

**INFLUENCE OF EMPLOYEE TURNOVER ON ENHANCING CUSTOMER
RETENTION IN SILVER BROOK HOTEL, NYERI COUNTY, KENYA**

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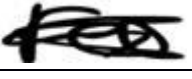
**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HOSPITALITY,
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DECLARATION

Declaration by the student

This is my original work and has not been submitted elsewhere for a degree or similar reason.


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ABBREVIATIONS AND ACRONYMS

ILO: International Labour Organization

SPSS: Statistical Package for the Social Sciences

SEM: Structural Equation Modeling

ANOVA: Analysis of Variance

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

HR - Human Resources

SPSS - Statistical Package for the Social Sciences

Ho - Null Hypothesis

Kshs - Kenya Shillings

OPERATIONAL DEFINITIONS OF TERMS

Customer Retention – The dependent variable in this study, representing the hotel’s ability to maintain its existing customers over time.

Employee Average Tenure Rate – The average length of time employees have been with Silver Brook Hotel.

Employee Replacement Rate – The rate at which the hotel replaces staff members over a given period.

Employee Retention Rate – The proportion of staff who continue working at Silver Brook Hotel within a specified period.

Employee Satisfaction – The degree of fulfillment and positive feeling employees experience while working at Silver Brook Hotel

Employee Turnover – The percentage of employees who leave the hotel during a specific time frame in relation to the total workforce.

Herzberg’s Two-Factor Theory – A motivation model that distinguishes between factors that drive job satisfaction (motivators) and those that prevent dissatisfaction.

Leadership – The ability to make strategic decisions and guide employees toward achieving the hotel’s objectives.

Motivational Rewards – Tangible or intangible benefits offered to employees as recognition for meeting or exceeding organizational goals.

Remuneration – The financial and non-financial compensation provided to employees for carrying out their assigned duties.

Service Profit Chain Model – A theoretical framework linking employee satisfaction and productivity to customer satisfaction, loyalty, and overall organizational profitability.

Work Conditions – The overall physical, social, and organizational environment in which employees perform their tasks.

ABSTRACT

Employee turnover was a persistent challenge in the hospitality industry, significantly affecting customer retention. This study investigated the influence of employee turnover on customer retention at Silver Brook Hotel in Nyeri, Kenya. Guided by the Service Profit Chain Model and Herzberg's Two-Factor Theory, the research employed a descriptive design targeting both employees and customers. Data was collected through structured questionnaires, pretested for validity and reliability, and analyzed using descriptive statistics, correlation, regression, and thematic analysis. The findings revealed that higher employee satisfaction, retention, and tenure rates positively influenced customer retention, while high replacement rates negatively affected customer loyalty. The study provided practical insights for hotel management on enhancing workforce stability, improving service quality, and strengthening customer loyalty through effective human resource management practices.

Key words: Employee Turnover, Customer Retention

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, and scope of the study and the limitations of the study.

1.1 Background of the Study

Employee turnover was one of the most critical challenges facing the hospitality industry worldwide (Cho et al., 2009). The sector was highly labor-intensive and depended significantly on human interaction, with employees playing a direct role in delivering customer experiences and ensuring guest satisfaction (Kusluvan et al., 2010). Because service delivery in hotels was inseparable from staff performance, the industry tended to feel the effects of workforce instability more sharply than most other service sectors (Tracey & Hinkin, 2008). Turnover disrupted service consistency, reduced employee morale, increased operational costs, and ultimately impacted customer retention and loyalty (Davidson et al., 2010). Retaining skilled employees was therefore vital for maintaining service quality, as experienced staff contributed to personalized guest interactions and created a sense of trust between customers and the organization (Cheng & Brown, 1998).

Globally, the hospitality industry had been associated with high turnover rates, largely due to unfavorable working conditions, long hours, limited career growth opportunities, and wage dissatisfaction (Jang & George, 2012). While new entrants into the sector were not lacking, many employees did not remain in the same organization for long periods, resulting in instability and frequent replacements (Iverson & Deery, 1997). The constant need to recruit and train new employees not only placed a financial burden on hotels but also affected service quality and customer confidence, especially in establishments where guests valued being served by familiar staff (Wong & Laschinger, 2013).

Within the African context, and particularly in Kenya, the challenge of employee turnover was increasingly evident. Studies conducted in the Kenyan hospitality sector revealed that lodges, hotels, and restaurants often experienced high labor turnover, with some establishments reporting difficulties in retaining employees for more than a few months (Kamau & Nyaribo, 2013). Customers, who often built trust and loyalty around specific employees, began following these staff members when they moved to new organizations. This trend threatened the competitiveness

and sustainability of hotels, as customer loyalty was closely tied to consistent service delivery (Gichuhi et al., 2018).

Silver Brook Hotel in Nyeri, Kenya, provided an illustrative case of this challenge. As a mid-sized hospitality establishment, it catered to both local and international guests and relied heavily on its employees to deliver high-quality service. However, like many other hotels in the region, the organization experienced difficulties in retaining its workforce, leading to concerns about service quality and customer loyalty. The hotel operated in a competitive environment, where customers had multiple alternatives, and therefore the retention of skilled employees became an important factor in ensuring repeat patronage and long-term profitability.

Turnover in such settings was not only costly but also disruptive to business continuity. When experienced employees left, service routines were interrupted, new recruits required training, and customers often felt uncomfortable with unfamiliar staff (Tracey & Hinkin, 2008). This disrupted the sense of reliability that guests sought, potentially reducing satisfaction levels and weakening loyalty. Over time, persistent turnover undermined the reputation and profitability of the hotel (Davidson et al., 2010).

Given this situation, it was essential to examine the causes and consequences of employee turnover and to explore its direct influence on customer retention. Understanding this relationship was important not only for Silver Brook Hotel but also for the wider hospitality industry in Kenya, which strived to remain competitive in a dynamic market. This study therefore sought to investigate the extent to which employee turnover affected customer retention, focusing on variables such as employee satisfaction, retention rate, tenure, and replacement rate. The research findings were expected to provide practical insights that could guide hotel managers in developing strategies to stabilize their workforce, enhance customer loyalty, and improve organizational performance.

1.2 Statement of the Problem

The hospitality industry in Kenya was a key driver of economic growth, contributing to employment creation, foreign exchange earnings, and revenue generation. However, one of the persistent challenges faced by the industry was high employee turnover, which disrupted service delivery and undermined customer satisfaction and loyalty. Frequent staff exits increased operational costs through recruitment and training, reduced efficiency, and weakened the bond

between customers and service providers, ultimately affecting overall business performance (Cheruiyot, Kimutai, & Kemboi, 2017).

Employee turnover had been identified as a major obstacle to maintaining consistent service quality in hotels. Studies showed that high turnover led to both direct and indirect costs, including training new employees, reduced productivity, and a decline in customer satisfaction levels. In competitive markets such as Kenya, where hotels strived to differentiate themselves through service excellence, staff instability eroded their ability to sustain quality standards and build long-term customer relationships. This created a critical challenge for hotels seeking to achieve customer loyalty and repeat patronage.

In the Kenyan context, existing research had documented turnover trends and their general effects on organizational performance in the hospitality sector. However, limited empirical evidence directly linked employee turnover to customer retention, particularly at the level of individual establishments. While studies acknowledged the economic burden and operational disruptions caused by high staff exits, there remained a knowledge gap regarding how employee turnover specifically influenced customer loyalty and satisfaction in mid-sized hotels.

Silver Brook Hotel in Nyeri reflected this broader industry challenge. The hotel faced difficulties in retaining skilled staff, leading to concerns about service consistency and customer retention. Despite attempts to strengthen human resource practices, there was insufficient research on how turnover at this establishment directly impacted customer behavior. This gap necessitated an investigation into the relationship between employee turnover and customer retention, providing practical insights that could guide management in formulating strategies to stabilize the workforce, enhance service delivery, and secure customer loyalty.

1.3 Purpose of the Study

The purpose of this study was to examine the impact of employee turnover on customer retention at Silver Brook Hotel in Nyeri, Kenya. High employee turnover in the hospitality industry disrupted service quality, affected customer satisfaction, and ultimately influenced customer loyalty. This study sought to explore how staff departures impacted guest experiences, service consistency, and overall customer retention rates. By identifying key factors that contributed to turnover and its effects on customer retention, the findings were expected to provide insights for hotel management on strategies to enhance employee stability and improve customer loyalty.

1.4 Conceptual Framework

This study was guided by the conceptual framework that illustrated the relationship between employee turnover variables (independent variables) and customer retention (dependent variable). Employee retention rate, average tenure, replacement rate, and employee satisfaction were considered critical determinants of service delivery quality, which in turn influenced customer experiences, satisfaction, and loyalty. High retention and longer average tenure were expected to enhance customer trust and loyalty, while high replacement rates were anticipated to disrupt service consistency and weaken customer retention. Employee satisfaction was also expected to positively correlate with service quality and customer loyalty, since satisfied employees were more motivated to deliver superior service.

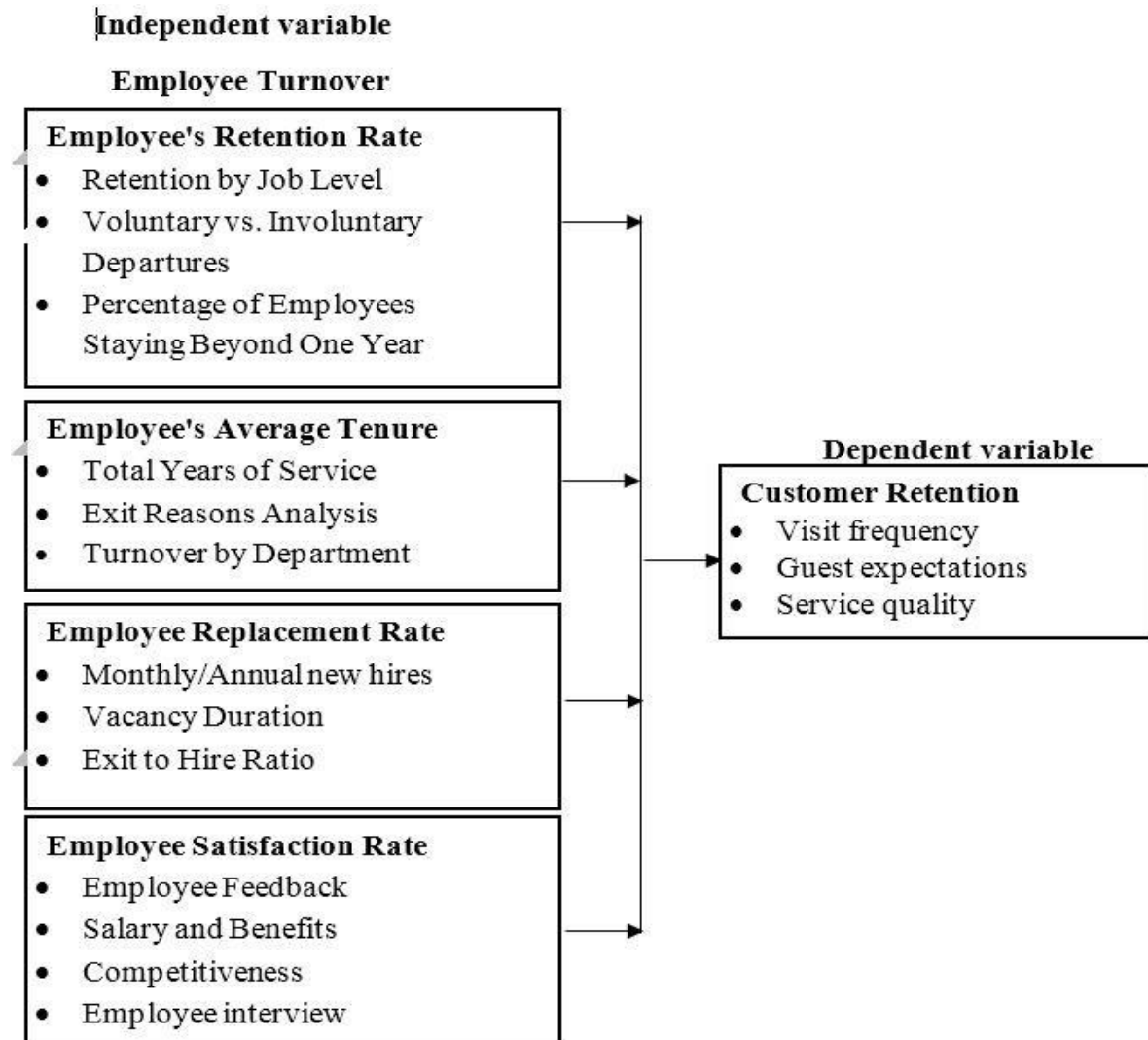


Figure 1: Study conceptual framework

1.5 Research Questions

- i. How does employee retention rate affect customer retention in Silver brook hotel in Nyeri, Kenya?
- ii. How does employee average tenure rate affect customer retention in Silver brook hotel in Nyeri, Kenya?
- iii. How does employee replacement rate enhance customer retention in Silver brook hotel in Nyeri, Kenya?
- iv. How does employee satisfaction affect customer retention in Silver brook hotel in Nyeri, Kenya?

1.6 Objectives of the Study

1.6.1 General Objective

To investigate the influence of employee turnover on enhancing customer retention in Silverbrook hotel in Nyeri, Kenya.

1.6.2 Specific Objectives

- i. To assess the effect of employee retention rate on customer retention in Silver brook hotel in Nyeri, Kenya.
- ii. To evaluate the effect of employee average tenure rate on customer retention in Silver brook hotel in Nyeri, Kenya.
- iii. To examine the effects of employee replacement rate on enhancing customer retention in Silver brook hotel in Nyeri, Kenya.
- iv. To analyze the effects of employee satisfaction on customer retention in Silver brook hotel in Nyeri, Kenya.

1.7 Hypotheses of the Study

- i. Ho1. Employee retention has no significant effect on employee turnover on Silver brook hotel in Nyeri, Kenya.
- ii. Ho2. Employee average tenure has no significant effect on employee turnover in silver brook hotel in Nyeri, Kenya.
- iii. Ho3. Employee replacement has no significant effect on employee turnover in silver brook hotel in Nyeri, Kenya.

- iv. Ho4. Employee satisfaction has no significant effect on employee turnover in silver brook hotel in Nyeri, Kenya.

1.8 Significance of the Study

The outcome of this study was of great significance to hotel managers. These insights enabled them to design effective strategies for improving employee stability, enhancing service delivery, and strengthening customer loyalty, which were critical for profitability and competitiveness.

To employees, by highlighting the role of employee satisfaction, tenure, and retention in shaping customer experiences, the study emphasized the importance of fair working conditions, recognition, and career development. This helped employees understand how their stability and satisfaction influenced customer loyalty, thereby encouraging a stronger commitment to their organizations.

To customers, the study indirectly benefited them by encouraging hotels to adopt workforce management strategies that ensured consistent and reliable service delivery. Customers gained improved satisfaction, enhanced trust, and long-term loyalty with the hotels they patronized.

To hospitality industry stakeholders and policymakers, the research findings contributed to the broader knowledge base on human resource management in the hospitality sector. Policymakers and industry stakeholders used the insights to design policies and guidelines that addressed employee turnover challenges and promoted sustainable workforce practices in the sector.

To researchers and academics, the study enriched existing literature on employee turnover and customer retention, particularly in the Kenyan context. It served as a reference point for future studies, offering both practical and theoretical contributions to the field of hospitality management and organizational behavior.

1.9 Delimitations or Scope of the Study

This study was carried out at Silver Brook Hotel in Nyeri, Kenya, and focused on examining the effect of employee turnover on customer retention. The scope of the study was limited to selected variables of employee turnover, namely employee retention rate, average tenure, replacement rate, and employee satisfaction, and how these factors influenced customer satisfaction, loyalty, and overall retention. The study drew data from two main groups: hotel employees and customers, as they were directly affected by turnover and were in the best position to provide insights into the problem.

The depth of knowledge considered in this study was confined to the relationship between employee turnover and customer retention, without extending into broader aspects of hotel management such as financial performance, marketing strategies, or external competition. This limitation was deliberate, as the study aimed to remain focused on human resource and customer-related dynamics, which were central to service delivery in the hospitality industry.

The choice to limit the study to Silver Brook Hotel was due to practical considerations of time, resources, and accessibility, while still ensuring relevance to the wider hospitality sector in Kenya. Although findings could not be generalized to all hotels, the study provided significant insights into the turnover–retention relationship within similar establishments in the Kenyan context.

1.10 Limitations of the Study

This study faced certain limitations that affected the depth of investigation. One constraint was time limitation, since the research had to be conducted within a set academic period. This restricted the extent of data collection and analysis. To mitigate this, the researcher used a well-structured work plan and allocated sufficient time for each research activity to ensure timely completion without compromising quality.

Another limitation was financial constraints, as conducting surveys, printing questionnaires, and traveling for data collection required resources beyond the researcher’s means. To reduce this challenge, the study utilized cost-effective data collection methods, such as structured questionnaires and purposive sampling, and sought institutional or personal support where possible.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter reviewed literature relevant to the study and built a foundation for understanding the relationship between employee turnover and customer retention in the hospitality industry. The chapter began by reviewing literature related to the main concepts of employee turnover and customer retention. It then presented thematic reviews based on the specific objectives of the study: to assess the effect of employee retention rate on customer retention, to evaluate the effect of employee average tenure on customer retention, to examine the effect of employee replacement rate on customer retention, and to analyze the effect of employee satisfaction on customer retention.

The chapter further discussed the theoretical framework that guided the study, particularly the Service Profit Chain Model and Herzberg's Two-Factor Theory, which established the link between employee stability and customer outcomes. Finally, the chapter concluded with a summary of gaps identified in the reviewed literature, highlighting the areas the study sought to address.

2.1 Review of Literature Related to the Main Concept

Employee turnover was defined as the rate at which employees left an organization and were replaced by new staff. In the hospitality industry, turnover remained one of the most persistent challenges due to the labor-intensive and customer-centered nature of services (Kumar & Arora, 2021). High turnover not only increased recruitment and training costs but also undermined service quality, consistency, and customer loyalty (Deery & Jago, 2015).

Customer retention was defined as the ability of an organization to maintain its existing customer base by delivering value, satisfaction, and loyalty (Khan & Fasih, 2019). In hotels, retention was heavily influenced by service quality and the strength of customer–employee relationships. Literature showed that employee stability directly impacted service consistency, trust-building, and personalization of guest experiences (Kwon & Kang, 2019).

Several studies highlighted the strong link between employee turnover and customer retention. The Service Profit Chain Model (Heskett et al., 1994) emphasized that satisfied, motivated, and stable employees delivered better service, leading to higher customer satisfaction and loyalty.

However, in the context of many developing countries, including Kenya, high turnover rates in hotels disrupted this chain, negatively affecting service delivery and repeat patronage (Munyao & Were, 2015).

2.2 Effect of Employee Retention Rate on Customer Retention

Employee retention rate measured the ability of an organization to keep its workforce over time. High retention rates contributed to consistency in service provision and allowed employees to build long-term relationships with customers. Literature indicated that hotels with higher retention rates recorded stronger customer loyalty because guests valued consistent and familiar service encounters (Hom & Griffeth, 2001; Chinomona & Dhurup, 2017).

Low retention rates forced organizations to engage in frequent recruitment, which disrupted service flow and increased operational costs (Tracey & Hinkin, 2008). In hotels particularly, new employees often lacked the experience required to deliver personalized services, which frustrated customers and weakened loyalty. In the Kenyan hospitality industry, high labor mobility was documented as a major factor affecting service quality and retention (Nzioka & Nzulwa, 2018). Improving employee retention rates was therefore essential for customer retention, as it ensured continuity, service reliability, and stronger customer–employee bonds.

A study by Karatepe and Olugbade (2016) confirmed that employee retention was positively associated with customer satisfaction in hotels, particularly when organizations invested in human resource practices that promoted training, empowerment, and fair compensation. When employees perceived that their employers were committed to their professional growth, they were more likely to stay, which in turn enhanced service consistency. This finding supported the idea that retention was not only a human resource concern but also a customer loyalty strategy.

Kim and Jogaratnam (2010) found that service encounters in hotels were deeply shaped by the length of time employees remained with the organization. Hotels with strong retention practices tended to achieve higher guest satisfaction scores because employees developed confidence, familiarity with repeat guests, and an ability to anticipate customer needs. This created stronger customer–employee relationships that reduced switching behavior.

2.3 Effect of Employee Average Tenure on Customer Retention

Employee tenure referred to the average duration employees remained with an organization. Longer tenure enabled employees to acquire deeper organizational knowledge, better understand customer preferences, and develop stronger service delivery skills (Kwon & Kang, 2019). Employees with longer tenure were also more likely to demonstrate confidence, competence, and empathy in guest interactions, which built customer trust and satisfaction.

Shorter tenure cycles, however, disrupted these relationships. When staff left before establishing rapport with guests, customer experiences became inconsistent and transactional, undermining retention (Chi & Gursoy, 2009). Research also showed that customers often returned to establishments where they encountered familiar faces who remembered their preferences (Davidson et al., 2010).

Further evidence by Guchait and Cho (2010) showed that employees with longer tenure served as role models and knowledge bearers for new recruits, reducing training costs and enhancing service stability. This “knowledge retention effect” ensured that hotels maintained operational continuity, which had direct implications for customer retention.

A European study by Hausknecht and Trevor (2011) also emphasized that tenure contributed to “relational service capital,” where trust-based relationships between employees and customers formed the basis for loyalty. Customers valued familiar service providers, and when employees remained longer, this relationship strengthened.

In the Kenyan context, Kuria, Ondigi, and Wanderi (2012) observed that short average tenures—often less than one year—were a serious barrier to customer loyalty. Many hotels failed to invest in employee welfare, leading to frequent exits. Extending tenure through better human resource management was therefore key to sustaining long-term customer loyalty in the sector.

2.4 Effect of Employee Replacement Rate on Customer Retention

The employee replacement rate reflected how frequently departing employees were substituted with new hires. A high replacement rate often indicated instability and disrupted the customer experience. Davidson et al. (2010) argued that customers developed loyalty not only to the hotel brand but also to specific employees. When these employees were replaced frequently, customer satisfaction decreased, as service became less predictable and less personal.

In hospitality, consistency in employee service delivery built trust and reliability. Frequent replacements, however, resulted in service inconsistencies, retraining costs, and a loss of institutional knowledge (Deery & Jago, 2015). Customers who experienced inconsistent service were less likely to remain loyal and could switch to competitors offering more stable interactions. Yang, Wan, and Fu (2012) found that frequent replacement of frontline staff significantly weakened customer trust, as customers perceived service instability as a lack of professionalism. Guests often linked high replacement rates with poor management practices, which diminished their willingness to return.

Moreover, Kang, Gatling, and Kim (2015) demonstrated that replacement not only disrupted customer relationships but also created morale challenges for remaining staff. This ripple effect reduced service motivation, creating a double impact on customer retention. Hotels with low replacement rates tended to report stronger employee morale, better teamwork, and higher customer loyalty.

Kenyan hotels faced challenges of high replacement rates, often caused by poor working conditions and better opportunities in competing industries (Munyao & Were, 2015). This had a direct negative effect on repeat patronage, making replacement management critical for customer retention strategies.

2.5 Effect of Employee Satisfaction on Customer Retention

Employee satisfaction encompassed the degree to which employees felt content with their job roles, working conditions, compensation, and career growth opportunities. Satisfied employees demonstrated higher motivation, loyalty, and willingness to go beyond their job requirements to ensure customer satisfaction (Chi & Gursoy, 2009).

Herzberg's Two-Factor Theory suggested that job satisfaction was driven by motivators such as recognition, achievement, and responsibility, while dissatisfaction arose from hygiene factors such as pay, work conditions, and supervision (Herzberg, 1968). Studies indicated that when employees were dissatisfied, turnover increased, which undermined service consistency and customer retention (Kumar & Arora, 2021).

Research by Karatepe and Sokmen (2006) highlighted that satisfied hotel employees showed greater levels of service-oriented organizational citizenship behavior, which directly influenced

customer satisfaction and loyalty. This implied that employee satisfaction was not only important for retention but also for delivering exceptional customer experiences.

Further, a study by Yee, Yeung, and Cheng (2010) found a positive correlation between employee satisfaction and customer satisfaction in Hong Kong hotels, reinforcing the Service Profit Chain proposition. Employees who felt valued and rewarded were more likely to invest emotional labor in service delivery, which built customer trust and repeat patronage.

In Kenya, employee dissatisfaction in hotels often stemmed from low salaries, long working hours, and limited career progression opportunities (Ng'ethe, Namusonge, & Iravo, 2012). Dissatisfied employees were less engaged, more likely to leave, and less committed to delivering quality service, thereby reducing customer loyalty. Conversely, satisfied employees were more likely to remain in the organization, deliver superior service, and build strong customer relationships, ultimately increasing retention rates.

2.6 Theoretical Framework

2.6.1 The Service Profit Chain Model

The Service Profit Chain Model, introduced by Heskett, Sasser, and Schlesinger (1994), explained the connection between employee satisfaction, service quality, customer loyalty, and business profitability. It suggested that when employees were satisfied, they tended to be more productive and delivered better service, which in turn boosted customer satisfaction, loyalty, and ultimately profits. In its application, the model was often used to highlight employee engagement as a key driver of organizational success. Research by Yee, Yeung, and Cheng (2010) supported this view, showing that businesses that prioritized employee satisfaction achieved better service outcomes and higher customer retention. This perspective underscored that maintaining a skilled and content workforce was vital for sustaining service quality and building lasting customer relationships.

High employee turnover harmed customer retention by interrupting service continuity, diminishing staff expertise, and weakening guest relationships. The Service Profit Chain Model suggested that satisfied employees were more likely to provide high-quality service, which fostered customer satisfaction and loyalty. Conversely, when dissatisfaction drove turnover, the resulting inconsistency in service delivery eroded customer trust. Batt, Lee, and Lakhani (2014) observed that organizations with lower turnover rates often maintained stronger customer bases,

as experienced employees were better positioned to build lasting relationships. Likewise, Koys (2001) found that companies with engaged, satisfied employees tended to achieve greater profitability, largely because improved staff stability translated into stronger customer loyalty.

Employee satisfaction rate was a fundamental component of the model, as satisfied employees contributed to superior service performance. Employee replacement rate, on the other hand, reflected dissatisfaction and high turnover, which disrupted the service-profit link and weakened customer retention. Employee average tenure served as an indicator of workforce stability, with longer tenures positively correlated with better customer relationships and improved retention. Researchers such as Loveman (1998) confirmed that higher employee satisfaction led to lower turnover and improved service quality, ultimately strengthening customer loyalty. These findings validated the Service Profit Chain Model's argument that businesses had to invest in employee satisfaction and retention strategies to enhance long-term customer relationships and financial performance.

2.6.2 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory also referred to as the Motivation Hygiene Theory remained a valuable framework in organizational behavior, explaining that job satisfaction and dissatisfaction were shaped by two distinct categories of factors. Motivation factors, such as achievement, recognition, and opportunities for career advancement, contributed to increased satisfaction and productivity, while hygiene factors—like pay, working conditions, and job security helped prevent dissatisfaction but did not necessarily inspire higher motivation. In human resource practices, this theory was frequently applied to improve employee engagement and retention, as addressing both sets of factors significantly strengthened staff loyalty and overall organizational performance (Dugguh & Ayaga, 2014). Alshmemri, Shahwan-Akl, and Maude (2017) emphasized that in the modern workforce, intrinsic motivators, including career development and a sense of purpose, played a pivotal role in minimizing turnover, highlighting the model's ongoing relevance.

High turnover was often linked to dissatisfaction with hygiene factors such as inadequate pay, poor working conditions, or insecure employment. Such turnover disrupted service delivery, reduced consistency in customer interactions, and diminished organizational knowledge, all of which weakened customer trust and loyalty (Hancock, Allen, Bosco, McDaniel, & Pierce, 2013).

On the other hand, when employees were motivated through meaningful work and recognition, they were more likely to remain with the organization, refine their skills, and build enduring relationships with clients ultimately boosting customer retention. Research by Batt, Lee, and Lakhani (2014) supported this, showing that businesses with strong engagement strategies and lower turnover tended to achieve higher levels of customer satisfaction and loyalty, reinforcing Herzberg's assertion that both motivation and hygiene factors were central to organizational success.

Employee satisfaction rate was influenced by both motivation and hygiene factors, determining whether employees remained in the organization or left. Employee replacement rate was often a reflection of dissatisfaction with hygiene factors, leading to frequent hiring and training costs, which negatively impacted service quality. Employee average tenure measured workforce stability, and according to Herzberg's theory, longer tenures were often linked to higher motivation and satisfaction levels. Multiple studies, such as those by Mobley, Griffeth, Hand, and Meglino (1979), demonstrated that organizations with higher employee satisfaction experienced lower turnover rates, which in turn led to better customer retention. By integrating Herzberg's theory with these variables, businesses were able to develop targeted strategies to improve employee satisfaction, reduce turnover, and ultimately enhance customer retention, ensuring long-term success in competitive industries.

2.7 Summary of Identified Gaps in the Reviewed Literature

The reviewed literature revealed several gaps. First, although global studies linked employee turnover to organizational performance, fewer studies specifically examined the direct relationship between turnover and customer retention in the hospitality sector. Second, most existing studies focused on financial implications of turnover rather than its impact on customer loyalty and satisfaction. Third, in the Kenyan context, research on turnover mainly highlighted its prevalence but did not explore its specific dimensions—retention rate, tenure, replacement rate, and employee satisfaction—on customer retention in individual hotel establishments. Finally, empirical evidence from mid-sized hotels such as Silver Brook Hotel remained limited, presenting a contextual gap that the study sought to fill.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

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

3.1 Research Design

The study adopted a descriptive research design. The descriptive design was appropriate as it enabled the researcher to systematically collect, analyze, and present data that described the existing relationship between employee turnover variables namely retention rate, average tenure, replacement rate, and employee satisfaction—and customer retention at Silver Brook Hotel. The choice of this design was justified because the study sought to establish the extent to which employee-related factors influenced customer loyalty without manipulating any variables.

The design also allowed for the integration of both quantitative and qualitative approaches. Quantitative data were collected through structured questionnaires targeting hotel employees and customers, enabling statistical measurement of trends and relationships. Qualitative data were obtained through semi-structured interviews with management staff, which provided deeper insights into contextual issues such as employee motivation, retention challenges, and customer perceptions of service consistency.

The descriptive design directly linked to the study topic since it provided a clear framework for examining how employee turnover dynamics impacted customer retention. Furthermore, it informed the choice of data collection instruments (questionnaires and interviews) and methods of analysis (descriptive statistics, inferential analysis, and thematic analysis), ensuring the objectives of the study were effectively addressed.

3.2 Study Area

The study was conducted at Silver Brook Hotel, located in Nyeri Town, Nyeri County, Kenya. Nyeri was chosen as the study area because of its strategic positioning as a key hospitality hub in Central Kenya, serving both domestic and international tourists. Silver Brook Hotel was a well-established mid-sized hotel that had faced notable challenges with employee turnover, making it

a suitable case for examining the relationship between employee dynamics and customer retention.

The choice of this location was also justified by accessibility to the researcher and the availability of a diverse pool of respondents, including employees, management, and customers, thereby ensuring reliable and relevant data collection

3.3 Target Population

The target population for the study comprised all employees, management staff, and customers of Silver Brook Hotel in Nyeri County. According to the Association of Hotel Keepers' Report (2023), Silver Brook Hotel employed 65 staff members, distributed across departments such as front office, housekeeping, food and beverage, kitchen, and administration. The hotel served an average of 40 customers daily, providing a sufficient base for capturing customer perspectives.

The target population included 65 hotel employees and daily customers, from which a sample was drawn to represent service users. This combination ensured that the perspectives of both service providers and recipients were incorporated into the study, making the findings comprehensive and credible.

3.4 Sampling Techniques

The study employed a combination of stratified random sampling and convenience sampling techniques. Stratified random sampling was used for employees. Employees were categorized into strata based on their departments (e.g., housekeeping, food and beverage, front office, kitchen, administration). From each stratum, respondents were randomly selected to ensure representation across all functional areas of the hotel. This technique minimized bias and improved the accuracy of generalizations.

Convenience sampling was used for customers. Since customers were transient and diverse, convenience sampling allowed the researcher to select respondents based on their availability and willingness to participate during their stay at the hotel.

This combination ensured both representativeness and practicality, addressing the study's objectives while considering time and resource limitations.

3.5 Sample Size

The unit of analysis for this study was individual hotel employees and customers of Silver Brook Hotel. The sample size was determined using a combination of Yamane's formula (1967) for finite populations and judgmental consideration of time and resources.

The formula is:

$$n = N / (1 + N(e^2))$$

Where:

- n = sample size
- N = population size (65 employees)
- e = margin of error (0.05 at 95% confidence level)

$$n = 65 / (1 + 65(0.05^2)) = 65 / (1 + 0.1625) = 65 / 1.1625 \approx 56$$

approximately 56 employees would be required. However, to ensure manageability and inclusion of customer perspectives, the study adjusted the sample to 50 respondents:

- 30 employees selected through stratified random sampling across departments.
- 20 customers selected through convenience sampling.

This sample size is sufficient to provide reliable insights into the relationship between employee turnover and customer retention, while remaining feasible for analysis.

3.6 Measurement of Variables

Variables	Measures/ Indicators	Measures scale	Question numbers
Employee Retention Rate	Turnover history, frequency of resignations, reasons for staying	Nominal / Interval	Q5, Q6, Q7
Employee Average Tenure	Length of employment, years of service, staff longevity	Ratio	Q8, Q9
Employee	Frequency of new hires,	Interval	Q10, Q11

Replacement Rate	replacement within departments		
Employee Satisfaction	Job satisfaction (salary, workload, promotion, recognition, work-life balance)	Likert Scale (1–5)	Q12–Q18
Customer Retention	Repeat patronage, customer loyalty, satisfaction with consistency of service	Likert Scale (1–5)	Q19–Q24
Demographic Variables	Age, gender, education, job title, frequency of visits (customers)	Nominal / Ordinal	Q1–Q4

3.7 Research Instruments

The study used two primary instruments: structured questionnaires and semi-structured interviews. Structured questionnaires were administered to employees and customers, containing both closed-ended and Likert-scale questions to measure turnover factors and customer retention. These were efficient for collecting large volumes of standardized data suitable for statistical analysis. Semi-structured interviews were conducted with hotel management to capture qualitative insights such as challenges in retention and strategies for enhancing employee satisfaction. These interviews provided depth and contextual understanding that complemented the quantitative findings. Both instruments were carefully constructed to align with the study objectives and underwent pre-testing to refine clarity and reliability.

3.8 Validity of Measurements

Validity ensured that instruments measured what they were intended to, and in this study, validity was established through several approaches. Face validity was achieved by having the instruments reviewed by supervisors and hospitality experts to confirm that the questions appropriately measured employee turnover and customer retention. Content validity was ensured by mapping all questionnaire items against the study objectives to guarantee comprehensive coverage of the variables under investigation. Construct validity was addressed by operationalizing concepts such as employee satisfaction and customer retention using established theoretical frameworks, including Herzberg’s Two-Factor Theory and Service Quality models.

3.9 Reliability of Measurements

Reliability ensured consistency of measurement. The study assessed reliability using Cronbach's Alpha Coefficient. A pilot test involving 10 respondents (5 employees, 5 customers) was conducted. A Cronbach's Alpha value of 0.7 or above was considered acceptable, indicating internal consistency of items within each scale.

3.10 Data Collection Techniques

Data collection involved several steps. First, permission was sought from Silver Brook Hotel management to conduct the study. Structured questionnaires were then administered to selected employees and customers during working hours and check-in/out times, while semi-structured interviews were conducted with department managers at scheduled appointments. Throughout the process, confidentiality was maintained by avoiding the use of personal identifiers in the instruments. Data collection was carried out over a period of two weeks, with daily monitoring to ensure accuracy and completeness.

3.11 Data Analysis

Both quantitative and qualitative data were analyzed in this study. Quantitative data were examined using descriptive statistics, including frequencies, percentages, and means, to summarize demographics and variables, while inferential statistics, such as correlation and regression analysis, were applied to test the relationships between employee turnover factors and customer retention. Qualitative data were analyzed through thematic analysis, which involved coding interview transcripts to identify recurring patterns and insights that complemented the quantitative findings.

3.12 Logistical and Ethical Considerations

Ethical considerations for the study included obtaining informed consent, where respondents were fully informed about the purpose of the study and their voluntary participation. Confidentiality was maintained by ensuring that no personal identifiers were used and that all data were securely stored. Anonymity was upheld by reporting responses in aggregate, preventing the identification of individual participants. Additionally, respect and integrity were emphasized by treating all respondents with dignity and using the collected feedback solely for academic purposes.

CHAPTER FOUR: RESULTS AND DISCUSSIONS

4.0 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; were influence of Employee satisfaction Rate, Employee's Average tenure, Employee replacement rate and Employee's Retention rate on customer retention in Silver brook hotel in Nyeri, Kenya.

4.1 Questionnaire Return Rate

In this study, 50 questionnaires were distributed to respondents, and 45 were completed and returned, resulting in a 90% response rate. Mugenda and Mugenda (2003) define response rate as the proportion of participants who complete and return the research instrument. They note that a 50% response rate is acceptable for analysis, 60% is considered good, and 70% or more is regarded as very good. Based on this scale, the study achieved a good response rate.

4.2 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.

4.2.1 Characteristics of Respondents by Sex

The respondents were asked to indicate their response on gender According to the findings, 71.1% of the respondents were male while 28.9% were female respondents and was shown on table and figure 4.2. The interpretation derived from the study revealed that there was gender imbalance.

Table 4.1 Characteristics of the respondents by sex

Gender	Frequency	Percent	Cumulative Percent
Male	32	71.1	71,1
Female	13	28.9	28.9
Total	45	100.0	100.0

4.2.2 Characteristics of the Respondents by Age

The cited statistics imply that majority of the employees in the Silverbrook hotel in Nyeri County were young persons in the age bracket of 21-25 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.

Table 4. 2 Characteristics of the respondents by age

Age in years	Frequency	Percentage
20 years and below	5	11
21 - 25	12	27
26 - 30	10	22
31- 35	8	18
36- 40	5	11
Above 40	5	11
TOTAL	45	100

4.2.3 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 25 (56.00%) of the respondents who filled the questionnaire were single, 10 (22.00%) were married, 08 (18.00%) were widowed and 02 (4.00%) 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.

Table 4.3 Marital Status of the Respondents

marital status	frequency	percentage
single	25	56.0
married	10	22.0
widowed	08	18.0
other	02	4.0
Total	45	100

4.2.4 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, 05 (11.00%) had primary school level education, 12 (27.00%) had secondary education, 20 (44.00%) had tertiary level education, 08 (18.00%), 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.

Table 4.4 Characteristics of the respondents by level of education

Level	Frequency	Percentage
Primary	05	11.00
Secondary	12	27.00
Tertiary	20	44.00
UniversityOther	08	18.00
	0	0
Total	45	100

4.2.5 Characteristics of the Respondents by section/ department

The demographic analysis of staff distribution at Silverbrook Hotel reveals that the majority of employees serve in housekeeping 15 (33%) and the restaurant/service area 11 (24%), followed by the kitchen 10 (22%), front office 5(11%), and procurement/storage area 4 (10 %). These figures indicate that a significant portion of the workforce operates in guest-facing or service-critical departments where employee turnover is most likely to impact customer experience. High turnover in housekeeping, restaurant, and kitchen areas can lead to inconsistencies in cleanliness, service delivery, and food quality—all of which directly influence customer satisfaction and loyalty. Consequently, departments with higher staff representation and turnover potential pose the greatest risk to customer retention, emphasizing the need for targeted retention strategies to maintain service standards and foster repeat business.

Table 4.5 characteristics of the respondents by section / department

DEPARTMENT	Frequency	Percentage
Kitchen	10	22.00
Housekeeping.	15	33.00

Front office	5	11.00
Restaurant/service area.	11	24.00
Procurement/storage area.	4	10.00
Total	45	100

4.2.6 Characteristics of the respondents By 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 45 respondents who filled the questionnaire stating the duration of time of service in the hotel, 18 (28.00%) had served for a period of 1 year and below, 20 (44.00%) had served for a period 1-5 years, 05 (11.00%) had served for 5-10 years and 02 (5.00%) had served and above years 10 -15 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.

Table 4.6 characteristics of the respondents by length of stay in the hotel

length of stay	frequency	percentage
1 year and below.	18	40.0
1-5.	20	44.0
5-10.	05	11.0
10-15.	02	5.0
above-15	0	0
total	45	100

4.3 Regression Analysis

The study employed multivariate regression analysis because it examined the influence of four independent variables on employee turnover and its effect on enhancing customer retention at Silver Brook Hotel in Nyeri, Kenya. Out of the questionnaires distributed, 45 were completed

and returned, yielding a 90% response rate—classified as very good based on the criteria outlined by Mugenda and Mugenda (2003).

4.3.1 Model Summary

Table 4. 7 model summary

Model	R	R Square	Std error of the estimate
1	0.661	0.631	0.471

The R Square value (0.661) indicates that 66.1% of the variation in customer retention can be explained by the four independent variables. The adjusted R square (0.631) suggests the model is a good fit after adjusting for the number of predictors.

4.3.2 Analysis of Variance (ANOVA)

Table 4.8 Analysis of Variance (ANOVA)

Model	Sum of squares	Df	Mean Square	F /sig
Regression	31.254	4	7.813	17.634 / .000**
Residual	15.986	40	0.400	
Total	47.240	44		

The F-statistic (17.634) is significant at $p < 0.001$, indicating the model is statistically significant and that at least one of the independent variables contributes meaningfully to explaining customer retention

4.3.3 Coefficients of the Independent Variables

Table 4.9 Coefficients of the Independent Variables

Predictor	B	Std. Error	Beta	T	Sig
(Constant)	1.247	0.298	-	4.186	.000
Employee Retention Rate (X_1)	0.376	0.121	0.351	3.107	.003**
Employee Tenure Rate (X_2)	0.294	0.118	0.311	2.492	.017*
Employee Replacement Rate (X_3)	-0.265	0.102	-0.289	-2.598	.013*
Employee Satisfaction (X_4)	0.423	0.116	0.414	3.647	.001**

Employee Satisfaction (X_4) has the strongest positive effect on customer retention ($\beta = 0.414$, $p = .001$). Employee Retention Rate (X_1) and Tenure Rate (X_2) are significant positive

predictors. Employee Replacement Rate (X_3) has a negative and significant impact ($\beta = -0.289$, $p = .013$).

The regression analysis reveals that all four employee-related variables significantly predict customer retention at Silverbrook Hotel. Employee satisfaction emerges as the strongest positive influence, highlighting the importance of morale, communication, recognition, and inclusion. Similarly, long-term tenure and effective retention policies enhance service stability, thereby fostering customer loyalty. Conversely, high employee replacement rates negatively affect customer retention, suggesting a need to refine hiring, onboarding, and offboarding practices.

4.4 Effect of Employee Satisfaction Rate On Customer Retention

4.4.1 Effects of salary and benefits on customer retention

The feedback on employee satisfaction with salary and benefits at Silverbrook Hotel indicates a high level of dissatisfaction among staff. Out of the total 45 respondents, 15 employees (33%) reported being either very dissatisfied (15) or dissatisfied (10) with their current salary and benefits package. Meanwhile, 10 respondents (22%) remained neutral, suggesting a lack of strong positive sentiment. Only 6 employees (13%) expressed satisfaction, and a mere 4 (9%) indicated they were very satisfied. This overwhelmingly negative response suggests that compensation is a major source of discontent and could be a driving factor in employee turnover. When staff feel undervalued financially, their motivation and commitment to the organization decline, increasing the likelihood of resignation. In a hospitality setting like Silverbrook Hotel, where staff consistency and morale are essential to delivering quality service, such dissatisfaction can lead to frequent turnover, service disruption, and ultimately, lower customer satisfaction and retention. Addressing salary-related concerns could therefore significantly enhance employee stability and improve guest experiences.

Table 4.10 effect of employee with salary and benefits on Customer retention

SALARY AND BENEFITS	Frequency	Percentage
Very Dissatisfied.	15	33
Dissatisfied	10	22
Neutral	10	22
Satisfied.	6	13
Very Satisfied.	4	9
TOTAL	45	100

4.4.2 Effect of recognition and appreciation on customer retention

The feedback on employee recognition and appreciation at Silverbrook Hotel highlights a critical concern affecting staff morale and retention. A significant majority of respondents — 30 out of 45 employees (67%) — either strongly disagree (10) or disagree (20) that the hotel recognizes and appreciates its employees. Only 7 employees (16%) feel positively, with 5 agreeing and 2 strongly agreeing, while 8 (18%) remain neutral. This indicates a widespread perception of under appreciation among staff. Lack of recognition can lead to low motivation, reduced job satisfaction, and ultimately, higher turnover rates. In a hospitality environment where personalized service and consistent guest experience are crucial, high employee turnover caused by poor recognition can severely affect customer service quality and loyalty. Addressing this gap by fostering a culture of appreciation and regularly acknowledging employee efforts could not only enhance staff retention but also positively influence guest satisfaction and retention.

Table 4. 11 effect of employee recognition and appreciation on customer retention

recognition and appreciation	frequency	percentage
Strongly disagree.	10	22
Disagree.	20	45
Neutral.	8	18
Agree.	5	11
Strongly agree.	2	4
total	45	100

4.4.3 Effects of employee consideration in decision-making on employee turnover

The feedback on how often management at Silverbrook Hotel considers employee input in decision-making reveals a concerning disconnect between leadership and staff. Out of 45 respondents, 25 employees (56%) feel that their feedback is either never (15) or rarely (10) considered. Another 10 employees (22%) responded with "sometimes," indicating only occasional inclusion. In contrast, only 10 respondents (22%) believe management often (5) or always (5) incorporates staff feedback. This shows that a majority of employees perceive a lack of participatory management, which can contribute to feelings of disengagement, low morale, and a lack of ownership in the organization's success. When employees feel unheard, their commitment diminishes, increasing the likelihood of turnover. High turnover, in turn, disrupts

customer service consistency, reduces institutional knowledge, and affects the overall guest experience. To improve employee retention and maintain high customer satisfaction, it is vital for management to actively seek, value, and integrate staff feedback into operational and strategic decisions.

Table 4.12 Effects of employee consideration in decision-making on employee turnover

Decision making	Frequency	Percentage
Never	15	33
Rarely.	10	22
Sometimes.	10	22
Often.	5	11
Always.	5	11
TOTAL	45	100

4.4.4 Effects of communication between staff and management on employee turnover

The feedback on communication between staff and management at Silverbrook Hotel reflects a generally weak level of satisfaction. Out of 45 respondents, 18 employees (40%) reported being either very dissatisfied (10) or dissatisfied (8) with internal communication. A significant portion, 15 employees (33%), remained neutral, suggesting indifference or uncertainty, which may also signal communication gaps. Only 12 employees (27%) expressed positive feedback, with 8 satisfied and 4 very satisfied. This indicates that nearly half of the workforce feels communication is lacking or ineffective, which can hinder teamwork, transparency, and problem-solving. Poor communication often leads to misunderstandings, low morale, and a sense of exclusion from decision-making—all of which contribute to increased employee turnover. In a hospitality setting where smooth coordination and clear directives are critical to service quality, weak internal communication directly affects operational efficiency and customer experience. Strengthening communication channels between staff and management is essential for improving employee engagement, reducing turnover, and enhancing customer retention.

Table 4.13 Effects of communication between staff and management on employee turnover

Communication	FREQUENCY	PERCENTAGE
Very Dissatisfied.	10	22
Dissatisfied	8	18
Neutral	15	33

Satisfied.	8	18
Very Satisfied.	4	9
TOTAL	45	100

4.4.5 Effects on Employee likelihood to recommend the Hotel on customer retention

The feedback on employees’ likelihood to recommend Silverbrook Hotel as a good place to work reveals a strong indication of dissatisfaction and disengagement among staff. Out of 45 respondents, a significant 30 employees (67%) stated they are either very unlikely (20) or unlikely (10) to recommend the hotel as a good employer. Only 7 employees (16%) indicated a positive outlook, with 5 likely and 2 very likely to recommend the hotel, while 8 (18%) remained neutral. This overwhelmingly negative perception suggests a deep-rooted issue with the hotel’s internal work environment, including factors such as poor communication, lack of recognition, inadequate compensation, and limited involvement in decision-making. When employees are reluctant to endorse their workplace, it not only reflects low morale and high turnover risk but also damages the hotel's employer brand, making it harder to attract and retain skilled staff. Ultimately, high employee turnover affects service quality, disrupts customer experiences, and diminishes customer retention. Addressing the root causes of employee dissatisfaction is therefore crucial for improving internal culture and sustaining guest loyalty.

Table 4.14 Effects on Employee likelihood to recommend the Hotel on customer retention

Recommend Hotel	Frequency	Percentage
Never	20	45
Rarely.	10	22
Sometimes.	8	18
Often.	5	11
Always.	2	4
TOTAL	45	100

4.5 Effects of Employee Average Tenure On Customer Retention

4.5.1 Effect of service duration on customer retention

The analysis of employee tenure at Silverbrook Hotel reveals a workforce with a relatively balanced distribution of service duration, though with notable implications for retention and organizational stability. Out of the total 45 respondents, the largest group—15 employees

(33%)—have been with the hotel for 2 to 5 years, indicating a moderate level of staff retention and experience. Meanwhile, 10 employees (22%) have served for more than 5 years, reflecting a segment of long-term, potentially loyal staff. However, a combined 20 employees (45%) have been employed for less than 2 years (3 for less than 6 months, 10 for 6 to 12 months, and 7 for 1 to 2 years), suggesting a significant rate of recent hiring or turnover. This pattern may point to challenges in retaining staff, especially within the first two years of employment. High early-stage turnover can negatively impact service quality, increase recruitment costs, and disrupt team cohesion. To improve tenure rates, the hotel should focus on addressing employee satisfaction drivers such as compensation, recognition, communication, and inclusive management practices, which are known to influence employee commitment and longevity.

Table 4.15 Effect of service duration on customer retention

service duration	frequency	percentage
less than 6 months	3	6
6 - 12 months	10	22
1- 2 years	7	16
2 - 5 years	15	33
more than 5 years	10	22
total	45	100

4.5.2 Effect of how extent employee remain in department on employee turnover

The feedback on whether most employees in each department remain with Silverbrook Hotel for an extended period reveals a predominantly negative perception of staff retention. Out of 45 respondents, 15 (33%) strongly disagreed and 10 (22%) disagreed with the statement, indicating that 56% of employees believe there is high turnover within their departments. Only 10 employees (22%) agreed and 6 (13%) strongly agreed, showing that less than a third perceive departmental stability. A small portion, 4 respondents (9%), remained neutral. This overall sentiment highlights a widespread concern about employee longevity and suggests underlying issues such as dissatisfaction with compensation, recognition, communication, or limited career advancement opportunities. Such perceptions can lead to lower morale, reduced engagement, and further turnover. To foster a more stable workforce, management should focus on improving employee satisfaction, investing in retention strategies, and promoting a positive work culture across all departments.

Table 16 Effect of how extent employee remain in department on employee turnover

Department Retention	Frequency	Percentage
Strongly Disagree	15	33
Disagree	10	22
Neutral	4	9
Agree	10	22
Strongly Agree	6	13
Total	45	100

4.5.3 Effects of supportive working environment on customer retention

The feedback on the importance of a supportive working environment in influencing employees to stay long-term reveals mixed but concerning views. Out of 45 respondents, a significant portion — 15 (33%) — indicated that it is not important at all, and 10 (22%) considered it only slightly important, suggesting that 55% of employees undervalue or do not perceive the working environment as a key factor in retention. Only 3 respondents (7%) saw it as moderately important, while 10 (22%) rated it as important and just 7 (16%) as very important. This trend may reflect either a lack of awareness about the role of workplace culture in job satisfaction or a current environment that is already perceived as unsupportive, causing employees to detach from its relevance. For Silverbrook Hotel, this insight signals a need to educate and engage employees on the benefits of a positive work environment and, simultaneously, to strengthen internal culture to enhance staff loyalty and long-term retention.

Table 17 Effects of supportive working environment on customer retention

Supportive Working Environment	Frequency	Percentage
Not Important At All	15	33
Slightly Important	10	22
Moderately Important	3	7
Important	10	22
Very Important	7	16
Total	45	100

4.5.4 Effects of potential turnover risk on enhancing customer retention

The responses to this reveal a significant level of job dissatisfaction and potential turnover risk among employees at Silverbrook Hotel. Out of the total 45 respondents, 30 employees (67%)

admitted to thinking about leaving either very frequently (10 respondents, 22%) or frequently (20 respondents, 45%) in the past year. This indicates a strong undercurrent of discontent and instability in the workforce. An additional 8 employees (18%) have considered leaving occasionally, bringing the total number of employees with at least some intention to leave 87% of the respondents. Only 5 employees (11%) have thought about leaving rarely, and a mere 2 employees (4%) indicated they never considered leaving their job. This overwhelming trend suggests deep-rooted issues in the work environment—likely related to previously identified factors such as inadequate compensation, poor communication, lack of recognition, and limited growth opportunities. Addressing these concerns is critical for improving employee retention, morale, and long-term organizational stability.

Table 4.18 effects of potential turnover risk on enhancing customer retention

Potential turnover risk	FREQUENCY	Percentage
Very Frequently.	10	22
Frequently	20	45
Occasionally	8	18
Rarely	5	11
Never.	2	4
TOTAL	45	100

4.5.5 Effects of hotel’s efforts to promote job stability on enhancing customer retention

The responses regarding satisfaction with the hotel’s efforts to promote job stability reveal a concerning trend of dissatisfaction among staff. Out of 45 respondents, 27 employees (60%) reported being either very dissatisfied (12) or dissatisfied (15), indicating that a majority perceive the hotel’s policies as ineffective in securing long-term employment. Only 13% (6 respondents) expressed positive sentiments, with 9 satisfied and 4 very satisfied. Additionally, 5 employees (11%) chose a neutral stance, suggesting some ambiguity or indifference. These findings highlight a need for the hotel to reassess and strengthen its job stability initiatives. Clear, transparent policies that support long-term employment could boost staff confidence, reduce turnover intentions, and enhance organizational loyalty. Failure to address this gap may further contribute to staff disengagement and workforce instability, ultimately affecting service delivery and customer satisfaction in the hospitality environment.

Table 19 Effects of hotel’s efforts to promote job stability on enhancing customer retention

Job Stability	Frequency	Percentage
Very Dissatisfied	12	27
Dissatisfied	15	33
Neutral	5	11
Satisfied	9	20
Very Satisfied	4	9
Total	45	100

4.6 Effects of employee replacement rate on customer retention**4.6.1 Effects of departmental onboarding frequency on enhancing customer retention**

The feedback on departmental onboarding frequency at Silverbrook Hotel suggests a moderate to high level of new employee intake, which may be linked to staff turnover trends. Out of 45 respondents, 12 (27%) reported that their department often onboards new employees, and 5 (11%) said it happens very often—together accounting for 38% of respondents. An additional 10 (22%) indicated it happens sometimes, while only 8 (18%) said rarely and 10 (22%) claimed it never happens. This pattern implies that nearly 60% of departments experience regular onboarding activity, pointing to a workforce with considerable movement or expansion needs. When frequent onboarding is coupled with tenure data showing that nearly half of employees have worked at the hotel for less than two years, it reflects a potential retention challenge. Frequent onboarding, if not managed well, can strain training resources, affect team cohesion, and hinder service consistency—ultimately impacting customer satisfaction. This highlights the importance of improving employee retention and enhancing onboarding practices to stabilize staffing levels.

Table 20 Effects of departmental onboarding frequency on enhancing customer retention

Department onboard	Frequency	Percentage
Never.	10	22
Rarely.	8	18
Sometimes.	10	22
Often.	12	27
Very Often	5	11
TOTAL	45	100

4.6.2 Effects of changes in quality and consistency on enhancing customer retention

The feedback on whether changes in staffing levels impact the quality and consistency of service delivery at Silverbrook Hotel reveals a split in employee perceptions, with a notable portion not recognizing the connection. Out of 45 respondents, 15 (33%) strongly disagreed and 10 (22%) disagreed, meaning a majority of 56% do not believe staffing changes significantly affect service quality. Only 10 (22%) agreed and 6 (13%) strongly agreed, while 4 (9%) remained neutral. This indicates a potential disconnect between frontline experiences and service expectations, or possibly a normalization of turnover within the work culture. However, in the hospitality industry, frequent staffing changes typically disrupt team coordination, reduce accumulated service knowledge, and lead to inconsistent guest experiences. Therefore, while a majority may not perceive a strong link, the hotel should still emphasize the importance of workforce stability in maintaining high service standards and consider training and awareness programs to align employee understanding with operational realities.

Table 4. 21 Effects of changes in quality and consistency on enhancing customer retention

Quality and consistency	FREQUENCY	Percentage
Strongly disagree	15	33
Disagree	10	22
Neutral	4	9
Agree	10	22
Strongly agree	6	13
TOTAL	45	100

4.6.3 Effects of timeliness of filling vacant positions on enhancing customer retention

The feedback on employee satisfaction regarding how quickly Silverbrook Hotel fills vacant positions indicates a notable level of dissatisfaction. Out of 45 respondents, 15 (33%) reported being very dissatisfied and 10 (22%) dissatisfied, totaling 56% expressing negative sentiments. Only 10 employees (22%) were satisfied and 7 (16%) very satisfied, while 3 respondents (7%) remained neutral. This data suggests that delays in hiring replacements may be placing additional workload and stress on existing staff, contributing to low morale and reduced productivity. In a service-driven industry like hospitality, slow recruitment can hinder operational efficiency and affect customer service quality. Addressing this issue by streamlining the recruitment process and proactively filling vacancies can enhance team performance, reduce burnout, and support overall staff satisfaction and retention.

Table 4.22 Effects of timeliness of filling vacant positions on enhancing customer retention

Filling Vacant Position	FREQUENCY	Percentage
Very Dissatisfied	15	33
Dissatisfied	10	22
Neutral	3	7
Satisfied	10	22
Very Satisfied	7	16
Total	45	100

4.6.4 Effects of onboarding and integration of new employees on customer retention

The feedback on the effectiveness of onboarding and integration of new employees at Silverbrook Hotel reveals mixed perceptions, with a significant degree of neutrality. Out of 45 respondents, 18 (40%) remained neutral, indicating uncertainty or inconsistency in the onboarding experience. Meanwhile, 10 employees (22%) expressed negative views—5 strongly disagreeing and 5 disagreeing that new staff are properly trained and integrated. On the other hand, 17 employees (38%) provided positive feedback—12 agreeing and 5 strongly agreeing. This distribution suggests that while some departments may have effective onboarding practices, others lack structured or consistent training and integration processes. In a hospitality setting, effective onboarding is essential for maintaining service standards and reducing early-stage turnover. Therefore, Silverbrook Hotel should consider standardizing its onboarding procedures and enhancing support for new hires to ensure smoother transitions and better team cohesion across all departments.

Table 4. 23 Effects of onboarding and integration of new employees on customer retention

Training	Frequency	Percentage
Strongly Disagree	5	11
Disagree	5	11
Neutral	18	40
Agree	12	27
Strongly Agree	5	11
Total	45	100

4.6.5 Effects of conducting exit interviews on employee on enhancing customer retention

The feedback on how often Silverbrook Hotel conducts exit interviews with departing employees reveals a major gap in its employee offboarding process. A significant majority—28 out of 45 respondents (62%)—reported that exit interviews are never conducted, while another 10 employees (22%) said they are rarely held. Only 5 respondents (11%) indicated that exit interviews happen sometimes, and a mere 2 (4%) said they occur often; notably, no one reported that they are always conducted. This lack of structured exit interviews suggests the hotel is missing critical opportunities to gather insights into why employees leave, identify patterns of dissatisfaction, and improve retention strategies. Instituting regular and comprehensive exit interviews would not only help Silverbrook Hotel better understand employee turnover but also support continuous improvement in its work environment and organizational culture.

Table 4. 24 .Effects of conducting exit interviews on employee on enhancing customer retention

Exit Interviews	Frequency	Percentage
Never.	28	63
Rarely.	10	22
Sometimes.	5	11
Often.	2	4
Very Often	0	0
TOTAL	45	100

4.7 Effects of Employee Retention Rate on customer retention

4.7.1 Effect of effective strategies on enhancing customer retention

The feedback on whether Silverbrook Hotel uses effective strategies to retain employees reveals a predominantly negative perception among staff. Out of 45 respondents, 15 employees (33%) strongly disagreed and 10 (22%) disagreed with the statement, indicating that more than half of the workforce (55%) do not believe the hotel has effective retention strategies in place. Another 11 respondents (24%) remained neutral, suggesting uncertainty or a lack of visible efforts. Only a small minority—5 (11%) agreed and 4 (9%) strongly agreed—expressed confidence in the hotel's retention approach. This overall sentiment points to a critical need for the hotel to develop and implement more impactful retention initiatives, such as clear career growth paths, competitive compensation, supportive management, and recognition programs. Strengthening

these strategies could help reduce turnover, enhance employee morale, and ultimately improve service consistency and customer satisfaction.

Table 4.25 Effect of effective strategies on enhancing customer retention

Effective strategies	FREQUENCY	Percentage
Strongly disagree	15	34
Disagree	11	24
Neutral	10	22
Agree	5	11
Strongly agree	4	9
TOTAL	45	100

4.7.2 Effects of career growth and development on enhancing customer retention

The feedback on satisfaction with career growth and development opportunities at Silverbrook Hotel shows a mixed but generally concerning outlook. Out of 45 respondents, 10 employees (22%) reported being very dissatisfied and 5 (11%) dissatisfied, indicating that 33% of the workforce are unhappy with their career advancement prospects. While 15 employees (33%) remained neutral—possibly reflecting indifference or uncertainty—only 10 (22%) were satisfied and 5 (11%) very satisfied, totaling just 33% expressing positive views. This balance suggests that many employees either do not perceive clear pathways for development or have not experienced meaningful growth opportunities. To foster long-term employee commitment and reduce turnover, the hotel should consider investing more in structured training programs, mentorship, internal promotions, and clear communication about career progression.

Table 4.26 Effects of career growth and development on enhancing customer retention

Filling Vacant Po	Frequency	Percentage
Very Dissatisfied	10	22
Dissatisfied	5	11
Neutral	15	34
Satisfied	10	22
Very Satisfied	5	11
Total	45	100

4.7.3 Effects of predominantly uncertain on enhancing customer retention

The feedback on the likelihood that employees at Silverbrook Hotel are satisfied and choose to stay for the long term reveals a predominantly uncertain and pessimistic outlook. Out of 45

respondents, 10 (22%) stated it is very unlikely and 5 (11%) said unlikely, suggesting that 33% of employees doubt long-term retention and satisfaction. A significant portion—20 employees (44%)—remained neutral, possibly indicating indecision or lack of clarity about the hotel’s retention environment. Only 10 employees (22%) expressed confidence in long-term satisfaction, with 5 (11%) each indicating likely and very likely. This data points to low morale, unclear career prospects, or dissatisfaction with the overall work experience. To improve these perceptions, management should address root causes such as compensation, recognition, communication, and career growth, which are known to influence employee loyalty and retention.

Table 27 Effects of predominantly uncertain on enhancing customer retention

Filling Vacant Positions	Frequency	Percentage
Very Unlikely.	10	22
Unlikely.	5	11
Neutral.	20	45
Likely.	5	11
Very Likely.	5	11
Total	45	100

4.7.4 Effects of staff well-being and job security enhancing customer retention

The feedback on the importance of staff well-being and job security at Silverbrook Hotel shows a diverse range of opinions, with a moderate lean toward valuing these factors. Out of 45 respondents, 15 employees (33%) indicated that it is moderately important, while 10 (22%) rated it as important and another 5 (11%) as very important—collectively representing 66% who see it as at least moderately important. However, 10 respondents (22%) considered it slightly important, and 5 (11%) stated it is not important at all, reflecting a portion of the workforce that may feel disconnected from or skeptical about the hotel's support for employee well-being. This mixed feedback highlights the need for the hotel to clearly demonstrate and communicate its commitment to staff welfare and job security, as strengthening this perception could enhance employee morale, trust, and long-term retention.

Table 4.28 Effects of staff well-being and job security on enhancing customer retention

Job Security	Frequency	Percentage
Not Important At All	5	11
Slightly Important	10	22
Moderately Important	15	34
Important	10	22
Very Important	5	11
Total	45	100

4.7.5 Effects of employee morale on enhancing customer retention

The feedback on employee morale at Silverbrook Hotel indicates a fairly divided perception among staff, with a notable tilt toward dissatisfaction. Out of 45 respondents, 10 employees (22%) strongly disagreed and 12 (27%) disagreed that morale is generally high—totaling 49% who view morale negatively. On the other hand, 10 respondents (22%) agreed and 8 (18%) strongly agreed, suggesting that 40% hold a more positive view. Meanwhile, 5 respondents (11%) remained neutral, possibly reflecting uncertainty or inconsistency in morale across departments. These results suggest that while some pockets of staff experience good morale, nearly half of the workforce perceives morale as low, which could impact productivity, service quality, and employee retention. To improve this, the hotel should focus on boosting motivation through recognition, communication, inclusive leadership, and wellness initiatives.

Table 4.29 Effects of employee morale on enhancing customer retention

Employee Morale	Frequency	Percentage
Strongly Disagree	10	22
Disagree	12	27
Neutral	5	11
Agree	10	22
Strongly Agree	8	18
Total	45	100

4.7.6 Effects of fair policies and practices on enhancing customer retention.

The feedback on the frequency of observing fair policies and practices that encourage employee retention at Silverbrook Hotel reveals a significant concern. A combined 35 out of 45 respondents (78%) reported never (20) or rarely (15) witnessing such practices, indicating a widespread perception that the hotel lacks effective retention-supportive policies. Only a small

number reported observing them sometimes (5), often (4), or always (1)—collectively just 22% of the workforce. This overwhelming sentiment highlights a major gap in human resource management and employee engagement efforts. Without visible and consistently applied fair policies, employees may feel undervalued, insecure, and less committed to the organization, contributing to high turnover rates. Strengthening transparency, fairness, and consistency in employee support policies is essential to improving staff satisfaction, loyalty, and long-term retention.

Table 4.30 Effects of fair policies and practices on enhancing customer retention

Exit interviews	Frequency	Percentage
Never.	20	44
Rarely.	15	33
Sometimes.	5	11
Often.	4	9
Very Often	1	2
TOTAL	45	100

4.8 Analysis On Customer Retention In Silverbrook Hotel

4.8.1 feedback on customer visit frequency

The feedback on customer visit frequency to Silverbrook Hotel indicates a generally positive trend in repeat patronage. Out of the total respondents, 36 guests have stayed 2–3 times, 22 guests have visited 4–5 times, and 11 guests have stayed more than 5 times, showing that 69 out of 100 respondents (69%) are return customers. This suggests a strong level of customer satisfaction and loyalty. Meanwhile, 22 guests have visited only once, and 9 have never stayed before, accounting for 31% of the responses. The high proportion of repeat visits reflects favorably on the hotel's service delivery and guest experience. However, efforts could still be made to convert one-time guests into repeat visitors by enhancing personalized services, loyalty programs, and follow-up engagement.

Table 4.31 feedback on customer visit frequency

Period Of S	Frequency	Percentage
Never.	4	9
Once	10	22
2 - 3 Times	16	36

4 - 5 Times	10	22
More Than 5 Times	5	11
Total	45	100

4.8.2 feedback on likelihood of guests choosing Silverbrook Hotel

The feedback on the likelihood of guests choosing Silverbrook Hotel for a future stay reveals a concerning outlook for customer retention. Out of the total respondents, only 10% (5 guests) indicated they are very likely, and another 10% (5 guests) are likely to return. In contrast, 15% (10 guests) are very unlikely, and 11% (5 guests) are unlikely to return, while a significant 44% (20 guests) remain neutral. This suggests a lack of strong customer loyalty or satisfaction, with nearly half of the guests undecided about future patronage and a quarter expressing negative intent. These findings indicate that while some guests have had positive experiences, many are either indifferent or dissatisfied. To improve future booking prospects, Silverbrook Hotel should prioritize enhancing service quality, customer engagement, and personalized experiences to strengthen guest satisfaction and encourage repeat visits.

Table 4.32 Feedback on likelihood of guests choosing Silverbrook Hotel

Filling Vacant Position	Frequency	Percentage
Very Unlikely.	10	22
Unlikely.	5	11
Neutral.	20	45
Likely.	5	11
Very Likely.	5	11
Total	45	100

4.8.3 Feedback on the impact of consistent staff service on guest loyalty

The feedback on the impact of consistent staff service on guest loyalty at Silverbrook Hotel strongly affirms its importance. Out of the total respondents, 35 guests (78%) either agree (15) or strongly agree (20) that consistent service from staff increases their loyalty to the hotel. Only 2 guests (4%) disagreed, and 8 (18%) remained neutral. This overwhelming positive response highlights that service consistency is a key driver of customer retention and brand loyalty in the hospitality industry. It underscores the need for Silverbrook Hotel to invest in employee retention, proper training, and morale-boosting strategies to ensure guests enjoy reliable, high-quality service that encourages repeat stays.

Table 4.33 Feedback on the impact of consistent staff service on guest loyalty

Consistent Service	Frequency	Percentage
Strongly Disagree	0	0
Disagree	2	4
Neutral	8	18
Agree	15	33
Strongly Agree	20	45
Total	45	100

4.8.4 Feedback on guest satisfaction with the service quality

The feedback on guest satisfaction with the service quality of hotel staff at Silverbrook Hotel reveals moderate to low satisfaction levels. Out of all respondents, only 10 guests (22%) indicated they were satisfied (5) or very satisfied (5) with the service. In contrast, 15 guests (33%) expressed dissatisfaction, with 5 very dissatisfied and 10 dissatisfied. A significant portion, 20 respondents (44%), remained neutral, suggesting uncertainty or indifference about service quality. This trend indicates that the hotel's staff service may not be consistently meeting guest expectations, potentially due to internal issues such as low employee morale, high turnover, or inadequate training. To improve customer satisfaction and retention, it is critical for Silverbrook Hotel to enhance staff performance by investing in employee development, recognition, and retention strategies.

Table 34 Feedback on guest satisfaction with the service quality

Service Quality	Frequency	Percentage
Very Dissatisfied	5	11
Dissatisfied	10	22
Neutral	20	45
Satisfied	5	11
Very Satisfied	5	11
Total	45	100

4.8.5 Feedback on Hotel Meeting Guest Expectations

The feedback on the importance of a hotel meeting expectations before receiving guest recommendations shows that a majority of respondents place at least moderate value on service performance. Out of 45 guests, 30 (67%) rated this factor as moderately important (15), important (10), or very important (5). However, 15 guests (33%) viewed it as less critical, with

10 rating it slightly important and 5 not important at all. This indicates that while some guests may tolerate occasional service lapses, most base their willingness to recommend the hotel on the quality of their experience. Therefore, consistently meeting or exceeding expectations is key to generating positive word-of-mouth and enhancing Silverbrook Hotel’s reputation and guest loyalty.

Table 4.35 Feedback on hotel meeting guest expectations

Expectations	Frequency	Percentage
Not Important At All	5	11
Slightly Important	10	22
Moderately Important	15	34
Important	10	22
Very Important	5	11
Total	45	100

4.8.6 Feedback on how changes in hotel staff affect overall guest experience

The feedback on how changes in hotel staff affect overall guest experience indicates that most guests perceive staffing changes as having a moderate to significant impact. Out of 45 respondents, 30 guests (67%) acknowledged some level of impact, with 20 rating it as moderate, 5 as significant, and 5 as very significant. Meanwhile, 10 guests (22%) felt the effect was only slight, and 5 (11%) believed staff changes had no impact at all. These results suggest that staff consistency plays an important role in shaping guest experiences, likely due to the familiarity, efficiency, and personalized service provided by experienced employees. Ensuring low staff turnover and maintaining consistent service quality can therefore strengthen guest satisfaction and loyalty.

Table 4.36 Feedback on how changes in hotel staff affect overall guest experience

Change Of Hotel Staff	Frequency	Percentage
Not At All.	5	11
Slightly.	10	22
Moderately.	20	45
Significantly.	5	11
Very Significantly.	5	11
Total	45	100

CHAPTER FIVE: SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.0 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.

5.1 Summary of the Findings

In this study, the researcher administered 50 copies of the questionnaire to the respondents, of which 45 were completed and returned, giving a 90% response rate. This was deemed a very good response rate for a questionnaire survey.

5.1.1 Effect of Employee Satisfaction on Customer Retention

Employee satisfaction referred to the level of contentment employees felt about their jobs, which significantly influenced their motivation, performance, and commitment to the organization. At Silverbrook Hotel, survey feedback revealed widespread dissatisfaction across multiple areas critical to staff morale and retention. A majority of employees expressed discontent with salary and benefits, recognition, communication, and inclusion in decision-making processes. Specifically, 67% of staff did not feel appreciated, 56% felt their input was ignored by management, and 40% were dissatisfied with internal communication. Additionally, 67% of respondents would not recommend the hotel as a good place to work.

Inferential analysis further revealed that employee satisfaction had a statistically significant effect on customer retention. Therefore, the null hypothesis (that employee satisfaction does not affect customer retention) was rejected, and the alternative hypothesis was accepted.

5.1.2 Effect of Employee Average Tenure on Customer Retention

Employee average tenure significantly influenced customer retention, particularly in hospitality environments like Silverbrook Hotel. The analysis revealed a relatively high turnover rate, with nearly half of the staff employed for less than two years and 56% of respondents perceiving that most employees did not stay long in their departments. Dissatisfaction with job stability and frequent thoughts of leaving were prevalent, reflecting deep-rooted organizational issues. Inferential statistics confirmed that employee average tenure had a significant positive relationship with customer retention. Thus, the null hypothesis was rejected, and the alternative hypothesis was accepted.

5.1.3 Effect of Employee Replacement Rate on Customer Retention

Employee replacement rate referred to the frequency at which staff left and were replaced, directly impacting customer retention. At Silverbrook Hotel, feedback indicated frequent onboarding, with nearly 60% of departments regularly integrating new employees. Dissatisfaction with the timeliness of filling vacancies (56%), inconsistent onboarding practices, and the lack of exit interviews (84% reported rarely or never conducted) highlighted gaps in the process.

Inferential analysis revealed that employee replacement rate had a statistically significant negative effect on customer retention. The null hypothesis was therefore rejected, while the alternative hypothesis was accepted.

5.1.4 Effect of Employee Retention Rate on Customer Retention

Employee retention rate played a critical role in sustaining customer satisfaction and loyalty. Findings at Silverbrook Hotel indicated weaknesses in employee retention strategies, with 55% of staff believing the hotel lacked effective retention efforts. Only 33% expressed satisfaction with career growth opportunities, while morale and long-term commitment remained low among most respondents.

Inferential findings showed that employee retention rate had a significant positive effect on customer retention. Accordingly, the null hypothesis was rejected, and the alternative hypothesis was accepted.

5.1.5 Analysis on Customer Retention at Silverbrook Hotel

Customer retention was vital in driving repeat business and guest loyalty. At Silverbrook Hotel, 69% of guests had returned at least once, suggesting moderate loyalty. However, only 20% expressed a clear intent to return, 26% indicated they were unlikely, and 44% were undecided. Furthermore, 67% of guests believed staff changes affected their experience, while only 22% were satisfied with service consistency.

Inferential results demonstrated that customer retention was significantly influenced by employee turnover variables (satisfaction, tenure, replacement rate, and retention rate). Therefore, the null hypotheses across all tested relationships were rejected, confirming that employee-related factors had significant effects on customer retention.

5.2 Conclusions

The section below provides the conclusion of the study on the four study variables; Employee Satisfaction, Employee Average Tenure, Employee Replacement Rate and Customer Retention.

5.2.1 Effect of Employee Satisfaction on Customer Retention

The study concludes that low employee satisfaction at Silverbrook Hotel significantly undermines service quality and customer loyalty. Issues such as inadequate compensation, poor recognition, ineffective communication, and lack of inclusivity drive high turnover and weaken morale, ultimately diminishing guest satisfaction. Addressing these gaps is critical to strengthening employee engagement and securing long-term customer retention.

5.2.2 Effect of Employee Average Tenure on Customer Retention

The findings conclude that short employee tenure at Silverbrook Hotel disrupts service consistency, weakens team cohesion, and negatively impacts customer retention. High turnover, linked to poor job stability and a disengaged culture, highlights the urgent need for supportive workplace policies and employee-centered practices to foster longer tenure and better guest experiences.

5.2.3 Effect of Employee Replacement Rate on Customer Retention

The study concludes that a high employee replacement rate negatively affects customer retention at Silverbrook Hotel by disrupting service continuity and overburdening staff. Weak onboarding processes and the absence of exit interviews further limit the organization's ability to manage turnover effectively. Improving retention strategies, streamlining onboarding, and leveraging feedback from departing employees are vital for enhancing service consistency and customer loyalty.

5.2.4 Effect of Employee Retention Rate on Customer Retention

The study concludes that poor employee retention at Silverbrook Hotel, marked by limited career growth opportunities, weak retention strategies, and low morale, undermines service quality and customer loyalty. Inconsistent policies and a lack of staff confidence increase turnover risks, directly weakening customer experiences. Strengthening retention policies, offering career development, and creating a supportive culture are essential for sustaining customer retention.

5.2.5 Customer Retention in Silverbrook Hotel

The findings conclude that although Silverbrook Hotel enjoys a moderate level of guest loyalty, future retention is at risk due to inconsistent service quality and high staff turnover. Guest satisfaction is closely tied to workforce stability, yet service delivery falls short of expectations. Improving staff training, reducing employee turnover, and ensuring consistent, high-quality service are necessary to enhance customer loyalty and long-term retention.

5.3 Recommendations for Policy/Practice

Based on the study findings, several recommendations are proposed to improve employee engagement, service quality, and customer loyalty at Silverbrook Hotel. These recommendations focus on addressing the key study variables of employee satisfaction, average tenure, replacement rate, retention rate, and overall customer retention, all of which are essential in building a strong organizational culture and ensuring sustainable competitiveness in the hospitality industry.

5.3.1 Employee Satisfaction and Customer Retention

To enhance employee satisfaction and subsequently improve customer retention, Silverbrook Hotel should review its compensation and benefits structure to make it more competitive and fair. Recognition programs need to be implemented to acknowledge employee contributions and boost morale, while effective communication channels should be established to ensure employees feel heard and included in decision-making. By cultivating a supportive, inclusive, and transparent work environment, the hotel can improve staff motivation and reduce turnover, ultimately enhancing service delivery and customer loyalty.

5.3.2 Employee Average Tenure and Customer Retention

The study recommends that the hotel take deliberate measures to extend employee tenure in order to improve service consistency and team cohesion. This can be achieved by offering greater job stability, developing career progression opportunities, and investing in mentorship and training programs. Creating a supportive work environment where grievances are addressed promptly and team-building initiatives are encouraged will further foster long-term employee commitment. Longer tenure will translate into stronger guest relationships, personalized service, and improved customer satisfaction.

5.3.3 Employee Replacement Rate and Customer Retention

To address the high employee replacement rate, Silverbrook Hotel should adopt proactive retention strategies that minimize unnecessary staff exits. The onboarding process should be standardized and enhanced to ensure new employees are well-prepared to deliver consistent service. The hotel should institutionalize exit interviews to capture valuable insights into the causes of turnover and use this feedback to refine management practices. Streamlining recruitment and ensuring timely filling of vacancies will also reduce staff workload, improve morale, and sustain service quality, thereby reinforcing customer loyalty.

5.3.4 Employee Retention Rate and Customer Retention

Improving employee retention at Silverbrook Hotel requires the development of clear strategies that focus on career advancement, fair and consistent policies, and professional growth opportunities. The management should implement wellness programs and staff support initiatives to strengthen job satisfaction and morale, while also offering regular performance reviews and career development discussions to give employees a clear sense of future prospects.

5.3.5 Customer Retention in Silver brook Hotel

To strengthen customer retention, Silverbrook Hotel should prioritize consistent, high-quality service delivery by investing in regular staff training and reducing employee turnover. Service standards should be clearly defined and continuously monitored to ensure that guest expectations are met and exceeded. Enhancing customer feedback mechanisms and acting on the insights received will help address service gaps and reinforce trust.

5.4 Recommendations for Further Research

1. The research was conducted in Nyeri county, a research should be conducted in other counties to establish if employee turnover affect customer retention
2. Few factors that affect customer retention were considered by this research study, a research should be conducted to establish if there are other factors that affect customer retention.

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APPENDICES

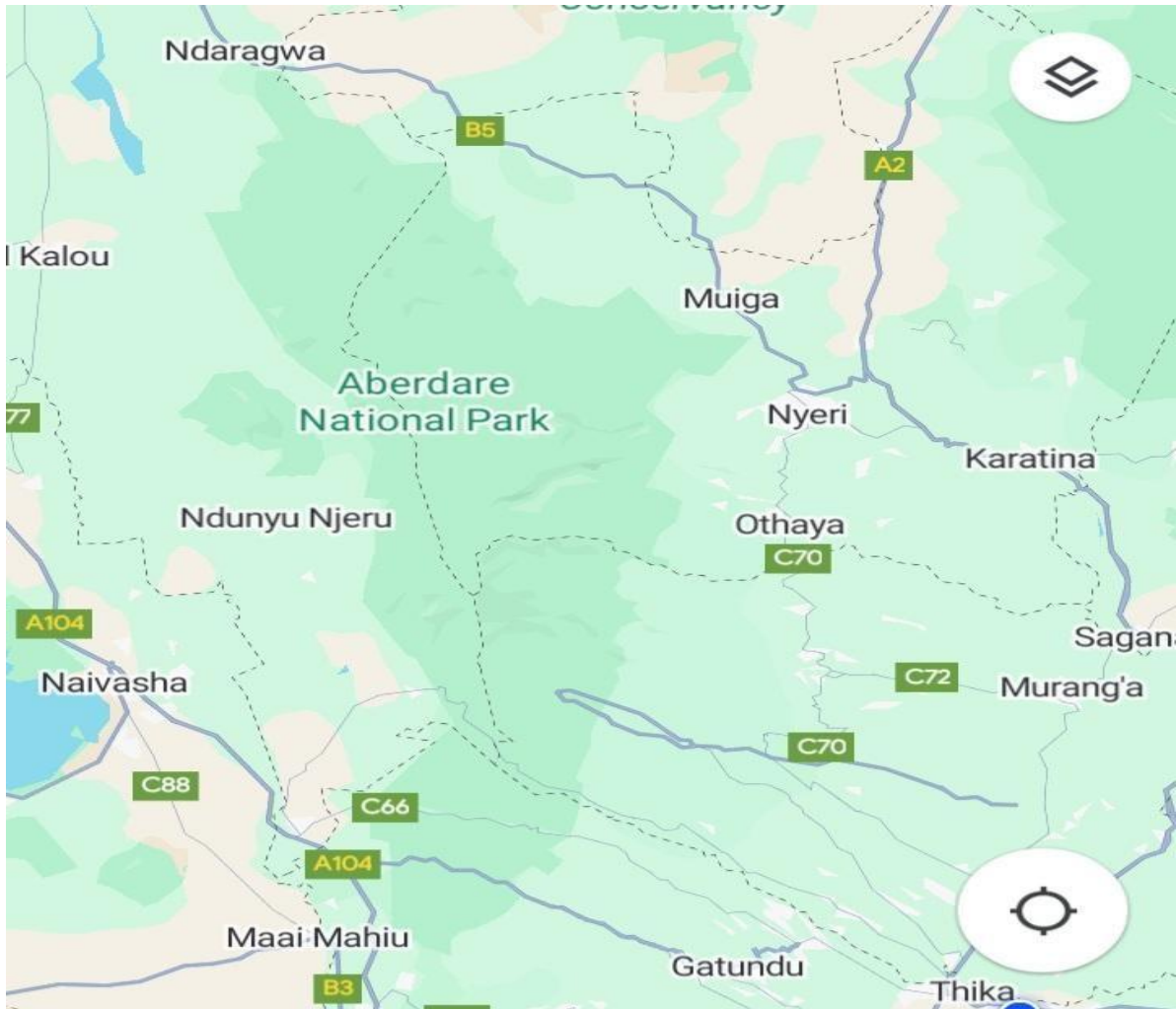
Appendix I: Work Plan

ACTIVITY	2025 JAN	2025 FEB	2025 MAR	2025 APR	2025 MAY	2025 JUNE	2025 SEPT
Choice Of Title Of Proposal							
Literature Review							
Proposal Writing							
Corrections							
Proposal Presentation							
Data Collection							
Data Analysis							
Data Processing							
Report Writing							
Research Report Submission							

Appendix II: Budget

S/Number	Item	Price
1	Internet Charges	1,600
2	Printing Charges	1,000
3	Binding Charges	100
4	Transport Cost	1,500
5	Printing Questionnaires	300
6	Miscellaneous Costs	1,100
	Total Budget	5,600

Appendix III: Map



Appendix IV: Introduction Letter

GITHAIGA FAITH MUKAMI

P.O BOX 265 - 10106,

OTHAYA.

Dear Sir/Madam,

REF: REQUEST FOR PERMISSION FOR RESEARCH DATA COLLECTION

I am student at GRETSA 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 influence of employee turnover on enhancing customer retention in Silverbrook hotel in Nyeri, Kenya. 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

Faith Githaiga

Appendix V: Research Questionnaire

This questionnaire is developed to obtain information from the respondents on the study focusing on factors influence of employee turnover on enhancing customer retention in Silverbrook hotel in Nyeri, Kenya.

Read the questionnaire carefully and respond appropriately. Do not write your name or your identification on the questionnaire.

SECTION A : DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS.

(Instructions: Put a tick in the appropriate choice)

1. Indicate your sex.

Male. []

Female. []

2. Indicate your age in years:

20 years and below. []

20-25 []

26-30. []

31-35. []

36-40. []

Above 40. []

3. State your marital status

Married. []

Single. []

Widowed. []

Divorced []

4. Indicate your level of education

Primary. []

Secondary. []

Tertiary. []

university. []

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

kitchen. []

front office. []

housekeeping. []

Restaurant/service area. []

Procurement/storage area. []

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

1 year and below. []

1-5. []

5-10. []

10-15. []

Above 15. []

SECTION B : EMPLOYEE SATISFACTION RATE (TO BE FILLED BY STAFF)

7. Indicate How satisfied are you with your current salary and benefits package?

Very Dissatisfied. []

Dissatisfied []

Neutral []

Satisfied. []

Very Satisfied. []

8. Indicate the extent to which you agree or disagree that your Hotel recognizes and appreciate the employees ?

Strongly Disagree. []

Disagree. []

Neutral. []

Agree. []

Strongly Agree. []

9. How often does management consider employee feedback in its decisions?

Never. []

Rarely. []

Sometimes. []

Often. []

Always. []

10. To what extent are you satisfied with the communication between staff and management?

Very Dissatisfied []

Dissatisfied. []

Neutral. []

Satisfied. []

Very Satisfied. []

11. How likely are you to recommend this hotel as a good place to work?

Very Unlikely. []

Unlikely. []

Neutral. []

Likely. []

Very Likely. []

SECTION C: EMPLOYEE AVERAGE TENURE (TO BE FILLED BY STAFF)

12. How long have you been employed at this hotel?

Less than 6 months. []

6 to 12 months. []

1 to 2 years. []

2 to 5 years. []

More than 5 years. []

13. To what extent Do you agree that most employees in your department remain with the hotel for an extended period?

Strongly Disagree. []

Disagree []

Neutral []

Agree []

Strongly Agree. []

14. How important is a supportive working environment in influencing employees to stay long-term?

- Not Important At All. []
Slightly Important. []
Moderately Important []
Important. []
Very Important []

15. How often have you thought about leaving your job in the past 12 months?

- Very Frequently. []
Frequently []
Occasionally []
Rarely []
Never. []

16. How satisfied are you with the hotel's efforts to promote job stability through its policies?

- Very Dissatisfied []
Dissatisfied. []
Neutral. []
Satisfied. []
Very Satisfied. []

SECTION D : EMPLOYEE REPLACEMENT RATE (TO BE FILLED BY STAFF)

17. How often does your department onboard new employees?

- Never. []
Rarely. []
Sometimes. []
Often. []
Very Often. []

18. Do you agree that changes in staffing levels impact the quality and consistency of service delivery?

- Strongly Disagree. []
Disagree. []

Neutral. []

Agree. []

Strongly Agree. []

19. How satisfied are you with how quickly the hotel fills vacant positions?

Very Dissatisfied. []

Dissatisfied. []

Neutral. []

Satisfied. []

Very Satisfied. []

20. To what extent do you agree that new employees are properly trained and smoothly integrated into your team?

Strongly Disagree. []

Disagree. []

Neutral. []

Agree. []

Strongly Agree. []

21. How often does the hotel carry out exit interviews with departing employees?

Never. []

Rarely. []

Sometimes. []

Often. []

Always. []

SECTION E : EMPLOYEE RETENTION RATE (TO BE FILLED BY STAFF)

22. To what extent do you agree that the hotel uses effective strategies to retain employees?

Strongly Disagree. []

Disagree. []

Neutral. []

Agree. []

Strongly Agree. []

23. How satisfied are you with the career growth and development opportunities at this hotel?

- Very Dissatisfied. []
- Dissatisfied. []
- Neutral. []
- Satisfied. []
- Very Satisfied. []

24. How likely is it that employees at this hotel are satisfied and choose to stay for the long term?

- Very Unlikely. []
- Unlikely. []
- Neutral. []
- Likely. []
- Very Likely. []

25. How important is it to you that the hotel prioritizes staff well-being and job security?

- Not Important At All. []
- Slightly Important. []
- Moderately Important. []
- Important. []
- Very Important. []

26. To what extent do you agree that employee morale is generally high at the hotel?

- Strongly Disagree. []
- Disagree. []
- Neutral. []
- Agree. []
- Strongly Agree. []

27. How often do you observe fair policies and practices that encourage employee retention?

- Never. []
- Rarely. []
- Sometimes. []

Often. []

Always. []

SECTION F : CUSTOMER RETENTION (TO BE FILLED BY CUSTOMERS)

28. How often have you stayed at Silver Brook Hotel in the past?

Never. []

Once. []

2–3 times. []

4–5 times. []

More than 5 times. []

29. How likely are you to choose Silver Brook Hotel for a future stay?

Very Unlikely. []

Unlikely. []

Neutral. []

Likely. []

Very Likely. []

30. At what extent do you agree that consistent service from staff increases your loyalty to the hotel?

Strongly Disagree. []

Disagree. []

Neutral. []

Agree. []

Strongly Agree. []

31. At How extent are you satisfied with the service quality of the hotel staff?

Very Dissatisfied. []

Dissatisfied. []

Neutral. []

Satisfied. []

Very Satisfied. []

32. How important is it to you that a hotel meets expectations before you recommend it to others?

Not Important At All. []

Slightly Important. []

Moderately Important. []

Important. []

Very Important. []

33. To what extent do changes in hotel staff affect your overall guest experience?

Not At All. []

Slightly. []

Moderately. []

Significantly. []

Very Significantly. []