

**FACTORS INFLUENCING EMPLOYEE TURNOVER ON STAR RATED HOTELS
IN ELDORET TOWN, UASIN GISHU COUNTY**

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DECLARATION

This research project is my original work and has not been presented for award of a Degree or for any similar purpose in any other institution.

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DEDICATION

This work is dedicated to my family who supported me abundantly and their understanding for the time I was away studying and researching.

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ABBREVIATIONS AND ACRONYMS

C.E.O Chief Executive Officer

G.D.P Gross Domestic Product

H.R.M Human Resource Manager

U.S.A United States of America

OPERATIONAL DEFINITIONS OF TERMS

Employee turnover is the ratio of employees who leave the organization at a given time to those on payroll and still serving.

Leadership is the ability in decision making in the organization meant to influence the employees to work towards realization of organizational goals.

Motivational rewards refers to the formal and informal benefits entitled to employees contingent upon accomplishment of an organizational goal.

Remuneration pay packages to the employees payable upon accomplishment of assigned organizational task.

Work condition is the general working environment within which employees perform their respective roles in an organization.

ABSTRACT

Staff turnover has been a concern in the hospitality industry. This research project was focused on finding out the factors contributing to staff turnover on star rated hotels in Eldoret town. The general objective of the study was to investigate on the factors contributing to employee turnover in star rated hotels in Eldoret town. The research was guided by the following specific objectives; to examine the prevalence of staff turnover in selected hotels in Eldoret town, to investigate the influence of remuneration on staff turnover, to find out the effects of job satisfaction on staff turnover and to determine the effects of general work environment on staff turnover. This research was a cross sectional survey. A sample of 133 was taken from the target population of 200 hotel employees using stratified random sampling. The research targeted managers and employees of the hotels. A pretest study was used to validate the structured questionnaire used in order to collect data and was distributed to the sampled size. An interview guide was used for the hotel managers. The results were analyzed quantitatively and presented in frequency tables. The findings from the study revealed that there is high employee turnover in star rated hotels in Eldoret town which affects the performance of the hotels negatively. Further findings indicated that remuneration and general work environment have an influence on employee turnover. Thus there is need for the hotels to invest on staff retention to curb the high rate of employee turnover.

Keywords; *employee turnover, factors contributing, Eldoret town*

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter consists of the background of the study, problem statement, research objectives, research questions, significance of the study, scope of the study and the limitations of the study.

1.1 Background of the Study

Employee turnover is one of the major problems for business employing staff. It has been found by previous research that a high employee turnover rate could cause many negative consequences on the operation of an organization. Increasing recruitment and training cost of new employees, decreasing employees productivity and missing sales (Faldetta, Fason & Provenzano, 2013)

In the hospitality industry employees are important part of the customer experience. The hospitality industry is more negatively affected by employee turnover because employees are the main tools to create and render services from the hospitality organizations to customers (Faldetta et al. 2013) from this point of view high employee turnover level is a serious problem in hotel industry (Dipietro & Condly 2007) .

The issue of high employee turnover rate has been quantified by many researchers and documented in literature. While occupationally specific figures for turnover are fleeting general hospitality staff turnover rates range from 117 percent to 240 percent [wildes, 2005] In the USA, at around 53 percent for the Australian hospitality industry and 58% to 112% for those in the U.K [Deery, 2005] while this remains an element of ambivalence within the hospitality industry vis a vis turnover, there is certainly a widening concern about skills shortages in professional cookery [pratten 2003] the problem appears not to be in recruitment as adequate numbers enter the vocation for training.

Already, turnover in hospitality industry is almost accepted as inevitable. The turnover culture identified in the U.K and Australian hospitality industry by Deery [2002] found some rates as high as 300% per annum. In a series of studies, high turnover in the industry has been attributed to work-family conflicts, as a result of poor working conditions and constant emotional labor from customer contact (Karatepe & Kilie 2007).

In Cape Town, South Africa, a research was conducted in 4 and 5 star hotels, and the results highlight factors that relate to work conditions that do not support employee retention like strict supervision, long working hours and perceived unfair salaries are the top major concerns for hotel employees which leads to employees hopping from one organization to another in search for greener pastures.

A research carried out on employee turnover in the hospitality industry in Kenya indicated a worrying trend of labor turnover with lodges leading by 60% [ILO, 2001], in these firms, little concern is given to human resource variables, as a result, turnover has reached bitter proportions. It's quite hard to find certain employees in the same hotel or restaurant for more than three months. Customers loyal to certain workers are moving with the employees they like to be served by. This trend is almost reaching alarming levels and performance in the said firms is dwindling.

Turnover in the hospitality industry is quite costly. It leads to upsetting of routines, removes the experienced workforce, makes customers uncomfortable and may lead to reduced customer loyalty and consequently failure of the firm.

Hospitality industry is a people-oriented sector. People like to deal with those that they are familiar with. If customers keep on finding a replacement every time they visit a certain firm, their faith in the said firm may be eroded after just a little while (Kuria et al., 2012). Therefore, all available mechanisms should be put in place to arrest this situation. The

determinants of staff turnover should be investigated and efforts channeled towards establishment of measures to stop and possibly reverse this critical situation affecting hospitality industry. It is in the light this that the researcher consider employee turnover in the hospitality industry an issue big enough to warrant an investigation.

1.2 Statement of the Problem

The Kenyan tourism and hospitality industry is one of the fastest growing and most important segment in the earning of revenue and employment. The tourism and hospitality sector's direct contribution to GDP in 2016 is estimated to be US DOLLARS 47 billion (World Travel and Tourism Council economic Impact Report 2015) while the industry is doing great according to different report and statistics, there are some challenges that may slow down the pace of its growth and development, one of its drawbacks is the employee turnover.

Labor turnover damages the consistency in the standardized services provided by the hotels have confirmed that after direct and indirect cost associated turnover ratio directly affect the profitability of the firm, so this basically we can say that low employee turnover gives organization a competitive advantage over others (Cheruiyot, Kimutai and Kemboi, 2017). Most of the hotels in Kenya have tried to compete with one another but most of them are faced with challenges such as late payment of employees, high employee turnover, employee retention which has affected the performance of the hotels.

This research therefore attempted to examine the factors contributing to employee turnover in star rated hotels in Eldoret,UasinGishu county.

1.3 Purpose of the Study

The study was investigating the factors contributing to employee turnover on star rated hotels in Eldoret town.

1.4 Conceptual Framework

INDEPENDENT VARIABLE VARIABLE

DEPENDENT

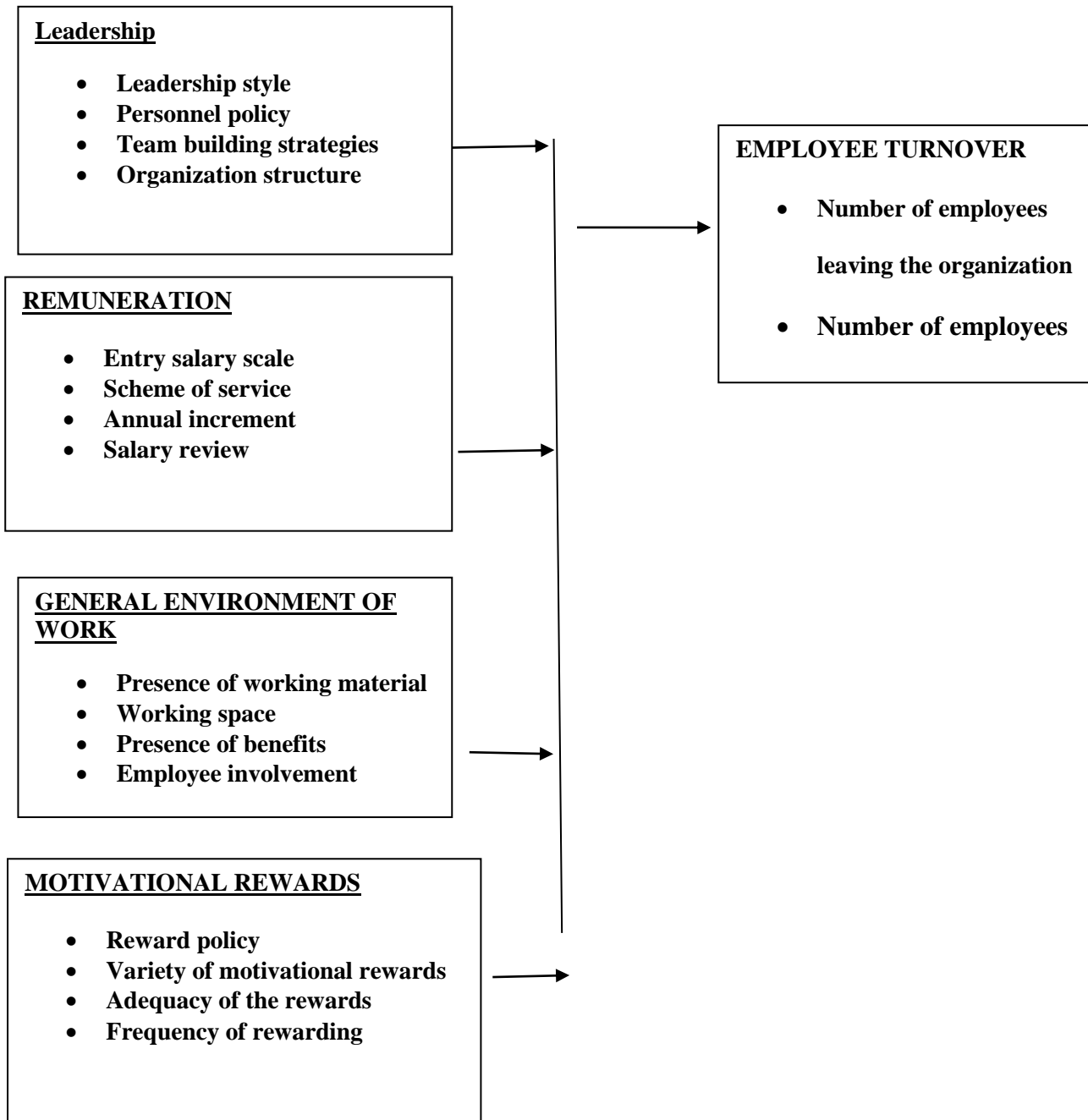


Figure 1: Conceptual Framework

Source: Researcher (2021)

1.5 Objectives of the Study

1.5.1 General Objective

To investigate on the factors contributing to employee turnover on star rated hotels in Eldoret town, UasinGishu county.

1.5.2 Specific Objectives

1. To establish how leadership influence employee turnover on star rated hotels in Eldoret town.
2. To determine how remuneration influence employee turnover on star rated hotels in Eldoret town.
3. To establish how work environment influence employee turnover on star rated hotels in Eldoret town.
4. To examine how motivational rewards influence employee turnover on star rated hotels in Eldoret town.

1.6 Research Questions

1. How does leadership influence employee turnover on star rated hotels in Eldoret town?
2. How does remuneration influence employee turnover on star rated hotels in Eldoret town?
3. How does work environment influence employee turnover on star rated hotels in Eldoret town?
4. How does motivational rewards influence employee turnover on star rated hotels in Eldoret town?

1.7 Hypothesis of the Study

Ho1. Leadership has no significant effect on employee turnover on star rated hotels in Eldoret town .

Ho2. Remuneration has no significant effect on employee turnover on star rated hotels in Eldoret town.

Ho3. Work environment has no significant effect on employee turnover on star rated hotels in Eldoret town.

Ho4. Motivational rewards has no significant effect on employee turnover on star rated hotels in Eldoret town.

1.8 Significance of the Study

The outcome of this study is of great significance to the hotel managers, the human resource managers, the customers and scholars undertaking the research on the same field. The result of this study will be used by the hotel managers to identify the causes of employee turnover so as to be able to reduce the cost of replacing staff hence cut down on the hotel's expenditure and therefore the hotel's profit margin may be realized. The human resource will use the information to handle the staff as expected to reduce the turnover rates, the customers will enjoy quality services because retained employees are usually motivated and do their best and the scholars will use the information in their research to guide them and can be quoted.

1.9 Scope of the Study

The research was conducted in Eldoret Town UasinGishu County. The main target was star rated hotels. A total of 4 hotels were sampled, they include Sirikwa Hotel, Comfy Hotel, Boma Inn and Wagon Wheel hotel. The hotels sampled met the criteria for the study because

they are considered the best performers in the county in terms of its services, they also have an organizational structure complete with a human resource department and several departments including housekeeping and laundry, restaurant, food production area, front office and coffee shop hence appropriate to obtain data on factors contributing to employee turnover.

1.10 Limitations of the Study

The researcher encountered some challenges during the research process; The research was conducted amidst the Covid-19 Pandemic and some of the employees had been laid-off because the business was low, this meant that the remaining people handle much work and were too busy to concentrate on the questionnaires, while others took too long to fill in the questionnaires, the researcher then administered the questionnaires through the manager, this led to prompt response by the employees

Some managers were not free to disclose important information despite the assurance that it was meant for learning purposes, a cover letter from the institution was issued to them and were able to open up.

The whole process of data collection was time consuming, the researcher prepared a research schedule which guided to ensure that the research was completed on time. Finally, the finance factor limited the study, a budget was prepared capturing all that was required for research process, this enabled the researcher to solicit for funds to cater for everything in advance.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter presents the literature review on the studies that are related to the researcher's area of study.

2.1 The Concept of Employees' Turnover

The rate at which an employer gains and losses its staff is called employee turnover. If an employer is said to have a high turnover, it most often means that employees of that organization have a shorter tenure than those of other organization. When employees leave, valuable knowledge is lost. Hiring a new employee ramped up to performance levels similar to the one you've lost takes time and money. A certain amount of turnover is necessary and healthy for an institution; too much staff turnover can lead to excessive costs. Turnover is a major problem for many organizations because it is extremely costly for the employer, particularly in jobs which offer higher education and extensive on the job training, Kysilka (2013).

Golling (2015) observe that employees formed the most important asset to any organization interested in building strong culture of success and therefore must be nurtured through use of human capital management best practices, he noted that such organizations had the lowest employee turnover due to availability of attractive pay packages, conducive work environment, characterized by specious working offices, handsome reward for work done over time and development of effective working teams steered by considerate leadership.

According to wood et al (1989) when there is no motivation among the employees and they are not satisfied the level of the services provided suffers and ultimately lead to dissatisfaction of guests.

Washmuth and Device (1993) observed that increase in turnover is generally because of employees' dissatisfaction from the present job and leads to attraction for a different profile or industry.

Darmon (1990) in this view states that as a result of high rate of employee turnover the productivity starts decreasing and leads the organization to poor performance. Himkin & Tracy (2000) in their research noted that the cost of employee turnover is more for an organization in comparison to the reduction in service quality, due to that it also leads to decreased morale of the employees working in that organization which results in demotivated employees giving inferior service and customers begin to fall.

Mullins (2000) observed that employee turnover leads to loss of organizational cost of advertising interview time, administrative expenses supervision and training. High employee turnover affects motivation level of employees working as a result the organization faces low satisfaction level of employees and low performance. According to Yang and Cherry (2008) when an employee leave any organization there will be loss of employees and that might affect the level of service provided.

2.2 Influence of Leadership on Employee Turnover

Management of an organization in the modern times requires an effective and efficient leadership that influences the efforts of workers in well organized and motivated teams, working together for purposes of accomplishing the group objectives, Krat (2012). Good leadership creates an urge for accomplishment of goals and lifts employees sights to higher horizons, hence motivates them to continue serving.

Nowadays, many organizations are facing turnover issues causes from many factors such as unsupportive leadership, disparity in labor market, bad work Climate, job dissatisfaction, and so on. Meanwhile, the factors are linked to both internal and external sources through job

dissatisfaction. Consequently, to make a business run effectively by concerning on job satisfaction is a way to reduce staff turnover, Sirithan (2010).

According to Wolf (2012), workers generally leave organizations whose leaders fail to link up with the needs and desires of employees and in such organizations, workers efforts are hardly recognized and the consequences boarder on dissatisfaction and the response is take off. Such leadership is based on the feeling of indispensability of the leader, making critical organizational decision with little or no people involvement, an attitude that helps to disperse rather than hold workers in the organization.

If an organization does not possess a positive culture, the work environment will be unpleasant. With other considerations, this adds to the reasons why employees quit. Simple attitudes towards shift meals, uniform policies, breaks, and lack of benefits can decrease employee morale. Managers must provide solid, positive leadership to keep their employees happy. Line level workers quickly lose respect for managers that are unwilling to roll up their sleeves when needed (Boardman, 2010).

Reducing employee turnover is not rocket science; however, many companies struggle with very high turnover year after year. The common denominator of high turnover in organizations is poor leadership. Therefore, organizations that stress leadership development have an inherent advantage that can mean the difference between survival and extinction, work quality diminishes productivity decreases, attitudes drop, Whipple (2013). An organization's employees should be focusing on the advancement of your organization's goals, not on their manager.

The performance of the employees should be properly managed, and the resultant incentives and rewards must be fairly distributed. This could promote harmony in the workplace and that could help in building relationships among employees.

According to Molin (2012), one of the most important knowledge that a manager should strive to build is knowledge of an organization, which does not refer to assets and other facilities, but the human factor. To gain this knowledge, strategies of people management is crucial and this can only be achieved by a considerate executive through effective leadership that recognizes individual needs of the workers.

If employees are satisfied, there is an increased chance that they will stay within the organization and it becomes difficult for other organizations to attract them. Employees must be given adequate space to participate in the decision making processes of the organization, and by doing so, their loyalty to the organization could be increased, Marta (2010).

Human resource executives and senior-level operations executives would do well by measuring the authentic leadership of front-line managers and connect those data points with front-line employee turnover. Most organizations today are aware of the need for greater transparency and accountability, and many recognize that unethical behavior has an immediate and lasting negative impact on company performance.

Employees lose faith in organizations that allow inauthentic leaders to go unchecked, and these employees will leave such organizations (2010). The number one reason an employee will seek new opportunities is leadership. An employee's relationship with his or her supervisor is one of the most critical factors in creating a work environment that encourages productivity and dedication to a company and its mission. Without a strong sense of mutual respect, the people you lead will always be looking for a way out (Jared, 2012).

Poor leadership can cause employee turnover, which ends up costing the organization time and money. The expense of recruiting and training employees can eat away funds that would otherwise have been used to finance other critical activities in projects undertaken by the organization. In addition, the lack of seasoned employees can diminish your production,

customer service and efficiency, Kevin (2011).

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The performance of the employees should be properly managed, and the resultant incentives and rewards must be fairly distributed. This could promote harmony in the workplace and that could help in building relationships among employees. If employees are satisfied, there is an increased chance that they will stay within the organization and it becomes difficult for other competitors to attract them. Employees must be given adequate space to participate in the decision making processes of the organization, and by doing so, their loyalty to the organization could be increased, Marta (2010).

2.3 Influence of Remuneration on Employee Turnover

The pleasure derived from a job is remuneration, for none can deliver for an organization if such tasks are not associated with attractive pay package, Adams, (2015). More often, workers hop from one job to another in search of greener pastures and organizations that demand work and more work from workers with little regard to suitable pay in return normally experience high employee turnover, Fatuma (2011).

Employee remuneration entails salary, wages, allowances and other such kinds of payment done regularly as pegged on some known terms of reference, Molinah (2015). She observes that employees tend to increase performance up to a certain level they seem commensurate

with the expected pay. She advises that organizations should develop an attractive pay system that could help minimize employee turnover. Employees prefer other companies which may provide them with higher posts and increased compensation packages, Rampur (2009). Lack of opportunity for advancement or growth can cause a high turnover rate for any organization.

In another study of 120 employees from 20 select NGOs in Ghana by Chandra, Sekhar and Anjaiah (2009), it was noted that staff had significantly varied in their levels of commitment to their organizations according to their designations, years of experience and gender. Atkinson, (2012) also observed that problem of low staff capacity and high staff turnover in NGOs in Uganda is compounded by the mandate to keep the staff salaries low so that major portion of funding goes into the programs.

Emenike (2010) indicated that workers were likely to perform well in organizations that set some money for rewarding their performance. He further observed that more workers were found to be more comfortable with financial rewards than other types of rewards.

Maintaining the culture of an organization is seen as crucial in its growth and this culture can only be maintained with very minimal employee turnover, Adera (2014). He notes that a known organizational culture creates a shared commitment among employees so that, despite diversity in the background of the workers, common organizational culture can only be developed when employee pay package is satisfactory. Zakala (2010) observed that many workers prefer superior remuneration as the greatest determinant to accept a job or decline taking up one. He notes that some workers never mind working overtime provided that such additional duties and engagement come with some substantial fringe benefits. He observes that reward, just like superior salary, plays significant role in enhancing the performance of tasks by workers in an organization.

Tonje (2010) on a study focusing on worker productivity in a rural District of Nigeria observed that attractive pay packages for employees enhances the desire of such workers to meet their targets in job performance. He also noted that in the modern world in which competition defines being in business, workers tend to move from one organization to the other in search of better pay. While reporting from the results of her study conducted in Kilifi District focusing on worker productivity, Ambani (2011), emphasized that with better pay package, workers often try to impress the organization by doing more than could be done in ordinary circumstances. Organizations that shy from providing better salary and wages to workers risk losing a pool of competencies that would enrich job performance for ease of accomplishment of objectives. Such competent workers will instead be received by rival firms that are keen on retaining specific market segments, Molin (2013).

It is noteworthy to observe that the various workers bring to organization diverse expectations, yet the organization may seek to achieve different goals, Juma (2007). He notes that in such a situation, a worker must be satisfied that by meeting the goals of the organization their sacrifices are compensated. Through handsome pay, workers may go great miles to ensure that the paying organization remains profitable so that workers be in a position of meeting their needs sustainably, Omako (2008). He observed that most employees with attractive pay slips normally take courage in showing off their status with the organizations hence always work hard to prove they are the best.

Organizational productivity is perceived as a direct consequence of employee productivity hence workers have to be given priority to boost performance of the organization, Andy (2006). Reporting from a study conducted in Senegal, he noted that firms that offer superior salary to employees equally expect more from such workers. Such arrangements are normally understood in the context of what objectives employees have to meet to justify the salary offered.

Akitonye (2000) asserts that money remains the most significant motivating strategy. As far back as 1911, Fredrick Taylor and his scientific management associates describe money as the most important factor in motivating the industrial workers to achieve greater productivity. Similarly Armstrong (1996) emphasizes the value of extrinsic motivation when he says that money provides the means to achieve a number of different ends. Above all, he asserts that money in form of pay is the most obvious extrinsic reward. Jandaya (2008) established that workers can brave working even in the most dangerous environments, if they are assured of handsome monetary rewards. She advises that workers should be treated as partners in any initiative if devotion and commitment to their duties are to be developed in them, and being a partner demands that what accrues from an undertaking must be shared by the people with stakes.

Monetary rewards have been found over the years to be one of the extrinsic rewards that institutions can adopt to increase their workers performance and thereby increase the institutions productivity.

2.4 Influence of Motivational Rewards on Employee Turnover

Organizations tend to focus efforts of individual workers on meeting specifically planned goals. Planning in a sound manner is therefore considered a crucial exercise that offers to provide a clear roadmap for realizing organizational accomplishments, (Hart 2010). Gollymore (2012) observed that institutions that rarely pay serious attention on motivation of their workforce definitely fail the productivity test. Such organizations hardly retain their working force should lucrative opportunities get sported.

Studying the level of productivity of employees in private sector firms in third world countries with specific reference to India, Shalu (2013) noted that many private owned institutions and business ventures were doing relatively well, contributing approximately more than 60% of

the G.D.P in India. It was observed that these organizations were able to offer motivational rewards for workers to enhance their commitment to task performance and reduce turnover rates. From the survey based on factors influencing turnover of workers in the education sector in Brazil, Douglas (2014) discovered that employees leave for other opportunities elsewhere when motivational rewards are disregarded.

According to Dorothy (2014), management of organizations should not expect a lot from employees by giving little in return. In the work, it is suggested that an internal system should be established in institutions that measures employee productivity and indicates equivalent monetary rewards, so that cases of employees quitting due to frustrations are addressed.

Employee productivity entails several aspects such as increased efforts to achieve high output, innovation to discover new superior ways of doing things, enhanced attitudes to treat customers with respect and the overall profit obtained by an organization, Dorine (2016). It is acknowledged that organizations that emphasizes on motivating workers are ones whose paths to profitability are predictable to the satisfaction of all key stakeholders. Resources which an organization invests in its operations equally determine the extent to which it attains its objectives, yet failure to focus on the needs of workers through motivational policies force employees to flee.

A CEO of an organization who is pre-occupied with producing satisfactory results must provide satisfactory tools and resources necessary in the performance of specific jobs, Andrew (2013). Generally, an organization that is keen on enhancing employee performance must begin this journey by enhancing the working environment before subsequently considering other factors of work execution. Most employees of organizations derive a feeling of recognition and self-worth when working in an environment they will not shy to show off to other people even low, Cindy (2012).

Concentrating human activities on the pivot of performance with little efforts in providing motivational rewards will simply remain a game of musical chairs, Gant (2011). It is observed that at the heart of employee retention, management of organizations has no meaningful direction if the human aspect is not considered as a priority.

Owuonda (2015) notes that organizations seeking to stand tall in service provision to their intended beneficiaries are those staffed with personnel whose motivational levels are extraordinary high, thereby guarding against the tendencies of leaving for other organizations. It is suggested that primary concern about productivity should place a great premium on human capital which has not only been nurtured through training, but which is properly motivated through superior rewards. It is also observed that motivation through rewards should not only be perceived on the parameter of material gain, but if a little exchange of smiles and recognition between a supervisor and a subordinate is observable, that is motivational enough.

Motoke (2011) revealed that performance in public institutions among employees was generally low in stark contrast to workers performance in private organizations. The researcher observed that whereas in public institutions, employees remuneration is pegged on job groups and experience in total disregard of innovation and creativity, private sector on the other hand, fixes remuneration on the extent of achieving performance target and rarely on experience alone, and any superior performance must be appreciated through motivational rewards.

It is observed that management should provide variety of motivators rather than focusing on just few known rewards. He observed that focus on a known reward item even if of higher value, monotony is created that reduces such efforts to ordinary routines which create a boring working environment, resulting in frustration and subsequent take-off, Aduar (2015). Millie (2015), advises business organizations to clearly figure out their critical success factors to keep employees focused on what such organizations hold dear to their core mandates. It is observed that concern about communicating standards of performance to workers becomes meaningless if the working environment lacks the standard conditions in tandem with expected targets.

2.5 Influence of General Environment of Work on Employee Turnover

Working condition offers an atmosphere upon work is done. Its components include availability of working tools and equipment, presence of enough working space needed for accomplishment of various tasks, leadership styles that give freedom of expression of personal desires, innovation and creativity, a feeling of recognition and social worth, Olango (2011). More often, some supervisors demand a lot of effort from subordinates in the execution of tasks with little regard to provide necessary tools and resources required for effective discharge of duties and failure to improve the working environment accounts for mass exodus of workers to other organizations (Khern, 2013).

Reporting from the study findings conducted at Oyugis Town Council on factors influencing employee performance in local authorities, Odhiambo (2013) observed that many council workers operated briefcase offices in the corridors of the Town Hall due to availability of insufficient working spaces, with other employees resorting to leave any way. Besides the working spaces, the workers also reported being frustrated in the performance of tasks due to lack of adequate resources, particularly field officers. Unable to access the necessary resources for discharging their duties, some workers resorted to conspiring with potential tax payers to deny the council revenues, put down their tools and take off.

Gallan (2014) investigating influence of working conditions on workers turnover in health facilities in Venezuela found out that many workers were satisfied with their jobs, citing presence of improved working environment. Most of the health facilities were considered to have hit the performance high, all courtesy to continuous improvement with which workers were performing. Working environment also entails availability of motivating rewards, accessibility to fringe benefits, guaranteed annual and other leaves as well as annual salary increment, Odundo (2012).

Donn (2014) that when workers have performed their duties according to the expectations of the organization, such workers be treated in a special manner by rewarding their efforts so as to be able to give more in future engagements. Organizations should be structured in a manner that guarantees recognition of innovation and creativity, selfless sacrifice and service to the organization and boldness to embrace risky ventures for the sake of accomplishing group goals,

According to Sembene (2014), getting workers absorbed in their tasks is greatly influenced by the immediate surrounding factors than by what is remote. He argues that whereas superior remuneration has great influence on employee motivation to perform, remuneration is a remote factor. The actual performance is influenced by several factors, but on the basis of the establishment of conducive working environment.

Complaining about services delivery in government departments in Kenya, Okal (2013) reported that a visit to several government departments in rural areas reveals how pathetic employees working environment are. He notes that many Chief's offices lack furniture and enough space, compelling them to convene meetings in the open fields under big trees rather than in modern halls that help in boosting the integrity of the officers in the eyes of the subjects.

Pettman, (1975) reported that long working hours and regular relocation are additional reasons for hotel management turnover, but participants in their study emphasized that the primary concern regarding work time was not having to spend too much time on work, but not having enough time to spend with family. Other variables that cause employee turnover include heavy workloads and work stress (Ramrup & Pacis, 2008). Many other factors such as insufficient pay, fringe benefits, job dissatisfaction, poor quality of supervision, availability of better opportunities and possibility of a better offer, personal adjustment to work situation (grievances), sexual harassment, inadequate orientation, lack of training, dead

end (no chance for promotion), job insecurity, relocation from area, health problems and home responsibility were also identified by researchers as primary causes of turnover.

Some employees jump from company to company because they prefer a working environment that is suitable for them. "If working conditions are substandard or the workplace lacks important facilities, such as proper lighting, furniture, clean restrooms, and other health and safety provisions, employees won't be willing to put up with the inconvenience for long." If an employee finds an appropriate work environment which is suitable for them in a specific company, they may work in that same organization for several years (Thatcher, Stepina & Boyle 2002).

Griffith (2000) conducted a review research in the model of element analysis on all papers on employees' voluntary turnover published in classic management magazines, he describes that related variables around attitude models reached eleven kinds of demographic predictors; sixteen kinds of sub-structure variables related to job satisfaction and organization factors and work environment factors, such as expectations, pay satisfaction, distributive justice, supervisory satisfaction, leader-member exchange, work group cohesion, coworker satisfaction, role clarify; six kinds of variables related to job content and external environment factors, such as job scope, job involvement, alternative job opportunities, comparison with present job.; three kinds of other behavioral predictors; nine kinds of adjusting variables for withdraw process.

Focusing on a study conducted in the Export Processing Zone, based on the influence of motivation on performance of employees in the informal sector in the Industrial Area, Kamau (2012) observed that, owing to the tough economic times in the world, workers were becoming more receptive to monetary rewards than any other form of rewards. He noted that this was because funds could be used to acquire several items, and that ordinarily, it would be difficult to tell which items workers need, yet with financial rewards they are at liberty to

choose what they desire. With his study focusing on the influence of rewards on employee performance, Zangolewa (2011) noted that none of the workers can provide voluntary services to a profit making organizations if such engagements are not attached to some recognizable pay.

2.6 Theoretical Framework

According to Tromp and Kombo (2006), a theoretical framework refers to collection of ideas that are related based on theories and principles that offer to explain the existence of phenomena as captured by the theories.

This study was grounded on the theory of motivation. Motivation is a measure of the extent to which people commit themselves to achieving goals. A study of literature, Costley& Todd (1987); Covey (1991: 70); Flippo (1976: 37); Wood (1994); Beckford, 1998; Mullins (1996) and Wye External Programme (1998) reveal that the most widely known motivation theories are Maslow's Hierarchy of Needs, Herzberg's Two-factor Theory and Vroom's Expectancy Theory. These theories have been divided into two categories as 'content' (Maslow's hierarchy of needs and Herzberg's Two-factor Theory) and 'process' theory (Vroom's Expectancy Theory).

Maslow and Herzberg, by explaining people's needs, set out to understand what people will and will not value as work rewards. Maslow suggested that needs progress in a series of steps. The first step is physiological. This is the need for food, drink, shelter, warmth, and relief from pain.

The second step is safety and security which is the need to feel safe and secure. The social and affiliation needs which is the need for friendship, a sense of belonging and interaction with others. The fourth is esteem. This is the need for self-esteem and the regard of others while the fourth need is self-actualization, the need to fulfill oneself by maximizing the use of

one's abilities, knowledge, skills and potential.

Maslow maintained that people are motivated to satisfy needs in a predetermined and logical order. He assumed that when one set of needs is satisfied, it stops being a motivating factor and a higher need arises. The process goes on until the individual reaches the stage of self-actualization. Herzberg quoted in Mullins (1996) believed that there are two types of motivating factors, one type which results in increased job satisfaction (which he calls motivators) and the other type, which merely prevents dissatisfaction (which he calls hygiene factors).

In the context of the study, in order for the organizations to motivate their employees and limit rate of turnover, they would have to create opportunities for achievement, recognition, responsibility, interesting work, and career advancement. A major limitation of the content theories was that they tended to take a static analysis of needs. To deal with this shortcoming, a number of researchers began to investigate the thought processes of individuals, which act to influence their behavior.

2.7 Summary of Literature Review

Employee turnover is a major problem for many organizations because it is extremely costly for the employer, particularly in jobs which offer higher education and extensive on the job training. Worldwide researches have suggested that employee turnover is among the highest in the hotel sector. High turnover can lead to more issues in the workplace, such as understaffing, low morale, and poor customer service. Without strong retention strategies, companies will spend more on hiring and training costs.

One major cause of employee turnover is low pay. Many hotel jobs do not pay standard pay packages across the board and there is always a feeling that regular change of jobs would lead into better remuneration. Employees usually begin at a minimum wage rate or below which

does not attract top quality, long-term employees because these employees are always looking for a better paying position.

There are other reasons for high rates of staff turnover which include lack of substantial benefits such as company provided health insurance, retirement benefits, vacation pay, sick leave, additional schooling or training programs and other fringe benefits which are so often perks of other industries they further suggest that lack of employer's interest in providing substantial benefits drives career oriented individuals elsewhere.

Healthy workplace practices take on a variety of forms, including those directed at the physical work environment safety, ergonomics, health practices supporting healthy lifestyles, fitness, diet, and social environment and personal resources organizational culture, a sense of control over one's work, work-family balance. Number one reason an employee will seek new opportunities is leadership. An employee's relationship with his or her supervisor is one of the most critical factors in creating a work environment that encourages productivity and dedication to a company and its mission. Without a strong sense of mutual respect, the people you lead will always be looking for a way out. When employees lack the training necessary to become more productive, their performance suffers and they will either leave of their own volition for jobs that provide training and employee support or they will be terminated for poor performance

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methodology, outlining the research design, target population, sample size and sample selection. It also captures the data collection instruments, pretesting of the instruments, instruments validity and instruments reliability and ethical considerations.

3.1 Research Design

A cross-sectional survey was used in exploring the study. This enabled the researcher to provide exhaustive information on factors influencing Employee Turnover in Eldoret town.

The cross sectional design was preferred because it allows the researcher to have comparisons of many kinds of variables existing at a certain duration of time in a given area.

3.2 Study Area

The research was carried out in Star rated Hotel in Eldoret town where information on Employee turnover was gathered. Eldoret town has got four star rated hotels which include Boma Inn, Sirikwa, Wagon Wheel and Comfy hotels.

3.3 Target Population

A total of 200 employees from all the 4 hotels was targeted, this was arrived at through the human resource of each hotel who provided the information to the researcher on the number of employees each hotel had before the research was conducted.

3.4 Sampling Techniques

Stratified sampling technique was used which ensured that each sub groups or strata of a given population is each adequately represented within within the whole sample population of the research study.

3.5 Sample Size

The sample size used to conduct the research study was 133 which was sampled from a target population of 200 through stratified random sampling. This was calculated using the Yemanes formula as shown below(Yamane,1967)

$$n=N/(1+N(.05)^2)$$

where n=sample size

N=population size

$$n=N/1+N(.05)^2$$

$$n=200/1+200(0.0025)$$

$$n=200/1.5$$

$$n=133$$

3.6 Data Collection Instruments

The researcher used questionnaire as the main data collection instrument, specially formulated for hotel employees. A closed ended questionnaire was developed by the researcher because it allows the researcher to obtain specific answers towards the study . Copies of the questionnaire were self-administered to the respondents with the help of researcher. The questionnaire was prepared into two sections; section A and B, soliciting responses on demographic characteristics of the respondents and the study variables, respectively. An interview schedule was prepared for the managers.

3.7 Validity and Reliability

Instruments pre-testing, also known as piloting is a preliminary study conducted on small scale to ascertain the effectiveness of the research instruments, Haldare (2000). A pre-test sample should be between 1% and 10% depending on the sample size, Mugenda, and

Mugenda (2003). In this study the researcher used a pre-test sample size equivalent to 10% of the study sample size. Copies of questionnaire were developed and self-administered to the pre-test sample that was similar to the actual study sample in its major characteristics. This was significant as it helped to reveal aspects of ambivalence depicted by the questionnaire items that were subsequently reframed relative to the responses obtained from the respondents

Orodho (2005) defines validity as the accuracy and meaningfulness of inference which are based on the research results. According to Streiner and Norman (2006), validity is a judgment regarding the degree to which the components of the research reflect the theory, concept, or variable under study. Validity of instruments is critical in all forms of research and the acceptable level is dependent on logical reasoning, experience and professionalism of the researcher.

The researcher subjected the data collection instruments for peer review and expert judgment for their opinion before field application. Validity was also ascertained through adequate coverage of the research objectives, as well through a pilot study that helped to reframe items.

Reliability is the consistency of measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects (Cohen *et al*, 2000). Kothari and Pal (1993) and Gay (1987) concur with Amin (2005) that reliability is the extent to which the study instruments produce consistent results under similar circumstances. Polit and Hungler (2004) refer to reliability as the degree of consistency with which an instrument measures the attributes it is designed to measure.

In this study, split-half reliability measure was employed by dividing the questionnaire items into two equal parts on the bases of odd and even appearances. The first part of the research

instrument having been administered and the result obtained, the second part was subsequently administered and the results noted. Pear

son's product moment coefficient of correlation (r) was then used to compare the two scores obtained and by giving an alpha value of 0.8, indicating that the data

3.8 Data Collection Techniques

Secondary data was gathered from books ,journals ,research projects which formed the literature review, the primary data was gathered from the population by the use of questionnaire.

3.10 Ethical Considerations

The researcher based the research on 5 basic research ethical principles as advocated by Drawing on Oppenheim [1992]

First, no harm should befall the respondent as a result of participating in the research , second, respondents right to privacy should always be respected and no undue pressure should be brought to bear, no information can be published about identifiable person or organization without their permission. Third, respondents should be provided with sufficient initial information about the research to be able to give their informed consent concerning participation and use of the data. lastly it's the researcher's moral and professional obligation to maintain level of confidentiality that was promised to the respondents at the onset of the research, and Only relevant components should be assessed.

CHAPTER FOUR: RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter gives detailed data analysis, interpretation and presentation. Data analysis was undertaken in tandem with the variables that informed the study. These variables were; influence of leadership, employee remuneration, motivational rewards and the general conditions of work on employee turnover in star rated hotels in Eldoret town.

4.2 Questionnaire Return Rate

In this study, the researcher administered 133 copies of questionnaire to the respondents upon which 100 were completed and received back, giving 75% response rate. According to Mugenda and Mugenda (2003), response rate refers to percentage subjects that respond to the research instrument. A response rate of 50% is deemed adequate for analysis and reporting, a response rate of 60% is good and a response rate of 70% and over is considered very good. In the light of this, the study's response rate was good.

4.3 Demographic Characteristics of the Respondents

In this study, demographic characteristics of the respondents were considered significant, as these features generally predispose people to display certain unique behavior patterns in the performance of organizational duties. Such demographic features considered in the study include sex, age, marital status, level of education, specific area of engagement in the organization and the duration of undertaking duties in a given hotel.

4.3.1 Characteristics of the Respondents by Age

Table 1 indicates that of the 100 employees in the star rated hotels in Eldoret town, 12 (12.00%) were 20 years and below, 28 (28.00%) fell in the age of 21-25 years, 30 (30.00%) were 26-30 years, 24 (24.00%) were 31-35 years, 10 (10.00%) were 36-40 years and 06 (8.8%) were above 40 years. The cited statistics imply that majority of the employees in the star rated hotels in Eldoret were young persons in the age bracket of 21-35 years. Owing to the fact that young people formed the bulk of employees in the hotels, turnover was expected to be high due to the desire of these young persons in looking for better paying organizations.

Age in years	Frequency	Percentage
20 years and below	12	12.00
21-25	28	28.00
26-30	30	30.00
31-35	24	24.00
36-40	10	10.00
Above 40	06	6.00
Total	100	100.00

Table 1: Characteristics of the respondents by age

4.3.2 Marital Status of the Respondents

This characteristic was of great importance to the study as it would help reveal the extent to which marital status of the respondents would influence the composition of employees in the hotels and how this gender factor would contribute to employee turnover. In this respect, the respondents were asked to complete the questionnaire and table 2 illustrates their responses. In table 2, it is revealed that 29 (29.00%) of the respondents who filled the questionnaire were single, 51 (51.00%) were married, 18 (18.00%) were widowed and 02 (02.00%) of the remaining, represented other marital orientations, inclusive of divorced and separated.

Based on the results, the marital status of the respondents was that many single persons formed a good percentage of the workforce in the hotels, though the majority of the employees were married. These statistics give the impression that hotel work is a field of the young, adventuring in nature and often hope from job to job as they seek to settle in better ones, explaining the reasons for high employee turnover.

Marital status	Frequency	Percentage
Single	29	29.00
Married	51	51.00
Widowed	18	18.00
Other	02	02.00
Total	100	100.00

Table 2: Marital Status of the Respondents

4.3.3 Characteristics of Respondents by Sex

The researcher considered sex of the respondents as crucial to the study, for it was assumed that sex would influence employees' choice of economic engagement, as well as areas for seeking formal employment opportunities, owing to different social roles assigned to the sexes that could be at variance with the prevailing working environments. The respondents were requested to complete the questionnaire indicating their sexes and their responses captured in table 4.3. Table 4.3 reveals that 74 (70.00%) of the respondents who filled the questionnaire stating their sexes were male, while 26 (26.00%) were female.

This implied that many employees in the Hotels in UasinGishu County were males, depicting the trademark nature of young men in job hopping. Females on the other hand, are seen as less aggressive and tend to be more relatively contented with their present engagements and can often be contented with even less trendy jobs.

Sex	Frequency	Percentage
Male	74	70.00
Female	26	26.00
Total	100	100.00

Table 3: Characteristics of Respondents by Sex

4.3.4 Characteristics of the Respondents by Level of Education

In table 4.4, of the 100 respondents who completed the questionnaire indicating their level of education, 11 (11.00%) had primary school level education, 36 (36.00%) had secondary education, 43 (43.00%) had tertiary level education, 11 (11.00%), with none having stated the other category. From the research findings, educational level had little to do with being employed in the hotel, as the employees who participated in the study did not have competitive levels of education to be depended upon by an organization, explaining the high turnover registered in these hotels.

Level	Frequency	Percentage
Primary	11	11.00
Secondary	36	36.00
Tertiary	43	43.00
University	09	09.00
Other	11	11.00
Total	100	100.00

Table 4: Characteristics of the respondents by level of education

4.3.5 Length of stay in the hotel

The duration of time that an individual serves in an organization is a clear indicator of the extent of employee turnover, since if employees leave an organization frequently, then issues of turnover becomes a grave concern as no formidable organizational culture is built. In the light of this, the respondents were asked to fill the questionnaire stating the duration of service in their section of the hotel and their response noted as indicated in table 5. In table 4.5, of the 100 respondents who filled the questionnaire stating the duration of time of service in the hotel, 28 (28.00%) had served for a period of 1 year and below, 64 (64.00%) had served for a period 1-5 years, 04 (04.00%) had served for 5-10 years and 02 (02.00%) had served 11 and above years and none had served more than 15 years.

The implication is that most of the employees serving in the hotels were serving for a relatively short period of time, giving an indication of the prevalence of high employee turnover. A fact that did not allow these hotels to develop strong organizational cultures through retention of experienced and competent employees for purposes of better performance.

No. of years	Frequency	Percentage
1 year and below	28	28.00
1-5	64	64.00
5-10	04	04.00
11-15	02	02.00
Above 15	00	00.00
Total	100	100.00

Table 5: Duration of service in the hotels

4.6 Influence of Leadership on Employee Turnover

Table 6 reveals that 12 (12.00%) of the respondents who completed the questionnaire on the commonly practiced leadership styles in their hotels as accommodative, 42 (42.00%) mentioned their leadership being very strict, 10 (10.00%) stated free for all style of leadership and 26 (26.00%) indicated the other category. These results implies that the the star rated hotels in Eldoret town had leadership styles that hardly recognized the people aspects in key issues of the hotel work, leading to employees developing feelings of less worth and hence look for other employment opportunities elsewhere. However, there were few cases of employees who thought that their leadership style was free for all, yet these few could not be able to attain the core goals of the hotel.

Style of Leadership	Frequency	Percentage
Accommodative	12	12.00
very strict	42	42.00
Free for all	10	10.00
free for few	26	26.00
Other	10	10.00
Total	100	100.00

Table 6: Leadership style

4.7 Influence of Remuneration on Employee Turnover

Remuneration takes cognizance of pay packages that employees carry home, including a system of pay increment they are entitled to periodically. In this study, the researcher believed that the nature of package for employees would influence their performance. In view of this, employee remuneration was considered on the presence of a scheme of service, entry salary scale, annual increment and frequency of salary review.

4.7.1 Influence of Presence of Scheme of Service on Employee Turnover

Presence of a salary scale in an organization indicates the extent to which employee factors are handled in an organization, especially in terms of their remuneration since salary earned is the best form of employee compensation. With little effort in having a scheme of service, pays for different employees become difficult to formulate and even subsequent increment become ad hoc to the dissatisfaction of several workers leading increased cases of turnover. The respondents were therefore requested to complete the questionnaire indicating the extent to which they agreed or disagreed that their star rated hotels had schemes of service salary scales and their responses recorded as shown in table 7.

Table 7 reveals that 10 (10.00%) of the respondents who filled the questionnaire indicating the extent of agreement or disagreement that their hotels had a scheme of service for employees were neutral, 24 (24.00%) disagreed and 66 (66.00%) strongly disagreed. These statistics imply that most of the star rated hotels in Eldoret Town had not considered a formal system of employee remuneration as indicated by the absence of schemes of service. This disregard for developing a scheme of service for organizational employees leads to disparities in remuneration that is often a recipe for employee demoralization, consequently leads to high turnover.

Rating	Frequency	Percentage
Strongly agree	00	00.00
Agree	00	00.00
Neutral	10	10.00
Disagree	24	24.00
Strongly disagree	66	66.00
Total	100	100.00

Table 7: Influence of scheme of service on employee turnover

4.7.2 Influence of entry salary on employee turnover in star rated hotels..

Entry salary to an employee defines that starting salary for a newly recruited worker for an organization and it acts as a base upon which future increments are pegged, and if this is seen as too low with little prospects for subsequent increment, then employees begin to think of immediate exit. On this account, the respondents were asked to complete the questionnaire indicating their entry salary and their responses noted as illustrated in table 8.

Table 8 indicates that, of the 100 respondents who completed the questionnaire stating their entry salary, 22 (22.00%) stated earning Kshs. 10,000 and below, 52 (52.00%) took home between Kshs. 10,000- Kshs. 20,000, 12 (12.00%) obtained a salary range of Kshs. 20,000-Kshs. 30,000, with 10 (10.00%) taking home a salary Kshs. 30,000-40,000 and 04 (04.00%) earning above Ksh. 40,000. The above statistics revealed that most employees in the star rated hotels were among the poorly paid, such that if salary were the only determining factor of employee retention, then this would be reasons enough to explain high employee turnover.

Entry Salary	Frequency	percentage
10,000 and below	22	22.00
10,000 - 20,000	52	52.00
20,000- 30,000	12	12.00
30,000 - 40,000	10	10.00
Above 40,000	04	04.00
Total	100	100.00

Table 8: Influence of entry salary on employee turnover

4.7.3 Influence of rate of salary increment on employee turnover in star rated hotels.

The aspect of rate of salary increment was considered significant to the study; for it would help to gauge its contribution on attitude change for enhancing employee retention in the star rated hotels in Eldoret Town. The respondents were asked to complete the questionnaire indicating the rate of salary increment in their projects and their responses captured as shown in table 9. Table 9 indicates that among the employees of the star rated hotels who completed the questionnaire stating the rate of salary increment, 92 (92.00%) stated salary increment of 4% and below and 08 (08.00%) stated an increment of 4- 5%, with none indicating above 5%. It is therefore an indication that salary increment was almost nonexistent, as many cited receiving 4% and below which could also reduce to none at all and this would explain high employee turnover in these hotels.

Rate of salary increment	Frequency	Percentage
4% and below	92	92.00
4-5	08	08.00
5-6	00	00.00
6-7	00	00.00
Above 7	00	00.00
Total	100	100.00

Table 9: Influence of rate of salary increment on employee turnover

4.7.4 Influence of Salary Review on Employee Turnover

The initial salary offered to an employee at the point of entry into an organization may appear attractive, but over time due to inflationary factors, a major review taking into consideration such changing economic forces determine employees desire to leave for other greener pastures. In the light of this, the respondents were asked to complete the questionnaire indicating any form of salary review in their various hotels and their responses captured as illustrated in table 10. Table 10 indicates that, of the 100 respondents who completed the questionnaire stating the frequency of salary review, none stated very frequently, 11 (11.00%) stated being indifferent and 89 (89.00%) mentioned less frequently. These statistics give the impression that most of the employees, in fact all, given chance for employment elsewhere would be more than willing to go, as there were no indications that any form of salary review was being practiced in the star rated hotels in Uasin Gishu county.

Review	Frequency	percentage
Very frequently	00	00.00
Frequently	00	00.00
Indifferent	11	11.00
Less frequently	89	89.00
Total	100	100.00

Table 10: Influence of frequency of salary review on employee turnover

4.8 Influence of Working Environment on Employee Turnover

Employees perform their various duties in specific environments of work. Aspects of working environment include availability working space and tools, availability of other resources, presence of job security, presence of allowances and fringe benefits as well as availability of a reward system among others. Working environment can be described as either conducive or poor and whatever the case the researcher believed that this variable would be of significance to the study and it was measured on the basis of presence of working materials, common benefits to employees and employee involvement in organizational matters.

4.8.1 Influence of Presence of Working Materials on Employee Turnover

Employees perform tasks in organization for purposes of realizing the planned objectives and these tasks cannot be undertaken in the absence of resources and tools of trade. Availability of adequate working materials is the fundamental measure of establishment of an environment in which work is performed effectively to deliver the expected results. The respondents were therefore asked to complete the questionnaire indicating the level of resource availability and table 11 displays their responses. Table 11 indicates that, of the respondents who completed the questionnaire stating the level availability of working materials in their hotels, 12 (12.00%) stated that the working materials were sufficient and the same percentage of the respondents were indifferent, 72 (72.00%) indicated less sufficient and 4(04.00%) stated the other category.

Implied by these figures is that most of these star rated hotels were engaged in different activities, but having less resources needed for effective accomplishment of the tasks. In the event that performance level is demanded by an organization, yet resources are not sufficiently availed, working environment turns less conducive and employees respond by leaving for other places.

Working materials	Frequency	percentage
Very sufficient	00	00.00
Sufficient	12	12.00
Indifferent	12	12.00
Less sufficient	72	72.00
Other	04	04.00
Total	100	100.00

Table 11: Influence of presence of working materials on employee turnover

4.8.2 Influence of Common Benefits on Employee Turnover

The general environment of work is established, not only through availability of working materials, but also through provision of certain benefits to employees. For when employees share in the gains of an enterprise, they are likely to get more committed to accomplishing the organizational goals with expectations of recognition of such efforts. In view of this, the respondents were asked to fill the questionnaire indicating the common benefits they often obtain from their projects and table 12 displays their responses. Table 12 indicates that, of the respondents who completed the questionnaire stating the common benefits offered in their star rated hotels in Eldoret town, none stated receiving leave and medical allowances, 83 (83.00%) obtained medical allowance, 12 (12.00%) enjoyed commuter allowance and 05 (05.00%) indicated the other category. Implied is that there were hardly benefits to employees in these

projects given that they only obtained medical stipend as they perform their duties, . This explains the prevalence of employees' turnover in these star rated hotels in Eldoret town, Uasin Gishu county.

Common benefits	Frequency	percentage
Medical allowance	83	83
Commuter allowance	12	12
Other	05	05.00
Total	100	100.00

4.8.3 Influence of Common Areas of Involvement on Employee Turnover

Employee involvement in key aspects of tasks in an organization helps to build project ownership for purposes of achieving sustainability of the initiatives, an objective easy to achieve with little or no turnover. At times, organizations tend to involve employees only on menial duties, but exclude them from mainstream tasks such as resource allocation and decision making.

Table 13 indicates that, of the respondents who completed the questionnaire stating the common areas of involvement in their hotels in Edoret town, none stated resource contribution, with 14 (14.00%) mentioning engaging in decision making, 64 (64.00%) taking part in hotel activities and 22 (22.00%) performing integrated activities. This shows that employee involvement, , was not emphasized given that theses employees were just involved in the performance of menial duties, but excluded in core functions of the management of the hotels. This may result to high turnover for other outfits that offer much better practices of worker management.

Area of involvement	Frequency	percentage
Decision making	14	14.00
Task performance	64	64.00
Integrated activities	22	22.00
Resource contribution	00	00.00
Other	00	00.00
Total	100	100.00

Table 12: Influence of common areas of involvement on employee turnover

4.9 Influence of Motivational Rewards on Employee Turnover

People tend to attach a lot of value to tangible things that meet their immediate every day expectations, motivational rewards are considered much more effective enhancing commitment to tasks. Such motivational rewards were measured on the prism of, presence of motivational rewards, diversity of the rewards, and basis of offering the rewards, as well as how often such rewards are given.

4.9.1 Influence of Motivational Reward System on Employee Turnover

Table 14 indicates that of the respondents who filled the questionnaire disclosing the extent to which they agreed or disagreed that their projects were having a motivational reward system, 11 (11.00%) strongly agreed, 09 (09.00%) agreed, 14(14.00%) were neutral, with 46 (46.00%) being in disagreement and 20 (20.00%) stating that they strongly disagreed. These research findings implied hotels had not established a distinctive motivational reward system for their employees, and this was to blame for rising cases of employee turnover.

Reward system	Frequency	Percentage
Strongly agree	1 1	11.00
Agree	0 9	09.00
Neutral	1 4	14.00
Disagree	4 6	46.00
Strongly disagree	2 0	20.00
Total	100	100.00

Table 14: Motivational reward

4.9.2 Influence of Diversity of the Rewards on Employee Turnover

Table 15 reveals that out of the 100 respondents who filled the questionnaire indicating the extent to which diverse motivational rewards were offered, none indicated that these rewards were very diverse, 12 (12.00%) stated that they were diverse, 34(34.00%) were neutral and 54 (54.00%) indicated that the motivational rewards were less diverse. Implied by these figures is that whereas just a few of the respondents stated that these motivational rewards were diverse, majority noted that they were less diverse and hence it was difficult to have these employees feel contented with performing in the hotels.

Diversity of rewards	Frequency	Percentage
Very diverse	00	00.00
Diverse	12	12.00
Neutral	34	34.00
Less diverse	54	54.00
Total	100	100.00

Table 13: Influence of diversity of the rewards on employee turnover

4.9.3 Influence of the Type of Motivational Rewards on Employee Turnover

The type of motivational reward given to an individual employee is not necessarily a motivator to the other and therefore organizations have to evaluate the needs of every worker to ensure that

the rewards offered actually meet those specific needs.

Table 16 reveals that, of the 100 respondents who filled the questionnaire stating the type of motivational rewards given to employees in the star rated hotels in Eldoret town, 11 (11.00%) stated that they were given monetary rewards, 23 (23.00%) mentioned material rewards, 46 (46.00%) indicated recognition through certificates, 17 (17%) stated training and 13 (13.00%) mentioned other category. These results give the impression that many respondents, though obtained motivational rewards, just a few mentioned monetary rewards viewed as that which is easily convertible into other rewards on the basis of the need of individual worker. In the absence of monetary rewards, it was difficult for the leadership of these hotels to establish the reward types that suited all employees.

Type of reward	Frequency	Percentage
Monetary	11	11.00
Material	23	23.00
Recognition	46	46.00
Training	17	17.00
Other	13	13.00
Total	100	100

Table 14: Influence of the type of motivational rewards on employee turnover

4.9.4 Influence of frequency of rewards on employee turnover in hotels

In order to effectively motivate people to improve job performance, rewards should be made frequently so that the vigor to work hard is equally facilitated. based on that, the respondents were asked to complete the questionnaire indicating the frequency of giving motivational rewards and table 18 illustrates the responses. Table 18 reveals that out of the 100 respondents who completed questionnaire stating the frequency of offering motivational rewards, none stated daily and weekly, 12 (12.00%) mentioned monthly, 72 (72.00%) stated yearly, with 16 (16.00%) indicating the other. These statistics confirm that most of the star rated hotels in Eldoret Town disregard employee motivation, as rewards given less frequently, a practice that explains the rising cases of employee turnover.

Rating	Frequency	Percentage
Daily	00	00.00
Weekly	00	00.00
Monthly	12	12.00
Yearly	72	72.00
Other	16	16.00
Total	100	100.00

Table 15: Influence of frequency of rewards on employee turnover

CHAPTER FIVE: SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter contains summary of key findings of the study, conclusions on the basis of study findings and also the recommendations, both for policy formulation and further research studies.

5.2 Summary of the Findings

In this study, the researcher administered 133 copies of questionnaire to the respondents upon which 100 were completed and received back, giving 75% response rate, deemed a very good questionnaire response rate.

Influence of leadership on employee turnover in star rated hotels.

Sound leadership is a crucial tool for enhanced task accomplishment by organizational employees, as good leaders normally inspire people to work for organizational goals. This is done through development of strong work teams, motivation, effective communication and employee participation on critical decisions of the organization. The study established that most of the star rated hotels in Eldoret Town, UasinGishu County had leadership styles that hardly recognized the people aspects in key issues of the hotel work, leading to employees developing feelings of less worth and hence look for other employment opportunities elsewhere. It was noted that most of the star rated hotels in Eldoret Town, UasinGishu county, did not have employee management policies put in place to address employee issues, hence employee concerns were often relegated leading to their negative response of take off.

Influence of remuneration on employee turnover in star rated hotels.

Presence of a salary scale in an organization indicates the extent to which employee factors are handled in an organization, especially in terms of their remuneration since salary earned is the best form of

employee compensation. With little effort in having a scheme of service, pays for different employees become difficult to formulate and even subsequent increment become adhoc to the dissatisfaction of several workers leading to increased cases of turnover. The study established that most of the star rated hotels had not considered a formal system of employee remuneration, as indicated by the absence of schemes of service. This disregard for developing a scheme of service for organizational employees leads to disparities in remuneration that is often a recipe for employee demoralization, consequently leading to high turnover.

It was revealed that most employees in star rated hotels in UasinGishu County were among the poorly paid, such that if salary were the only determining factor of employee retention, then this would be reasons enough to explain high employee turnover. It is therefore a clear indication that salary increment was almost nonexistent, as many cited receiving 4% and below which could also reduce to none at all and this would explain high employee turnover in these star rated hotels in Eldoret town,Uasin Gishu county.The initial salary offered to an employee at the point of entry into an organization may appear attractive, but over time due to inflationary factors, a major review taking into consideration such changing economic forces determine employees desire to leave for other greener pastures.

From the study, the impression that most of the employees, , given chance for employment elsewhere would be more than willing to go, as there were no indications that any form of salary review was being practiced in the star rated hotels in Eldoret Town.

Influence of working environment on employee turnover in star rated hotels.

Employees perform tasks in organizations for purposes of realizing the planned objectives and these tasks cannot be undertaken in the absence of resources and tools of trade. Availability of adequate working materials is the fundamental measure of establishment of an environment in which work is

performed effectively to deliver the expected results. It was noted that most of these star rated hotels were engaged in different activities, but having less resources needed for effective accomplishment of the tasks. The general environment of work is established, not only through availability of working materials, but also through provision of certain benefits to employees. For when employees share in the gains of an enterprise, they are likely to get more committed to accomplishing the organizational goals with expectations of recognition of such efforts. It was revealed that there were hardly benefits to employees in these hotels given that they only obtained medical stipend as they perform their duties,. This explains the prevalence of employees' turnover in these star rated hotels in Eldoret town.

Employee involvement in key aspects of tasks in an organization helps to build job ownership for purposes of achieving sustainability of the initiatives, an objective easy to achieve with little or no turnover. At times, organizations tend to involve employees only on menial duties, but exclude them from mainstream tasks such as resource allocation and decision making. Employee involvement, though was not emphasized given that these employees were just involved in the performance of menial duties, but excluded in core functions of the hotel. This leads to high turnover for other outfits that offer much better practices of worker management.

Influence of motivational rewards on employee turnover in star rated hotels.

In the study, it was revealed that most star rated hotels in Eldoret Town were insensitive to the establishment and subsequent implementation of distinctive motivational reward system in UasinGishu County, and this was to blame for rising cases of employee turnover. The need for motivation is meant to result in an enhanced commitment to job performance, sustained by workers over time and to effectively motivate using rewards; organizations should establish motivational rewards in diversity in tandem with the various unique needs of different employees, for people are likely to attach different values to different items. Whereas just a few of the respondents stated that these motivational rewards

were very diverse, majority noted that they were less diverse and hence it was difficult to have these employees feel contented with performing in the hotels.

The type of motivational reward given to an individual employee is not necessarily a motivator to the other and therefore organizations have to evaluate the needs of every worker to ensure that the rewards offered actually meet those specific needs. The study results give the impression that many respondents, though obtained motivational rewards, just a few mentioned monetary rewards viewed as that which is easily convertible into other rewards on the basis of the need of individual worker. In the absence of monetary rewards, it was difficult for the leadership of these hotels to establish the reward types that suited all employees. In order to effectively motivate people to improve job performance, rewards should be made frequently so that the vigor to work hard is equally facilitated. These findings confirm that most of the star rated hotels in Uasin Gishu County disregard employee motivation, as rewards given less frequently, a practice explains the rising cases of employee turnover.

5.3 Conclusions

Conclusions were made on the basis of the findings from the research study conducted and from the results of the studies conducted by previous scholars. In conclusion, the key factors influencing employee turnover in star rated hotels in Eldoret town, include among others organizational leadership, employee remuneration, motivational rewards and creation of a conducive working environment. Leadership was found to significantly contribute to employee turnover in the sense that poor leadership demoralizes employees who in turn respond by looking for employment opportunities elsewhere. Employee remuneration is also significant in determining the extent of employee turnover. Handsome pay package motivates hence well motivated employees become an asset to an organization through increased performance. Finally, the study revealed that conditions upon which employee perform play crucial role in influencing their turnover. Organizations that are known for being

insensitive to provision of conducive working environment tend to offer grounds for employee take off.

5.4 Recommendations for Policy/Practice

On the basis of the findings of the study, in order to address prevalence of employee turnover in star rated hotels in Eldoret town UasinGishu county,. The study recommends that strong leaders should be chosen to give directions to those employees under them to motivate others to work well.

It was established in the study that pay package had a strong influence on employee turnover, as salary earned is often the best compensation that an employee can obtain from an organization. . The study recommends that a system of pay increment be put in place to let workers rise over time through an effective scheme of service.

On variable motivational rewards, the study revealed that the star rated hotels did not put in place aspects of rewards that would boost employees' morale for enhanced commitment to job performance. Reward system was absent and fringe benefits hardly enjoyed. The study recommends that policies be formulated to ensure that rewards systems are put in place clearly indicating conditions upon which these rewards are offered.

The study also established that the general conditions of work were hardly conducive for task execution, as working materials were generally scarce and more often people performed duties. The study recommends that organizations should formulate policies that are geared towards improving the working environment so that employees work efficiently.

5.5 Recommendations for Further Research

1. The research was conducted in UasinGishu county, a research should be conducted in other counties to establish if the same factors influence employee turnover also.
2. Few factors that affect employee turnover were considered by this research study, a research should be conducted to establish if there are other factors that influence employee turnover

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APPENDICES

Appendix I: Introduction Letter

TESOT LILIAN

P.O BOX 210,

IESSOS

Dear Sir/Madam,

REF: REQUEST FOR PERMISSION FOR RESEARCH DATA COLLECTION

I am student at GREYSA UNIVERSITY, pursuing a course leading to the award of Degree in hospitality Management. It is a requirement for me to submit a research project assessment. My proposal title is Factors influencing employee turnover in star rated hotels in Eldoret town, UasinGishu county.

As part of the proposal, I have come up with questionnaires to assist me in the collection of data from your hotel. I therefore seek your permission to collect the required data. The information obtained will be used only for academic purposes. Your assistance and cooperation will be highly appreciated.

Yours faithfully

Tesot Lilian.

APPENDIX II: RESEARCH QUESTIONNAIRE

This questionnaire is developed to obtain information from the respondents on the study focusing on factors influencing employee turnover on star rated hotels in ELDORET TOWN. UASINGISHU COUNTY. It is divided into two parts; section I seeks for demographic characteristics of the respondents, while section II solicits for data on the study variables. Read the questionnaire carefully and respond appropriately. Do not write your name or your identification on the questionnaire.

SECTION I: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS.

1. Indicate your sex.

- a) Male
- b) Female

2. Indicate your age in years:

- a) 20 years and below
- b) 20-25
- c) 26-30
- d) 31-35
- e) 36-40
- f) Above 40

3. State your marital status

- a) Married
- b) Single
- c) Widowed
- d) Divorced

4. Indicate your level of education

- a) Primary
- b) Secondary
- c) Tertiary
- d) university

5. In which hotel section/station do you serve?

- a) kitchen
- b) front office
- c) housekeeping
- d) restaurant/service area
- e) procurement/storage area

6. For how long have you been serving in the Hotel?

- a) 1 year and below
- b) 1-5
- c) 5-10
- d) 10-15
- e) Above 15

SECTION II. THE KEY STUDY VARIABLES

7. Indicate the extent to which you agree or disagree with the following factors contributing to employee turnover in your organization on a scale of 1-5.

Where 5 is strongly agree, 4 is agree, 3 is not sure, 2 is disagree and 1 is strongly disagree.

	Statement	Strongly disagree	Disagree	Not Sure	Agree	Strongly agree
25.	Style of leadership					
26.	Poor pay					
27.	Poor working conditions					
28.	Lack of involvement					
29.	Lack of motivational rewards.					

8. Do you agree that leadership contribute to the employee turnover in your organization? Indicate the extent

STRONGLY AGREE ()

DISAGREE ()

9. Indicate the extent to which you agree or disagree that your Hotel has employee management policy.

- a) Strongly agree []
- b) Agree []
- c) Neutral []
- d) Disagree []
- e) Strongly disagree []

10. Indicate your entry salary scale in this hotel.

- a) Ksh 10,000 and below []
- b) Ksh. 10,000-20,000 []
- c) Ksh. 20,000-30,000 []
- d) Ksh. 30,000-40,000 []

e) Above 40,000

10. State the rate of annual increment in your place of work.

a) 4% and below

b) 4-5

c) 5-6

d) 6-7

e) Above 7

11. Indicate the frequency of salary review.

a) Very frequently

b) Frequently

c) Indifferent

d) Less frequently

12. Indicate the extent to which working materials are available to employees for task performance in the organization

a) Very Sufficient

b) Sufficient

c) Indifferent

d) Less Sufficient

13. Indicate common area of employee involvement in key functions of the hotel

a) Decision making

b) Tasks performance

c) Integrated functions

d) Resource contribution

14. Does the general conditions of work in your organization contribute to employee turnover?

i. Yes

ii. No

15. Which motivational rewards do employees obtain from your organization?

- a) Monetary []
- b) Material []
- c) Recognition []
- d) Training []

16. How adequate are the rewards given to employees?

- a) Very adequate []
- b) Adequate []
- c) Neutral []
- d) Less adequate []

17. To what extent do you agree or disagree that there is a reward policy for employees in your place of work.

- a) Strongly agree []
- b) Agree []
- c) Neutral []
- d) Disagree []
- e) Strongly disagree []

18. Indicate the frequency of obtaining motivational rewards in your place of work.

- a) Daily []
- b) Weekly []

c) Fortnight

[]

d) Monthly

]]

e) Yearly