

ASSESSING THE INFLUENCE OF JOB SATISFACTION ON EMPLOYEES TURNOVER INTENTION IN HOTELS IN GHANA: AN EMPIRICAL REVIEW

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ABSTRACT

Purpose of the Study: The objective of the study was to determine the impact of work satisfaction on employee turnover intentions in Ghanaian hotels. This study's specific objectives were to assess the influence of supervisory support on employee turnover intention in Ghanaian hotels, determine the influence of working conditions on employee turnover intention in Ghanaian hotels, and determine the influence of promotion opportunities on employee turnover intention in Ghanaian hotels. The study was informed by Herzberg's Two-Factor Theory.

Statement of the Problem: Given that people are assets of the organization because knowledge is the source of profit and sustained competitive advantage, employee retention is the main difficulty that human resource management in Ghana's hotel industry is currently experiencing.

Methodology: This was a literature review in which a variety of pertinent papers from various contexts were examined.

Result: The survey indicated that employee turnover intention has become one of the most significant human resource issues in the Ghanaian hotel sector due to the negative impact it is anticipated to have on an organization's hotel and employee morale. The study found that work satisfaction has become one of the leading causes of turnover intention among employees in the hotel industry in Ghana, and that turnover intention among employees in the industry is typically a result of job satisfaction difficulties. According to the study's findings, there is a significant negative correlation between employee work satisfaction and intention to leave in Ghanaian hotels.

Conclusion: The study also concludes that there are impediments to job satisfaction in Ghana's hotel industry, such as the nature of the employee's work that is largely unrelated to the job description, excessively strict supervision by superiors, the support of coworkers from the same division, and promotion opportunities that are implemented too slowly.

Recommendation: The study suggests that hotel management in Ghana should strive to reduce employee turnover by creating a favourable work environment, improving working conditions, giving adequate supervisory assistance, and promoting employees based on merit.

Keywords: *Job satisfaction, supervisory support, working conditions, promotion opportunity turnover intention.*

INTRODUCTION

Human Resource is the basis for organizational existence and development, and as such human resource professionals and organizational executives implement different mechanisms to retain their employees (Elisa, Nabella & Sari, 2022). According to Widarko and Anwarodin (2022), depending on the mechanisms an organisation is implementing, it can retain its employees or reduce employees' intention to quit the organization for which they work (turnover intention). Human resource and industrial-organizational academics have recently continued to concentrate on employee turnover intention and its effects on organizational success. Companies that experience employee turnover frequently suffer from poor morale, must hire new workers, lose out on sales opportunities, and incur additional costs that could have been avoided if they had just held onto the employee in the first place. Additionally, staff turnover compromises the effectiveness of an organization and its profitability because it results in the loss of crucial resources and assets (Ahmad, 2022).

Due to the anticipated negative effect, it has on an organization and employee morale, employee turnover intention has become one of the primary human resource challenges of most organizations (Ekwosimba, 2022). Thus, to retain valuable human resources and maintain good performance, this condition forces managers to look for new ways to manage their workforce. The challenge of preventing staff turnover, which is expensive, affects productivity and morale, and tends to get worse if not handled with immediately and appropriately, faces most enterprises in the modern world (Kisten, 2022; Ekwosimba, 2022). It has been proven that staff turnover conservatively can cost a business around 60% of an employee's annual compensation (Li, Lourie, Nekrasov & Shevlin, 2022). (Li, Lourie, Nekrasov & Shevlin, 2022). Due to its psycho-economic implications and organizational significance, the intention of employee turnover and its related antecedents are a topic of great concern and interest worldwide. This is because high turnover rates cause businesses to lose immeasurable sums of money, valuable resources, knowledge, and even their entire business because of lost time and knowledge.

Chiat and Panatik (2019) in their article explain that since high employee turnover impacts the quality of goods and services, it has long been a major concern of the service sector, particularly the hotel industry, as well as of academicians who research human resources issues. High employee turnover rates have been identified as a fundamental labor issue in the hotel industry by Mok and Luk (2015), and it has been found that job attitudes like organizational dedication have a substantial impact on employee turnover (Griffeth & Hom, 2015). Research into the variables that may have a significant impact on intent to quit continues to be of great interest to researchers

and the hotel industry because most turnover among new hires occurs in the early stages of employment and organizational commitment has a significant impact on the successful delivery of services to customers in the future practitioner.

Khana, Shahb, Hussainc, Abrod and Mahare (2021) assert that employee retention is beneficial to a hotel in achieving reduced recruitment costs; enhance recruitment and training efficiency; increased productivity as a new employee needs some time to get up to speed and produce at a level that is equivalent to that of their predecessor. They also go on to say that worker retention suffers due to turnover in the hotel industry, which forces them to take on more work and may result in lower-quality production. Improved employee morale Organizations with effective employee retention programs encourage more connectedness and engagement, which enhances morale and, in turn, boosts retention. Conversely, high retention in workplaces tends to have more engaged workers who, as a result, are more productive (Khana *et al.*, 2021). On the other hand, a regular stream of departures depresses workplace morale, which has negative consequences like reduced job quality and an increase in employees' turnover.

Employee turnover in the hospitality industry is a well-researched subject, and many researchers have looked at the factors that might either influence employee turnover intention favorably or negatively: long, unsocial working hours, work-life conflict, emotional exhaustion, poor compensation, job overload, working condition, and career advancement (Haldorai, Kim, Pillai, Park, & Balasubramanian, 2019). The hospitality sector must focus on employee retention rather than providing personnel with the necessary training to carry out their jobs well (Ooi, & Teoh, 2021). The hotel labor market has two sides; on the one hand, it can be challenging to find qualified workers, and on the other, there is a relatively high degree of turnover, which can result in a large loss of investment in human capital, quality, and training (Sharma, 2019). The decision to stay at a job or quit is influenced by elements affecting workplace satisfaction, such as job stability, prospects for advancement and training, financial incentives, promotional opportunities, and external rewards like organizational status (Ak Gunduz, Adan Gök & Alkan, 2020).

Literature show that turnover intention among hotel employees usually results from job satisfaction issues; the term job satisfactions refers to the attitude and feelings employees have about their work. Positive and Favorable attitudes towards the job indicate job satisfaction, while negative and unfavorable attitudes towards the job indicate job dissatisfaction (Nguyen, 2020; Armstrong, 2016). When we talk about job satisfaction, we're referring to how employees feel and behave toward their jobs. While unfavorable and unconstructive attitudes toward the job indicate job unhappiness, positive and constructive attitudes toward the job reflect job satisfaction (Nguyen, 2020; Armstrong, 2016). A person's feelings and beliefs about their current job are collectively referred to as their "job satisfaction." In addition to the traditional job satisfaction and organizational commitment for understanding employees' intention to leave and actual departure, other promising new constructs, such as pay satisfaction, leadership style, and psychological climate, may have a significant impact on turnover intention and its associated organizational outcomes. (Basnyat & Lao, 2019). Turnover intention among employees has been demonstrated to be excessively high in the hotel sector, averaging up to 200 or 300 percent annually, but there are significant differences across various organizations (Ramhit, 2019). The literature has so far identified factors such as ad hoc recruitment and selection processes used in orientation and socialization processes, workplace discrimination, opportunities for training and development, management styles, organizational commitment, competition, and organizational culture, labor

shortage, stress, and burnout, the seasonal nature of the industry, and job dissatisfaction as having an impact on turnover intention rates (Nguyen, 2020; Khana *et al.*, 2021).

There is a symbiotic relationship between retention and both employee satisfaction and worker happiness, fulfilment, and the level of commitment workers bring to their roles (Nguyen, 2020). Satisfied, longer-term employees are frequently more skilled in dealing with customers and may have strong relationships with them (Malinen, Hatton, Naswall & Kuntz, 2019). Additionally, organizations with high retention rates frequently experience greater employee satisfaction and engagement; a stronger corporate culture develops over time, based on employees' cumulative traits and interactions. In addition, satisfied and engaged employees are frequently more likely to remain in an organization (Kiffin-Petersen & Soutar, 2020). The organizational ethos is strengthened when engaged personnel who are in line with the culture of the company remain. According to Al-Ali, Ameen, Isaac, Khalifa, and Shibami (2019), job satisfaction is negatively associated with turnover intention. They demonstrated that low turnover improves organizational productivity and performance. Performance is influenced by one's sense of serenity at work, which is defined as job satisfaction. According to past studies, job satisfaction among hotel employees is inversely correlated with both their intention to leave their jobs and their commitment to the hotelier profession. Additionally, the elements that have the most influence on employees' decisions to stay at their jobs or leave them include the nature of the work environment, professional identity, job satisfaction, and burnout (Al-Ali *et al.*, 2019).

Employees' Along with having opinions about their professions as a whole, levels of job satisfaction might range from extreme satisfaction to severe discontent. Additionally, workers may have opinions regarding their income, coworkers, superiors, or subordinates, as well as the type of work they undertake (George *et al.*, 2018). The increasing trend of turnover intentions resulting from job satisfaction issues increases cost and reduces the productivity and efficiency of the organisation. Many organisations are working on designing retention strategies for their employees so that the talent in the organisation can be utilized in the best possible way (Ohunakin, Adeniji, Ogunlusi, Igbadumhe & Sodeinde, 2020). However, there are various costs associated with employees whether directly or indirectly. Some of these costs include; recruitment and selection costs, training and development cost, and performance appraisal cost.

According to Putri and Hasanati (2022), there are a number of factors that affect hotel industry employee turnover intentions, including the following: age, gender, degree of education, marital status, number of years working, and responsibility are examples of personal aspects. Then, organizational aspects include corporate culture, corporate systems, and business size of the corporation, payment structure, promotion tactics, employee empowerment, and overall justice of human resource management strategies. Last but not least, there are economic and social factors like the stage of social development, labor market conditions, employment laws, the quantity and quality of job opportunities, the availability of educational and medical facilities, the transportation system, and the general standard of living. Comparatively speaking, it is uncommon for workers to quit their jobs when they are content, even when offered ideal working conditions or a better wage. Therefore, plans to leave the company are influenced by factors like discontent with the existing job, a poor working relationship with managers, and possibly a lack of effective training and growth (Shamsuzzoha and Shumon, 2017).

In Thailand, a study of 145 chefs employed at international chain hotels in Bangkok in 2018 found that there were 2.62 million people employed in the country's lodging and food service sectors (National Statistical Office, 2018). The 231 hotels in Bangkok that were listed by the Thai Hotels

Association ranged in size from small, locally owned hotels to huge, publicly owned hotels run by foreign chains. The investigation did not find any data about the intention rate of worker turnover in Bangkok hotels. However, the total turnover rate in the hospitality industry in general was found to be 27.6%; giving the impression that the turnover intention rate among chefs in Bangkok could be correspondingly high.

In Africa alone, employee turnover has manifested itself as a serious concern for employers, particularly in the hospitality and hotel sector (Nwagbara, Oruh, Ugorji, & Ennsra, 2019). This trend, or the occurrence of staff turnover, has a particularly negative impact on the hotel business, one of the sectors with the fastest rate of growth in the globe. Due to the sector's expansion in both developed and developing nations, there is a pressing need for employees who are committed to the industry's goals. Employee turnover in this industry is expected to cost the business more than five billion Kenya shillings in a single year, according to (Deloitte, 2020), who claims that it is draining the Kenyan hotel sector of billions of shillings due to poor efficiency (Deloitte, 2020). According to a study by Akinyomi (2016) on employee turnover intentions in the Kenyan hotel industry, managerially controllable factors like unfair treatment of employees, a lack of opportunities for advancement and growth, low pay and salary, ambiguous compensation policies, a lack of employee recognition, and a lack of employee participation in decision-making are among the major causes of voluntary employee turnover in both industries. Additionally, the study discovered that these elements were the foundation for employees to start experiencing a decline in job satisfaction, which may ultimately lead to an employee quitting the company.

Since the 1980s, Ghana's hospitality and tourism sector has grown rapidly and is now a key part of the country's economy (Ghana Tourism Authority, 2019; Amissah, Opoku, Mensah & Emmanuel, 2019). Due to the labor-intensive nature of the hospitality sector, managers face a significant challenge in terms of employee retention. Given this, managers must comprehend why employees leave their jobs to decrease the number of employees quitting the hotel industry (Deri, Zaazie & Bazaanah, 2021). Employee turnover is a severe concern in Accra Metropolis, especially in the hotel industry, which deals with several labor-related issues that reduce its capacity for productivity and raise production costs (Deri *et al.*, 2021). Although it is difficult to get official data on employee turnover in the Metropolis, there is anecdotal evidence that officials of the Ghana Hotels Association are unhappy with the industry's allegedly high employee turnover rates (Amissah *et al.*, 2019). There is still a significant degree of uncertainty on what may, in fact, cause employees to leave or remain in their firms. This formed the basis of the current review study which sought to assess the influence of job satisfaction on employees' turnover intention in hotels in Ghana.

STATEMENT OF THE PROBLEM

The Hotel Industry plays an important and crucial role in the development of Ghana (Anabila, Ameyibor, Allan & Alomenu, 2022). Given that people are assets of the organization because knowledge is the source of profit and sustained competitive advantage, employee retention is the main difficulty that human resource management in Ghana's hotel industry is currently experiencing. Therefore, in today's atmosphere of rapid change, organizations must focus on keeping these knowledge workers. The desire to leave an organization or career is said to be a psychological reaction to its unfavorable aspects. Employees' emotional and attitudinal withdrawal reactions, such as irritation and discontent with organizations, are thought to be triggered by psychological responses. There is fierce rivalry among hotels to find and retain the best personnel as a result of the proliferation of hotels in Ghana and the corresponding rise in the need for trained

professionals. As a result, one of the biggest issues with human resources facing Ghana's hotel industry is staff turnover. The conventional antecedents of work satisfaction and organizational commitment have been the primary focus of the majority of studies on turnover intention in Ghana.

Moreover, very few studies have sought to explain the influence of job satisfaction on employees' turnover intention in the non-bank financial institutions in Ghana such as hotel sector. This knowledge gap has thus created a void of information required to guide further research and practice in organizations. As a result, the need to assess the influence of job satisfaction on employees' turnover intention in hotels in Ghana. In addition, most studies that have assessed the relationship between employee satisfaction and turnover intentions, have presented inconclusive results. For instance, Metropolis in Ghana by Arthur (2015) only discussed the elements that explain turnover intention; it made no mention of the kind of hotel employees who were more or less inclined to leave the sector or keep their jobs. The current study was necessary since researchers were unable to identify the types of hotel sector employees who are more likely to leave or keep their jobs in the future. The current study was thus aimed at assessing the influence of job satisfaction on employee's turnover intention in hotels in Ghana.

RESEARCH OBJECTIVES

- i. To assess the influence of supervisory support on employee turnover intention in hotels in Ghana.
- ii. To determine the influence of working conditions on employee turnover intention in hotels in Ghana.
- iii. To establish the influence of promotion opportunity on employee turnover intention in hotels in Ghana.

RESEARCH QUESTIONS

- i. How does supervisory support influence employee turnover intention in hotels in Ghana?
- ii. What is the influence of working conditions on employees' turnover intention in hotels in Ghana?
- iii. To what extent does promotion opportunity influence employee turnover intention in hotels in Ghana?

THEORETICAL FRAMEWORK

This study's theoretical framework was crucial since it allowed for an analysis of how employee happiness with their jobs relates to their likelihood of leaving their current positions in the Ghanaian hotel industry. Herman's Two-Factor Theory (1959) served as the theoretical foundation for this study. Two turnover models, the Modified Greenhaus, Collins, Sing, and Parasuraman's Model of Voluntary Turnover, and the Price and Mueller 1981 and 1986 Turnover Models (Price & Mueller, 1977, 1981, and 1986), support this idea (Banker, Konstans, & Mashruwala, 2000). Herzberg (1959) proposed the two-factor theory, which states that some workplace circumstances contribute to job satisfaction while another set of factors, all of which act independently of one another, contribute to job discontent (Kelso & Hetter, 1967). To understand what individuals truly desire from their employment, organizations first used the affect theory to analyze human behavior (Robbins & Judge, 2009). This suggests that the motivational aspects of the job, or the factors that affect whether an employee is content or unsatisfied with their employment, are the basis for Herzberg's Two Factor Theory's exploration. According to the theory, workers will exert less

effort when cleanliness concerns are absent. Although they are not part of the job itself, hygiene considerations are present around it.

The hypothesis contends that elements such as the work environment and motivation have an impact on employees' intentions to leave their jobs (Robbins, 2001). This suggests that the theory divided job elements into two categories "hygiene factors" and "motivators" that affected employees' contentment and their inclination to quit their jobs. Extrinsic factors, sometimes known as "hygiene" factors, are those intended to prevent employee unhappiness (Robbins, Odendaal & Roodt, 2003). This comprises, among other things, the payment system, bonus system, and perquisite. The idea, on the other hand, recognized workplace stress as an intrinsic component that affects workers' job satisfaction and turnover (Robbins, et al., 2003). Workplace culture, supervisory methods, corporate policies, relationships with coworkers, and employees' independence are additional well-considered, intrinsic elements that are directly related to job satisfaction and employees' intention to leave their position (Robbins *et al.*, 2003). Herzberg (1966) asserts that when an employee's demand for satisfaction is great, dissatisfaction decreases, preventing bad performance; nonetheless, only the satisfaction of motivational variables can result in increased productivity.

The Herzberg theory states that attitudes can influence performance. Positive attitudes toward the organization are more conducive to performance than negative ones, and bad attitudes can also result in a psychological separation from the workplace (Herzberg et al., 1959). Loyalty is predicted by job satisfaction. The usual view of job satisfaction, according to which dissatisfaction and satisfaction are poles of a single continuum, is exclusive to this theory (Herzberg, 1966). Furthermore, repetitious work, according to Price and Mueller (1981), lowers enjoyment. However, employees are more likely to be content with their employment if they have opportunities for career growth, are facilitated to acquire skills and knowledge that is relevant to their work, and are involved in making decisions that affect their jobs, have close relationships with coworkers, and are paid fairly (Price & Mueller, 1981). According to Price and Mueller, the relationship between job satisfaction and turnover is moderated by the availability of alternative employment alternatives.

This theory was suitable and it's important to the current study since it acknowledges that both of the employee groups' operating demands should be met. Therefore, this theory was able to direct the researcher in identifying factors that affect employee satisfaction and its related impact on turnover in hotels in Ghana. According to this theory, hotels in Ghana can use it to their advantage in order to improve employee performance and lower turnover rates. As it relates to the current study, the theory contends that if hygiene factors and motivators like job stress, payment systems, work environments, promotion opportunities, and supervisor support are integrated into the management of the hotel industry, workers in developing countries, and particularly so in Ghana, would be highly satisfied with their jobs and retained.

EMPIRICAL REVIEW

Supervisory Support and Employee Turnover Intention

Ilyas, Khan, Zaid, Ali, Razzaq and Khan (2020) evaluated employees' reasons to leave their jobs, supervisor support, and open innovation with an emphasis on the function of illegitimate tasks. An interview-administered questionnaire strategy was used to gather data in order to achieve the study's purpose, and the snowball sampling technique was used in this study to get in touch with workers who were employed by small and micro firms. Four hundred and twenty employees from

Lahore, Pakistan, made up the sample population. The study's findings showed that supervisor support would mitigate the effect of improper assignments on turnover intention, and that an employee who receives a lot of support from their supervisor at work is less likely to leave the company than one who receives less support. The study also revealed that in order to reduce or completely eliminate workplace stress, supervisor support was required in small and micro firms.

The same was reiterated by Aggarwal, Jaisinghani and Nobil (2022) who pointed out that employees who perform a lot of illegitimate duties at work are more likely to exhibit negative outcomes including developing the intention to leave and job-search activity. Additionally, having a supportive supervisor at work is a good indicator of less stress at work. Techniques to boost self-esteem, encourage supportive behavior, and promote wellbeing at work suggest that unauthorized tasks are less likely to cause turnover intentions among small and micro enterprises. Tennakoon and Herat (2017) used a survey method to investigate the association between perceived supervisor support and employee turnover intention as well as the moderating effect of employment tenure. The study discovered a substantial inverse link between expected staff turnover and perceived managerial support. Importantly, the study showed that the connection between the key factors in question was significantly moderated by employment tenure. According to Ashraf and Carter (2022), disagreement between bosses and employees over opposing viewpoints ultimately leads to plans to quit the workplace. It was determined that perceived supervisory support both indirectly and directly mediated the link between stress and intention to leave.

In their study, Tuzun and Kalemci (2019) evaluated organizational and supervisory support in relation to employee turnover intentions and found that, in comparison to employees who perceive low PSS and low POS, those who perceive high PSS but report low POS will also report higher levels of turnover intentions. The study also showed that individuals' intentions to leave an organization are influenced by their evaluation of the support they receive from the organization because of their individualistic ideals. The study speculated that POS would have a greater impact on turnover intentions because they are more self-interested and focused on achieving their own goals; they are primarily concerned with themselves and their own personal ambitions.

Working Conditions and Employee Turnover Intention

Li, Peng and Yang (2022) sought to find out how working conditions affect the turnover intention of medical social workers in China by collecting data from Social Work Longitudinal Survey (CSWLS) conducted in 56 cities across the country in 2019. In order to answer this question, Li, Peng, and Yang (2022) used data from the Social Work Longitudinal Survey (CSWLS), a nationwide survey of social workers that was conducted in 56 cities in China in 2019. It used a multi-stage random selection technique, and the sample of medical social workers was chosen based on their current service area. The study used a sample 382 people were included in the sample size. Because job-related stress is the primary factor in the creation of medical social workers' turnover intentions, the study concluded that there is a link between work conditions and turnover intentions. On the one hand, job-related stress can lower medical social workers' job satisfaction, which can increase their intention to leave their jobs; on the other hand, job-related stress can heighten job burnout in medical social workers, which can further lower their job satisfaction and ultimately increase their intention to leave their jobs. The relationship between medical social workers' intention to leave their jobs and job burnout is fully mediated by their level of job satisfaction.

Okae (2018) found that the model utilized was significant in predicting employee turnover in the hospitality industry while analyzing the impact of employee turnover in the sector using a quantitative correlational research. A statistically significant study showed that the predictors of employee compensation, employee engagement, employee motivation, and work environment accounted for around 36% of the variance in intention to leave. However, the study discovered that employee turnover intentions were not significantly predicted by motivation. The study made the case that future researchers might improve the model's efficacy by including other organizational-related characteristics. The capacity of hospitality leaders to incorporate strategies and policies into their business practice to reduce staff turnover with industry, which is crucial for organizational to retain skilled worker while keeping profitability, was one of the practical consequences for change.

Deery and Jago (2015) looked at a number of methods the hospitality sector could use to address the turnover challenge. The study took into account talent management, work-life balance, and other retention strategies. The study conducted a synthesis and analysis of the literature using a framework that showed potential links with the antecedents of organizational and industry qualities, such as individual employee characteristics, work-life issues, organizational strategies, and employee retention. The study concluded that one of the best ways to increase retention rates was by providing work-life balance. Furthermore, it was said that adjustments to work-life balance could have a direct impact on elements including stress levels, organizational commitment, job satisfaction, and alcohol usage. Other academics have carried out studies to look at the factors that have kept turnover high in this sector and what organizational leaders could do to reduce these high turnover rates (AlBattat & Som, 2013a; Sharon, Goziker, & Shahrabani, 2014).

In a study on the impact of employees' perceived organizational support, psychological ownership, and turnover intention, Jing and Yan (2022) noted that perceptions of the organizational environment and support could affect employees' decisions to resign or stay in their jobs. Transactional organizational contracts cannot alter the intention to turnover, whereas relational organizational contracts can. Coworker emotional support has a negative relationship with turnover. The impact of perceived organizational support on relational and transactional contracts on employee turnover intentions in India was also studied by Guchait et al. (2015). According to their research, employees' views of organizational support may improve as a result of perceived supervisor support. They discovered that perceived organizational contracts, but not transactional contracts, could enhance relational organizational support. More significantly, only relational organizational contracts as opposed to transactional contracts could influence turnover intentions.

Bradley and Mead (2022) examined the potential benefits of mentoring in lowering turnover rates in the hospitality sector. The study focused on how specific mentoring activities could lessen role stress, enhance job attitudes, and lessen turnover intentions among employees in the hospitality business. Employees at premium hotels who received mentoring provided data for Bradley and Mead's (2022) study. Employee mentoring specifically includes setting up role models, assisting with career development, and giving psychosocial support. According to the study, of the three types of mentoring functions, psychological support had the biggest impacts on employees' organizational engagement and levels of satisfaction. The most important factor in lowering role conflict, role ambiguity, and turnover intention was psychosocial assistance. Consequently, a psychosocial support function should be included in successful mentoring programs.

Promotion Opportunity and Employee Turnover Intention

A study by Pratama, Suwarni, and Handayani (2022) examined the relationship between organizational commitment and turnover intention, using person organization fit as a moderator variable. The study used a descriptive research methodology with a quantitative approach, and data were gathered from up to 123 respondents using a questionnaire. The quantity of data that could be processed is 109 data after removing the outlier data. Multiple linear regression analysis and moderate regression analysis were employed in the data analysis (MRA). Multiple linear regression analysis revealed that organizational commitment and work satisfaction had a significant and partially negative impact on turnover intention. Additionally, moderated regression analysis (MRA) shown that person organization fit could moderate organizational commitment to turnover intention but not job satisfaction on intention to leave.

In another study, Chukwudi, Yetunde, and Aniekan (2022) looked at the relationship between employee turnover intentions and the performance of the Nigerian hospitality and tourism sector. They discovered that keeping employees in the hotel industry depended on a number of factors, including how well job stress was managed, how many opportunities there were for staff to advance, how supportive the supervisors were, and how friendly the work environment was. The population of the study was separated into a variety of groups, from which the sample was taken. This was done using a multi-stage technique. To examine quantitative data and quantitative methods, descriptive statistics were used as a data analysis technique. Utilizing frequencies, a table, and a bar chart, the completed questionnaire was checked, categorized, and summarized. A contented employee is more likely to be devoted to the company, the survey found. Even after adjusting for job satisfaction and turnover intentions, poor performers still had a higher likelihood of departing, showing that they were more inclined to make an impulsive departure. On the other hand, after accounting for work satisfaction, top performers were somewhat more likely to desire to leave.

In order to determine the effects of ethical human resource management practices on female employees' intents to leave their jobs, Nie, Lämsä, and Putait (2018) conducted a study. The findings show that SR-HRM policies encouraging equal career possibilities and work-family integration play a major role in lowering women's turnover intentions. The sample consisted of 212 female employees from eight different industries in Finland. By emphasizing the influence of the organizational-level HRM factors on the individual-level outcome, the study contributed to the body of academic debate on corporate social responsibility. Additionally, the examined connection is affected by the gender of the supervisor: female supervisors have a bigger and more important impact on the relationship than male supervisors. According to the report, organizations should actively consider work-family integration initiatives to reduce female employees' intents to leave their jobs.

In Kenya, Ekabu, Nyagah, and Kalai (2018) used a descriptive survey design using both quantitative and qualitative methodologies in data collecting and analysis to investigate the impact of promotional prospects on the intentions of public secondary school teachers in Meru County to leave their jobs. The study included 520 respondents in total. The analyses' findings revealed a substantial correlation between secondary school teachers' intentions to leave their jobs and their chances of being promoted in Meru County. The findings showed that low morale and low levels of commitment among teachers in secondary schools in Meru County were a result of stagnation in one grade and a lack of promotion, which led to high turnover intentions. A study conducted in Ghana by Kwenin, Muathe, and Nzulwa (2013) on the effects of job satisfaction, human resource

policies, and employee rewards on employee retention at Vodafone Ghana Limited found that when reward systems are adequate, they not only promote equity but also boost retention. The results once more demonstrated a strong correlation between retention and favorable human resource practices and job satisfaction. The questionnaire was freely filled out by respondents, which constituted a study restriction because the researcher had no information about the non-respondents.

METHODOLOGY

This was an empirical review study that examined the relationship between work satisfaction and employee turnover intentions in Ghanaian hotels. The study examined the impact of job satisfaction on employees' intentions to leave hotels in Ghana. In this paper, a desk study review methodology was employed to identify the major themes in the empirical literature. To find out more about how job satisfaction affects a hotel worker's decision to leave, a thorough review of empirical research was done.

RESULTS AND DISCUSSIONS

Studies have revealed that due to the anticipated negative consequences it has on a company and employee morale, employee turnover intention has grown to be one of the most significant human resource issues in the hotel business. To retain valuable human resources and maintain good performance, this forces managers to look for better ways to manage their workforce. The challenge of preventing employee turnover, which is expensive, affects productivity and morale, and tends to get worse if not handled with immediately and appropriately, faces the majority of enterprises in the world today. The high turnover costs hotels a lot of money in terms of hiring and choosing new employees, training them, and, most importantly, losing whatever knowledge that employees had acquired while working there. The relatively high levels of turnover could represent a significant loss of investment in training, human capital, and customer quality.

Most of the reviewed literature has cited job satisfaction as one of the major causes of turnover intention among employees in the hotel sector. Studies have shown that turnover intention among employees in the sector usually result from job satisfaction issues. While unfavorable and unconstructive attitudes toward the job reflect job unhappiness, positive attitudes toward the job suggest job satisfaction. It has been said that a person's thoughts and views about their current employment make up their overall level of job satisfaction. Other promising new constructs, such as pay satisfaction, leadership behavior, and psychological climate, could significantly influence turnover intention and its associated organizational outcomes in addition to the usual job satisfaction and organizational commitment for understanding employees' intention to leave and actual leave. Although there are significant differences between different establishments, it has been proven that the intention to leave the workforce in the hotel industry is unacceptably high, averaging up to 200 or 300 percent annually. Most of the reviewed literature has identified factors such as ad hoc recruitment and selection processes used in orientation and socialization processes, workplace discrimination, opportunities for training and development, management styles, organizational commitment, competition, and organizational culture, labor shortage, stress, and burnout, the seasonal nature of the industry, and job dissatisfaction as having an impact on turnover intention rates.

The review's conclusions regarding supervisory support have demonstrated that it has the power to moderate the effect of improper tasks on turnover intention. Additionally, a supervisor who provides a high level of support to an employee at work reduces that employee's likelihood of

leaving the company compared to a supervisor who provides less support. Additionally, it has been demonstrated that in small and micro businesses, supervisor support was essential for minimizing or completely eliminating workplace stress. According to certain studies, there is a considerable inverse association between intention to leave your job and perceived supervisor support (Aggarwal, Jaisinghani & Nobi, 2022). Importantly, the study showed that the connection between the key factors in question was significantly moderated by employment tenure. According to Ashraf and Carter (2022), disagreement between bosses and employees over opposing viewpoints ultimately leads to plans to quit the workplace. It was determined that perceived supervisory support both indirectly and directly mediated the link between stress and intention to leave.

The studies have shown strong correlation between work conditions and turnover intention, and job-related stress can lower medical social workers' job satisfaction, which in turn increases their intention to leave. On the other hand, job-related stress can raise their job burnout, which further lowers their job satisfaction and ultimately increases their intention to leave. The relationship between medical social workers' intention to leave their jobs and job burnout is fully mediated by their level of job satisfaction.

Organizations invest a large sum of money to replace a trained employee. Training a new boss or employee also means that the trainer will be less productive (Bryant & Allen, 2013). The hotel business may find it expensive to replace experienced people, from managers to hourly workers, because training new employees requires a lot of labor, which translates to lost revenue (Milman & Dickson, 2014). According to Bryant and Allen (2013), organizational leaders spend between 30 and 50 percent of entry-level employees' annual pay, up to 150 percent of middle-level employees' salaries, and as much as 400 percent of top management replacement costs. They reasoned that if a hospitality business kept consistent, long-term personnel, employee loyalty would likely rise, which would boost productivity (Mensah, 2013). High staff churn rates frequently result in business failure, an under motivated workforce, and a dearth of trained people in the hospitality sector.

Additionally, there is a connection between worker intention and job embedding in the Australian hospitality sector (Robinson et al., 2014). According to Robinson et al. (2014), there are different ways that job embeddedness might affect retention and turnover. Organizational commitment was especially positively influenced by factors like community and organizational sacrifice. Organizational sacrifice may have a detrimental impact on employees' intentions to leave, but it may also be a factor in their decision to stay. According to the Robinson et al. (2014) study's findings, workers in the hospitality sector might be less likely to leave if the cost of doing so is high. Due to the improved job embedding of employees, managers increased the notion of a high cost of leaving. Positive internal workplace developments and member attachment may also influence turnover.

The reviewed literature also revealed that when hotel employees perceive their efforts as sufficiently rewarded and recognized, they are more likely to stay in the organization and serve the needs of the customers. It has been established that one of the main factors influencing workers' decisions to quit the hospitality industry is the superior pay and benefits provided by other companies. Therefore, employee turnover is expected to decrease if hotel management provides sufficient promotional chances and competitive remuneration. In particular, if they would be moving to another business with the same job and similar task assignments, employees are less likely to quit one that adequately.

CONCLUSIONS

Based on the findings from the reviewed literature, this study concludes that high turnover rates among employees in hotel sector are problematic for high quality services in the sector. The importance of supervisors in normal practice is emphasized by research; nonetheless, formal supervision is typically infrequent and is not always given the attention it deserves. This study determined the impact of supervisory assistance on decreased turnover intention through decreased weariness by using an empirical study technique. As a result, the current study highlights the significance of supervision for staff members in Ghanaian hotels by possibly reducing burnout and turnover intentions. This study not only addresses the organizational management need for the well-being of employees in the hotel sector, but also indicates an important future direction that could improve the quality of mental health care, benefiting clients, given that provider burnout and turnover could have a negative impact on the quality of work.

This study concludes that customer happiness, is directly tied to the performance of the hotel industry and necessitates the hiring and retention of qualified personnel. Management should use a variety of tactics to urge qualified personnel to stay. Employee expectations, job stress, compensation, motivation, promotions, training and development, interpersonal relationships, and work environment all have a major favorable impact on employee turnover, as this study has shown. The goal of human resource management in the hospitality sector, according to the current study, should be to maximize employees' job happiness. The hotel industry can reduce the turnover rate thanks to an effective selection and recruitment procedure.

The study also concludes that for the hotels in Ghana to retain their employees, there is need for them to offer them adequate promotional opportunities. This is due to the fact that employee turnover is likely to decrease when hotel management provides enough promotional opportunities and competitive remuneration. Employees are less likely to quit a company that meets their demands for compensation and recognition, especially if they would be going to another company where they would have the same job and similar task assignments. According to the findings of the literature study, coworker support, role stressors/inter-role conflicts, and burnout had stronger correlations with hotel employees' intention to leave their jobs. Additionally, there is proof that country cultures and employment levels may act as moderators in the links between turnover intention and its precursors.

RECOMMENDATIONS

Supervisors support has been found to be critical determinant of quality practices and the importance of supervision for employees in the hotels in Ghana by potentially alleviating burnout and turnover intentions. This study thus recommends that the supervisors in hotels in Ghana must provide adequate support to the employees, which will be important in helping them to develop their self-efficacy. Self-efficacy is helpful for the employees to reduce their TI and to improve their TP. Illegitimate tasks are not positively associated with the intention to leave a hotel when employees receive high supervisor support during the work environment, according to research. On the other hand, individuals who received little supervisory support from their immediate supervisor are substantially more likely to be given illegal assignments. Therefore, it is suggested that future research build on this one by including rage or role conflict as a mediator between improper tasks and turnover intention. However, comparable research can also be managed in various hospitality industries or across geographical regions.

According to the study, job-related stress is the main factor in the formation of employees' intention to leave their jobs. On the one hand, job-related stress can lower medical social workers' job satisfaction, which can increase their intention to leave their jobs; on the other hand, job-related stress can heighten job burnout in medical social workers, which can further lower their job satisfaction and ultimately increase their intention to leave their jobs. Medical social workers' intention to quit their jobs and job burnout are fully mediated by job satisfaction. The study therefore suggests that hotel management in Ghana should attempt to reduce turnover by putting an emphasis on goals, fostering a positive non-physical work environment, and taking note of the physical working conditions of staff.

Every employee should be taken into consideration for a prospective progression in the company because research has shown that employee promotions favorably increase employee motivation and engagement. According to the study, hotel owners in Ghana should pay attention to their staff members' accomplishments and interests and provide training opportunities in a variety of fields so that they can advance in their careers. Additionally, all hotel employees in Ghana should have access to training and development opportunities in order to raise their interests and value as well as to draw and keep them for successful outcomes. Promotion has been found to be a significant source of employee pleasure, and happy employees are more devoted to the business. The study concludes by urging revision of the bureaucratic rules governing the promotion process among hotels in Ghana in order to eliminate needless delays, particularly in establishments where the promotion process is centralized. A policy defining who and when a person should be promoted should be developed by participants in the hotel sector in Ghana. This will aid in addressing the study's findings about prejudice in job promotions.

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