel industry than men. In terms of educational attainment of the respondents, 63 of the respondents were Diploma/HND holders representing 57.3% followed by 28 respondents representing 25.4% of the respondents who had secondary school education. The remaining 19 respondents, representing 17.3%, had a first degree. This indicates that the hotel employees have some level of higher education and have the opportunity to take further courses.

In terms of respondents' experience in the housekeeping department of the hotel, 83 (75.5%) of the respondents had between 1 and 5 years of experience in this field. Also, 25 (22.7%) of the respondents had been working in their current hotel for 6-10 years, while very few 2 (1.8%) of the respondents had been working in their current hotel for 11-15 years. This means that the average hotel staff does not stay long in a particular hotel as most of them have been working in a particular hotel for 1-5 years. It was necessary to determine the work experience of the hotel staff in order to get practical and convincing answers to the questions asked.

#### 4.2 Extent of employee turnover in the housekeeping department of hotels

The level of employee turnover measures the attrition of employees in the housekeeping department of hotels in the municipality of Bolgatanga. It is expressed as the proportion of employees leaving or having left the housekeeping department over a period of one year. Staff turnover in the housekeeping department of the participating hotels was determined based on staff opinions on the optimal level of staff leaving the hotel. Total turnover included all types of housekeeping employee departures, including resignations and dismissals. Table 3 shows the extent of staff turnover in the hotels in Bolgatanga.

As depicted in Table 3, the majority of respondents stated that no hotel had no turnover in the housekeeping department within a year. Statistically, only 3.0% and 2.7% of the respondents indicated that no employees left or were terminated or hired within a year in the sampled hotels in Bolgatanga. In addition, 37.3% and 60.0% of the respondents indicated that about 1 to 2 employees resign or are hired per year. Respondents indicated that the number of hires was higher than the number of resignations or terminations in the surveyed department. Conversely, 55.5% and 35.5% of respondents stated that 3 to 4 employees leave or resign and are hired within a year. In the case of a turnover of more than 4 employees, 2.7% were registered for resignation/termination and 1.8% for recruitment. A critical



look at Table 3 shows that the number of departures/terminations was consistently higher than the number of hires.

**Table 3. Rate of exit/Resignation and entry/employment of staff**

Labor Turnover per year	Rate of Exit/ Resignation		Rate of Employment	
	<i>f</i>	%	<i>f</i>	%
None	5	4.5	3	2.7
1 to 2	41	37.3	66	60.0
3 to 4	61	55.5	39	35.5
Above 4	3	2.7	2	1.8
Total	110	100	110	100

Source: Self-developed based on calculations

As presented in Table 4, respondents stated that it would be difficult to find someone to work in the hotel industry. This statement had a mean of 4.15 and a standard deviation of 0.466. Employees may choose not to refer for a variety of reasons if they are generally dissatisfied with their employment. According to the study by Tang et al. (2019), each workplace has its own organisational culture and the employee may feel that the culture of their company is not a good fit for the person they want to recommend. Workplace culture can have a significant impact on job satisfaction.

**Table 4. Employee turnover intention in the housekeeping department**

Employee turnover	Mean	Std. Dev.	Skewness	Kurtosis
It will be difficult to refer someone to work in the hotel industry.	4.15	.466	.492	.994
I am planning to look for a new job unrelated to housekeeping in the hotel industry.	3.75	1.159	-1.018	.040
I feel frustrated working in the housekeeping department.	3.54	1.232	-.910	-.384
I am planning on looking for a new job at a different hotel.	3.51	1.147	-1.136	.224
I am actively looking for a new job next year.	3.26	1.254	-.827	-.860
It will be difficult for me to recommend the hotel products or services to a friend or colleague.	1.38	1.092	.998	.091
I have considered quitting my job to pursue non-work options	1.11	1.017	.791	-.408

$\bar{x} \geq 3.0 = \text{Agreed}$

Source: Self-developed based on calculations

In addition, the majority of respondents agreed with the intention to look for a new job that has nothing to do with housekeeping in the hotel industry. This statement had a mean of 3.75 and a standard deviation of 1.159. Housekeeping employees are leaving the hotel industry to improve their work-life balance. Hotel jobs often involve long hours, shift work and working on weekends and public holidays, which can be a challenge to maintaining a healthy work-life balance. According to Codling et al. (2022), employee dissatisfaction in the housekeeping department can be a major reason for their departure. If an employee does not enjoy their role or feels undervalued, they may look for a more fulfilling job elsewhere.

With a mean of 3.51 and a standard deviation of 1.147, respondents also indicated that they felt frustrated working in the housekeeping department. With a mean of 3.51 and a standard deviation of 1.254, respondents also agreed that they would like to look for a new job in another hotel. In addition, the majority of respondents confirmed that they will actively look for a new job in the next year. This statement scored a mean of 3.26 and a standard deviation of 1.254, indicating that the majority of housekeeping employees plan to leave the housekeeping job in the hotel industry and look for another job to take advantage of opportunities for career advancement, such as taking on higher-level tasks, leadership positions or management positions that offer more responsibility and better career prospects. The study by Etehadi and Karatepe (2018) found that the desire for better pay and benefits is a common reason for housekeeping employees to leave a hotel job. Employees may seek higher salaries, bonuses or better benefits packages in other positions or industries. In contrast, respondents disagreed with the

statement that it would be difficult for me to recommend the hotel's products or services to a friend or colleague. This statement had a mean of 1.38 and a standard deviation of 1.092. On the other hand, respondents disagreed with the idea of quitting their job as a housekeeper to pursue another activity. This statement had a mean of 1.11 and a standard deviation of 1.017. These statements were below the threshold of 3.0 and are considered insignificant turnover of employees in the housekeeping department.

The result shows that housekeeping employees plan to look for a new job unrelated to housekeeping, that they are frustrated working in the housekeeping department, and that they are looking for a new job in another hotel. This finding aligns with Abolade's (2018) finding that many hotel employees plan to leave their jobs to seek a change of scenery or a different type of work experience. This could include moving from a front-of-house to a back-of-house role, trying out different hotel brands or moving into other areas of the hospitality industry. Abolade (2018) further mentioned that hotel employees plan to leave the organisation to further their education, e.g. through a degree or certification, to improve their skills and open up new career opportunities. As McGinley et al. (2017) found, hotel employees consistently plan to leave their jobs because workplace conflict, bullying or a hostile work environment can make employees feel unsafe and uncomfortable. Employees may plan to leave a hotel job if they feel there are no opportunities for growth, skill development or personal advancement. Therefore, it is important that you carefully consider these factors when considering leaving a hotel job, as the decision to move on to a new job or career should be in line with your own goals, values and circumstances. In addition, open and respectful communication with the employer is essential to ensure a smooth and professional exit from the job.

#### 4.3 Influence of workplace culture on employee turnover

Respondents were asked to agree or disagree with the influence of workplace culture variables on employee turnover in the housekeeping department. The influence of workplace culture on employee turnover was measured using 9 statements and the results were ranked in descending order as shown in Table 5. The results were measured using the mean and standard deviation and the significant mean level was set at 3.0. Statements above the threshold of 3.0 are considered to have a significant influence, while statements below the threshold are rejected.

**Table 5. Responses on workplace culture influence on turnover**

<b>Workplace culture</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>Skewness</b>	<b>Kurtosis</b>
Failure of hotels in creating positive working culture	3.57	1.121	-1.241	.577
Failure of hotels in providing the needed resources to perform certain task	3.47	1.131	-.939	-.060
Failure of the hotel in recognizing employees good work	3.33	1.182	-.732	-.727
No/less opportunities given to employees to develop their skills	3.21	1.286	-.585	-1.138
Failure of hotel management in getting along well with the employees	2.67	1.174	.354	-1.061
Huge workload assigned to the employees	2.48	1.064	.792	-.077
Unsupportive hotel manager in employee career development	2.37	1.140	.812	-.259
Failure of hotel managers in talking to employees about challenges they face at work	2.35	1.070	1.006	.347
Insufficient time apportion to the employees	1.94	.970	1.849	3.776
<b>Average score</b>	<b>2.82</b>	<b>1.126</b>	<b>0.1462</b>	<b>0.1531</b>

$\bar{x} \geq 3.0 = \text{Agreed}$

Source: Self-developed based on calculations

Table 5 presents the mean of the respondents' answers regarding the influence of workplace culture on employee turnover in the housekeeping department. The respondents agreed that the failure of hotels to create a positive working culture affects employee turnover. This statement scored a mean of 3.57 and a standard deviation of 1.121. The study by Onyango, Obonyo and Chepngetich (2022) mentions that the hotel industry is known for its high turnover rate, which is mainly due to a challenging work environment. This can hinder the development of a positive workplace culture as employees come and go frequently.

With a mean of 3.47 and a standard deviation of 1.131, respondents also agreed that the failure of hotels to provide the resources needed to perform certain tasks affects the turnover of housekeeping staff. Failure of hotels to provide employees with the necessary resources to perform their duties can have a significant impact on turnover intention. The finding agrees with Noela and Anestis (2022) that when employees lack the tools, support and resources they need to excel in their jobs, it can lead to frustration, declining morale and ultimately lower commitment to the organisation. When equipment or facilities are not maintained, breakdowns and malfunctions can occur, affecting employees' ability to perform their duties. A lack of necessary supplies or materials can slow down processes and cause frustration among employees.

With an average score of 2.82, it was clear that workplace culture is not a major determinant of employee turnover in the housekeeping department. On the other hand, employees emphasised that the failure of hotels to create a positive working culture, to provide the resources required to perform certain tasks, to recognise the good work of employees and lack of/few opportunities for employees to develop their skills affect employee turnover. The findings suggest that employees' emphasis on multiple factors contributing to their resignation from the hotels highlights the interconnectedness of these issues. These factors collectively affect employee morale and job satisfaction. The result agrees with Kumari et al. (2021) that the lack of a positive working culture can demotivate employees, make them feel undervalued and lead to lower job satisfaction. This can lead to employees becoming disengaged and less committed to the organisation. On the other hand, Ozturk et al. (2021) emphasised that when hotels do not provide their employees with the necessary resources to perform their tasks effectively, it can lead to frustration and inefficiency. This can exacerbate the negative effects of a poor working culture as employees struggle to deliver quality service. Without recognition for their good work, employees may not feel valued and appreciated, further undermining morale and job satisfaction. This can contribute to feelings of unfulfillment and lower engagement levels. A lack of opportunities for employees to develop their skills can lead to stagnation and a feeling that their potential is not being realised. This can lead to employees feeling that they are not progressing in their career.

**Table 6. Correlation matrix on the influence of workplace culture on employee turnover**

Construct	1	2	3	4	5	6	7	8	9	10
Unsupportive hotel manager in employee career development	1	-.182	.317**	-.252**	.229*	-.294**	.029	.442**	.122	.065
Failure of hotel management in getting along well with the employees		1	-.253**	.513**	-.108	.311**	.047	-.093	.289**	.014
Failure of the hotel in recognizing employees good work			1	-.318**	.151	-.158	.287**	.051	-.275**	-.082
Insufficient time apportion to the employees				1	-.059	.161	.057	.076	.158	.154
Huge workload assigned to the employees					1	-.206*	-.534**	.059	-.550**	-.047
Failure of hotels in providing the needed resources						1	.137	.219*	-.233*	-.310
Failure of hotel managers in talking to employees about challenges face							1	.185	.200*	-.027
Failure of hotels in creating positive working culture								1	.069	-.127
No/less opportunities given to employees to develop their skills									1	-.352**
Employee Turnover										1

\*\**. Correlation is significant at the 0.01 level (2-tailed).*

\**. Correlation is significant at the 0.05 level (2-tailed)*

Source: Self-developed based on calculations

As depicted in Table 6, the study found no correlation between the workplace culture variables and employee turnover ( $p > 0.05$ ). However, no/few opportunities for employees to develop their skills ( $r = -0.352, p < 0.01$ ) was significantly associated with employee turnover. This means that workplace culture is not a significant factor influencing turnover of housekeeping staff. The result is consistent with Lin and Huang (2021) who found an insignificant relationship between workplace culture, turnover intention and employee retention. However, workplace culture and turnover in the

housekeeping department are negatively correlated. This suggests that the hotel industry can establish specific rules and ethical principles for its operations. The implementation of rules and regulations is the main source of a good culture. Therefore, a positive implementation of rules and regulations in the housekeeping department of the hotel will increase the satisfaction of housekeeping employees and have a negative impact on staff turnover.

A non-significant relationship between workplace culture and turnover of housekeeping employees is contrary to the current studies that find that workplace culture has a significant impact on turnover. The study by Onyango, Obonyo and Chepngetich (2022) found a significant impact on employee turnover in star rated hotels in Nairobi County. The findings also contradict previous work (Putriana et al., 2015; Mutua and Simba, 2017; Pham and Tran, 2023) that found a significant influence of workplace culture on employee turnover. In this context, workplace culture refers to the organisational commitment of employees to a hotel and can consequently influence their decision to quit or stay. This in turn has an impact on turnover. Pham and Tran (2023), for example, found that organisational culture as a composite variable has a significant positive impact on employee engagement. Mutua and Simba (2017) also came to similar conclusions, finding that organisational culture significantly influences employee turnover. According to the findings of the current study, star hotels in Nairobi County need to be aware of their organisational culture or work environment as it affects how committed and engaged their employees are at work and how well they perform their duties, which in turn affects turnover.

#### 4.4 Influence of employee expectation on employee turnover

In this section, respondents were asked to agree or disagree with the statements about the impact of employee engagement on employee turnover in the housekeeping department. The impact of employee engagement on employee turnover was measured using 11 statements and the results were ranked in descending order as shown in Table 7. The results were measured using the mean and standard deviation and the significant mean level was set at 3.0. Statements that are above the threshold of 3.0 are considered to have a significant influence, while statements that are below the threshold are rejected.

**Table 7. Responses on employee expectation influence on turnover**

<b>Employee expectation</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>Skewness</b>	<b>Kurtosis</b>
Not being paid equitably as expected by the hotel	4.03	1.009	-1.694	2.858
Feeling job insecurity at the housekeeping department	3.98	1.023	-1.536	2.280
Not feeling proud of working for the hotel	3.73	1.013	-1.100	.638
Not being treated with respect at the housekeeping department	3.55	1.046	-1.053	.177
Not feeling valued and appreciated at workplace	3.54	1.139	-1.211	.412
Not being trusted by the hotel management team	3.34	1.301	-.574	-.973
Not feeling excited about working at the housekeeping department	3.31	1.210	-.238	-1.177
Not enjoying working with the housekeeping department at the hotel	3.07	1.393	-.340	-1.431
Not having the opportunities to use my skills and abilities at the housekeeping department	2.90	1.299	-.246	-1.386
Unrealistic expectations from the housekeeping department	2.29	1.026	.634	-.740
Unclear understanding of what is expected of me	2.26	1.283	1.085	-.001
<b>Average</b>	<b>3.27</b>	<b>1.158</b>	<b>0.570</b>	<b>0.059</b>

$\bar{x} \geq 3.0 = \text{Agreed}$

Source: Self-developed based on calculations

As shown in Table 7, respondents agreed that the hotel does not pay them adequately as expected, which influences their intention to leave the hotel. This statement scored a mean of 4.03 and a standard deviation of 1.009. Employees often expect fair and competitive compensation, including salary, bonuses, and benefits such as health insurance, retirement plans, and paid time off. This result is consistent with the findings of AlBattat and Som (2013), who emphasise that unsatisfactory salaries, along with intolerant working conditions and poor training, can lead to staff turnover. If employers do

not offer their employees favourable salaries, wages or even fringe benefits related to their job, this is likely to contribute to turnover. In addition, respondents indicated that feeling job insecurity in the housekeeping department influences their intention to leave the hotel. The statement had a mean of 3.98 and a standard deviation of 1.023. The result is consistent with Etehadi and Karatepe (2018) who indicated that job insecurity is employees' concern about the stability of their job in an organisation. Job insecurity is considered to be one of the main factors for staff turnover (Abolade, 2018). Employees usually feel threatened for their jobs when there is a lack of communication within the organisation, especially during seasonal periods (Abolade, 2018). If a hotel decides to reduce the number of its employees due to uncertain capacity utilisation without informing the employees in advance, this can create a mistrust that can lead to high turnover rates.

The respondents stated that the lack of respect in the housekeeping department was an influencing factor. This statement had a mean score of 3.55 and a standard deviation of 1.046. Again, respondents agreed with a mean score of 3.54 and a standard deviation of 1.139 that they did not feel valued and appreciated in the workplace. If employees do not feel valued and appreciated at work, this is an important reason for staff turnover in many companies. This is related to the study by Etehadi and Karatepe (2018), who confirmed that when employees feel that their contributions and efforts are not recognised and appreciated, it can lead to dissatisfaction, disengagement and a desire for better opportunities elsewhere. According to Lau (2021), employees who do not feel valued are more likely to be demotivated and less engaged in their work. This can lead to lower productivity and lower job satisfaction.

Furthermore, with a mean score of 3.34 and a standard deviation of 1.301, respondents agreed that the lack of trust in hotel management is an influencing factor. With a mean of 3.31 and a standard deviation of 1.210, respondents agreed that they do not look forward to working in the housekeeping department. This suggests that a lack of trust in staff and their resulting lack of enthusiasm for the job can have a significant impact on staff turnover in hotels. When employees feel that they are not trusted or that their work is not valued, this can lead to a number of negative consequences that ultimately contribute to a higher turnover rate. The finding supports Christensen and Knardahl's (2022) study that employees who perceive a lack of trust and appreciation can become demotivated and less committed to their work. This can lead to lower productivity and job satisfaction. A lack of trust and enthusiasm can contribute to lower morale in the workforce, which affects the overall work environment and culture. Maden et al. (2016) also confirmed that employees who are not enthusiastic about their work become disengaged, which can lead to absenteeism, poorer work performance and a desire to leave the organisation.

In addition, the employees surveyed stated that the fact that they did not enjoy working in the hotel's housekeeping department influenced their intention to leave the hotel. This statement resulted in a mean of 3.07 and a standard deviation of 1.393, confirming that employees who do not enjoy their work in a hotel can significantly influence their intention to leave the hotel. Job dissatisfaction and lack of job satisfaction are often strong motivators for looking for another job. According to the study by Etehadi and Karatepe (2018), overall job satisfaction decreases when employees do not enjoy their work. This dissatisfaction can lead to a desire to seek other employment opportunities. The finding is consistent with Christensen and Knardahl (2022), who mentioned that low job enjoyment can contribute to low morale, which affects overall work culture and motivation. Employees who do not enjoy their work may be less motivated, resulting in lower work performance and productivity.

Conversely, respondents disagreed with the statement that not having the opportunity to utilise my skills and abilities in the housekeeping department is a major influencing factor. This statement resulted in a mean of 2.90 and a standard deviation of 1.299. With a mean of 2.29 and a standard deviation of 1.026, respondents also disagreed with the unrealistic expectations of the housekeeping department as an influencing factor. In terms of unclear understanding of what is expected of me, the majority of respondents disagreed with this statement. This statement had an average score of 2.26 and a standard deviation of 1.283. All of these statements failed to reach the predetermined threshold of 3.0.

With an average score of 3.27, the study found that employee expectations are the main determinant of turnover in the housekeeping department. The study found that unfair pay, job insecurity, lack of pride

in working in the hotel, lack of respect in the housekeeping department, lack of appreciation and recognition in the workplace, lack of trust in hotel management, lack of enthusiasm for working in the housekeeping department and lack of enjoyment of working in housekeeping are the main factors influencing turnover in the housekeeping department. This means that these factors contribute to a negative working environment and can lead to dissatisfaction, disengagement and a desire to leave the hotel.

The finding is in line with Gkorezis and Kastritsi's (2017) finding that if employees feel that their pay is not fair or competitive, it can lead to dissatisfaction and motivate them to look for better paid opportunities elsewhere. A lack of job security can cause employees stress and insecurity, making them more likely to look for jobs that offer more stability. Maden et al (2016), on the other hand, confirmed that if employees are not proud to working for the hotel, this can lead to low morale and lower job satisfaction, making them more prone to turnover. When employees do not feel respected or valued, it can lead to a negative work culture, which affects their self-esteem and motivation to stay with the organisation. Table 8 shows the relationship between employee engagement and employee turnover in the housekeeping department.

**Table 8. Correlation matrix on the influence of employee dedication on employee turnover**

Construct	1	2	3	4	5	6	7	8	9	10	11	12
Unclear understanding of what is expected of me	1	.493**	-.331**	-.158	.635**	-.313**	-.010	.272**	-.339*	-.216*	.095	-.034
Feeling job insecurity at the housekeeping department		1	-.105	.536*	-.395**	.541**	-.204*	-.248**	-.026	.143	.163	-.062
Not having the opportunities to use my skills and abilities			1	.278*	-.174	-.216*	.334**	-.243*	-.131	.450**	.377**	-.165**
Not being trusted by the hotel management team				1	-.041	.228*	-.321**	.149	.266**	.128	.407**	-.351**
Not feeling proud of working for the hotel					1	-.257**	.001	-.020	-.244*	-.025	.130	-.235*
Not being treated with respect						1	-.279**	-.163	-.101	-.141	.073	-.125*
Not feeling valued and appreciated at workplace							1	-.088	-.045	.056	.038	-.066*
Not feeling excited about working								1	.226*	-.318**	.001	-.145*
Not being paid equitably by the hotel									1	-.393**	-.221*	-.049**
Not enjoying working with the housekeeping department										1	-.041	.001
Unrealistic expectations from housekeeping department											1	-.271**
Employee Turnover												1

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

Source: Self-developed based on calculations

The results show that most employee expectation variables are significantly related to employee turnover ( $p < 0.05$ ). However, employees did not have the ability to use their skills and abilities ( $r = -0.165$ ,  $p < 0.01$ ), not having trust in hotel management ( $r = -0.351$ ,  $p < 0.01$ ), not being proud to working for the hotel ( $r = -0.235$ ,  $p < 0.05$ ), not being treated with respect ( $r = -0.125$ ,  $p < 0.05$ ), not feeling valued and recognised at work ( $r = -0.066$ ,  $p < 0.05$ ), not enjoying working ( $r = -0.145$ ,  $p < 0.05$ ), not being paid appropriately by the hotel ( $r = -0.049$ ,  $p < 0.01$ ), unrealistic expectations of the housekeeping department ( $r = -0.271$ ,  $p < 0.01$ ) are significantly related to employee turnover in the housekeeping department.

This indicates that employee expectation has a significant influence on turnover in the housekeeping department ( $p < 0.01$ ). The result is consistent with Karnadi and Baskoro (2019) who found that employee expectation has a significant influence on employee turnover intention. The result of the SEM analysis with the original sample value is 0.211 (negative) and the T-statistic is 1.521 (0.05). This shows that turnover intention is significantly negatively influenced by employees' expectations (Z). It shows

that employees at Vidio are more willing to leave their jobs when their expectations are lower. According to the results, a higher level of employees' expectations as a sign of their happiness, cognitive effort and emotional effort to connect with their position at work could reduce their desire to leave the organisation. The findings of this study are supported by Oginni et al. (2018) assertion that there is a negative correlation between employee engagement and intention to leave their current position. This means that the lower the expectations of employees at Vidio.com, the higher their intention to leave, as long as they want to stay there of their own volition.

On the same theme, the study by Oginni et al (2018) found a significant influence of employees' job expectancy on turnover in the service industry in some selected organisations in the three states of the western part of Nigeria. However, the relationship between the variables was found to be significant at the 0.05 level.

#### 4.5 Intervention strategies in solving the issue of employee turnover

In answering the last research question, respondents were asked to agree or disagree with the statements regarding intervention strategies to solve the problem of staff turnover in the housekeeping department of hotels. The intervention strategies were measured using 9 statements and the results obtained were ranked in descending order as shown in Table 9. The results were measured using the mean and standard deviation and the significant mean level was set at 3.0. The statements that were above the threshold of 3.0 were considered as significant strategies and those that were below the threshold were rejected.

**Table 9. Responses on strategies in solving the issue of employee turnover**

Intervention strategies	Mean	Std. Dev.	Skewness	Kurtosis
Improving the benefits package of employees	4.27	.928	-1.416	1.306
Increase in pay of the employees	3.89	.871	-1.652	3.436
Providing more flexible working hours	3.61	1.101	-.933	-.022
Recognizing achievements of employees	3.42	1.330	-.476	-1.179
Acknowledging employees for their contribution	3.40	1.272	-.630	-.850
Treating employees equally	2.96	1.270	-.314	-1.309
Better training and development opportunities for the employees	2.90	1.211	.290	-1.168
Providing constructive feedback	2.62	1.234	.648	-.704
Maintaining a professional relationship with employees	2.46	1.089	.724	-.198

$\bar{x} \geq 3.0 = \text{Agreed}$

Source: Self-developed based on calculations

As presented in Table 9, respondents indicated that improving the benefits package for housekeeping staff would solve the problem of staff turnover. This statement achieved a mean of 4.27 and a standard deviation of 0.928. With a mean of 3.89 and a standard deviation of 0.871, respondents emphasised that an increase in staff salary would help reduce or eliminate turnover of housekeeping staff. The result is consistent with the findings of Dwesini (2019), who claimed that the hotel industry that offers maximum benefits and compensation to its employees retains its employees. If an employer offers competitive wages and benefits, they are more likely to retain their employees (Dwesini, 2019).

In addition, respondents agreed with the provision of more flexible working hours. This statement had a mean of 3.61 and a standard deviation of 1.101. Again, respondents agreed that having their services recognised by hotels would help solve the problem of staff turnover in the housekeeping department of hotels. This statement scored a mean of 3.42 and a standard deviation of 1.330. Conversely, recognising employees for their contribution was mentioned as a strategy to solve the problem of employee turnover in the housekeeping department in hotels. This statement scored a mean of 3.40 and a standard deviation of 1.272. The result is consistent with Oginni et al. (2018) who mentioned that recognising and appreciating the efforts and contributions of hospitality employees to their workplace increases overall morale, work motivation and satisfaction with their work. Recognising employees' efforts helps to create a positive work environment in the hospitality industry, as employees feel appreciated for their work in more ways than just a paycheck. Recognition programmes are a great way to ensure that employees have the opportunity to feel appreciated.

Interestingly, respondents disagreed with equal treatment of employees as a strategy to solve the problem of employee turnover, with a mean score of 2.96 and a standard score of 1.270. Respondents also disagreed with equal treatment of employees as a strategy to solve the problem of employee turnover. Respondents also disagreed that better training and development opportunities for employees is a strategy to solve the problem of employee turnover. This statement scored a mean of 2.90 and a standard deviation of 1.211. On the other hand, respondents disagreed that providing constructive feedback is a strategy to solve the problem of employee turnover. This statement had a mean of 2.62 and a standard deviation of 1.234. However, with a mean of 2.46 and a standard deviation of 1.089, the majority of respondents disagreed that maintaining a professional relationship with employees would help solve the problem of employee turnover. These statements were rejected as a strategy as they did not meet the cut-off point of 3.0.

The results show that improving the employee benefit package, increasing the salary of employees, offering more flexible working hours, recognising employees' achievements and acknowledging employees' contribution can go a long way in solving the problem of employee turnover in the housekeeping department of hotels. This suggests that if hotels adopt and implement appropriate intervention strategies, employees will surely stay and commit to the successful achievement of organisational goals. The study by Das and Baruah (2013) has shown that it is becoming increasingly important to secure and manage competent employees as an organisation's most valuable resource as companies need to deliver their goods and services effectively and efficiently. Therefore, for an organisation to realise its goals, appropriate recruitment and retention strategies are essential for improved performance.

The result is in line with the findings of Das and Baruah (2013) who suggest that a conducive work environment, training and development, promotion and growth opportunities, compensation and rewards, and employee involvement in decision making would reduce or eliminate the tendency of employees to leave the organisation. On the other hand, Harrison-Walker's (2001) study confirmed that compensation and appreciation for work performed, the provision of challenging tasks, advancement and learning opportunities, a welcoming atmosphere in the organisation, positive relationships with colleagues, a healthy work-life balance and good communication can solve the problem of employee turnover.

## **5. Conclusions**

The study found high staff turnover in the housekeeping department of hotels in the municipality of Bolgatanga. It was found that 3 to 4 employees leave or resign from the housekeeping department of the sampled hotels in Bolgatanga municipality every year. In the hotels, high turnover is usually part of the work group norm and employees tend to assume that they are accepting a job with limited career development opportunities. The results also show that housekeeping employees plan to look for a new job unrelated to housekeeping, that they feel frustrated working in the housekeeping department, and that they look for a new job in another hotel. From the study, employee expectations (job insecurity, inadequate salary, lack of respect, lack of trust) are the major factors influencing employee turnover in the housekeeping department of hotels in Bolgatanga municipality.

The study concluded that improving the employee benefit package, increasing the salary of employees, providing more flexible working hours, recognising employees' achievements and acknowledging employees' contribution can go a long way in solving the problem of employee turnover in the housekeeping department of hotels. It was found that recognising employees' achievements and acknowledging their contribution can go a long way to solving the problem of staff turnover in hotel housekeeping departments. The study revealed that workplace culture is not a major factor for turnover in the housekeeping department of hotels in Bolgatanga Municipality. The study further revealed that failure of hotels to create a positive working culture, provide resources needed to perform certain tasks, recognise the good work of employees and lack of/few opportunities for employees to develop their skills influence employee turnover. The study found no relationship between the work culture variables and employee turnover ( $p > 0.05$ ).



The results of the study show that employee expectations are the most important determinant of employee turnover in the housekeeping department of hotels in Bolgatanga municipality. From the study, the major factors influencing employee turnover in the housekeeping department of hotels in Bolgatanga Municipality are that employees are not adequately paid, job insecurity, not proud to working for the hotel, not treated with respect, not appreciated and recognised at work and lack of trust in the hotel management team. The study found that employee expectations had a significant impact on employee turnover in the housekeeping department ( $p < 0.01$ ).

Based on the results of the study, the researcher makes the following recommendations:

- Employee expectations were cited as factors responsible for high turnover. It is recommended that the salary structure of the housekeeping department should be per room cleaned and the contribution of the employees should be recognised by the hotel management.
- Hotel management should endeavour to use the interview as a tool during the hiring process to understand the job expectations of employees and the qualified candidates whose job expectations can be met should be hired.
- Empowering employees in the housekeeping department can also help promote their stay at the hotel and make them feel needed. By giving employees some important tasks, they can get an immediate sense of being a key element of the organisation, leading to a sensitive sense of pride in their work and creating a sense of belonging.

It is recommended that further research studies be carried out at national level so that the results of the different regions of the country can be compared. Also, studies have been conducted on turnover in some hotels in Ghana, but at the moment there seems to be no information at the national level. This makes it impossible to make many comparisons to see if factors that affect turnover in one geographical area also apply to other parts of the country. A survey could be conducted to identify the needs of domestic workers in hotels. This could shed light on where supervisors and management could focus their skills and management techniques to satisfy these employees and curb turnover. It is recommended to design an improved questionnaire that can be used to conduct other analyses such as T-tests or chi-square. Further research should utilise observations and interviews to investigate the factors influencing staff turnover in the housekeeping department.

The questions in the questionnaire may have caused comprehension difficulties for some of the housekeeping staff, some of whom are illiterate. Therefore, there were two main problems in interpreting the questions. Firstly, the translation may not have fully reflected the original meaning and emphasis, and secondly, there was insufficient vocabulary in the Gurune language to accurately translate certain words and phrases. Both factors probably affected the participants' responses. In addition, a socio-cultural practise in the region that discourages participants from disclosing accurate information, particularly in relation to household size and counting all individuals in a group, may have further limited the research.

### **Conflict of interest**

The authors declare that they have no conflicts of interest.

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