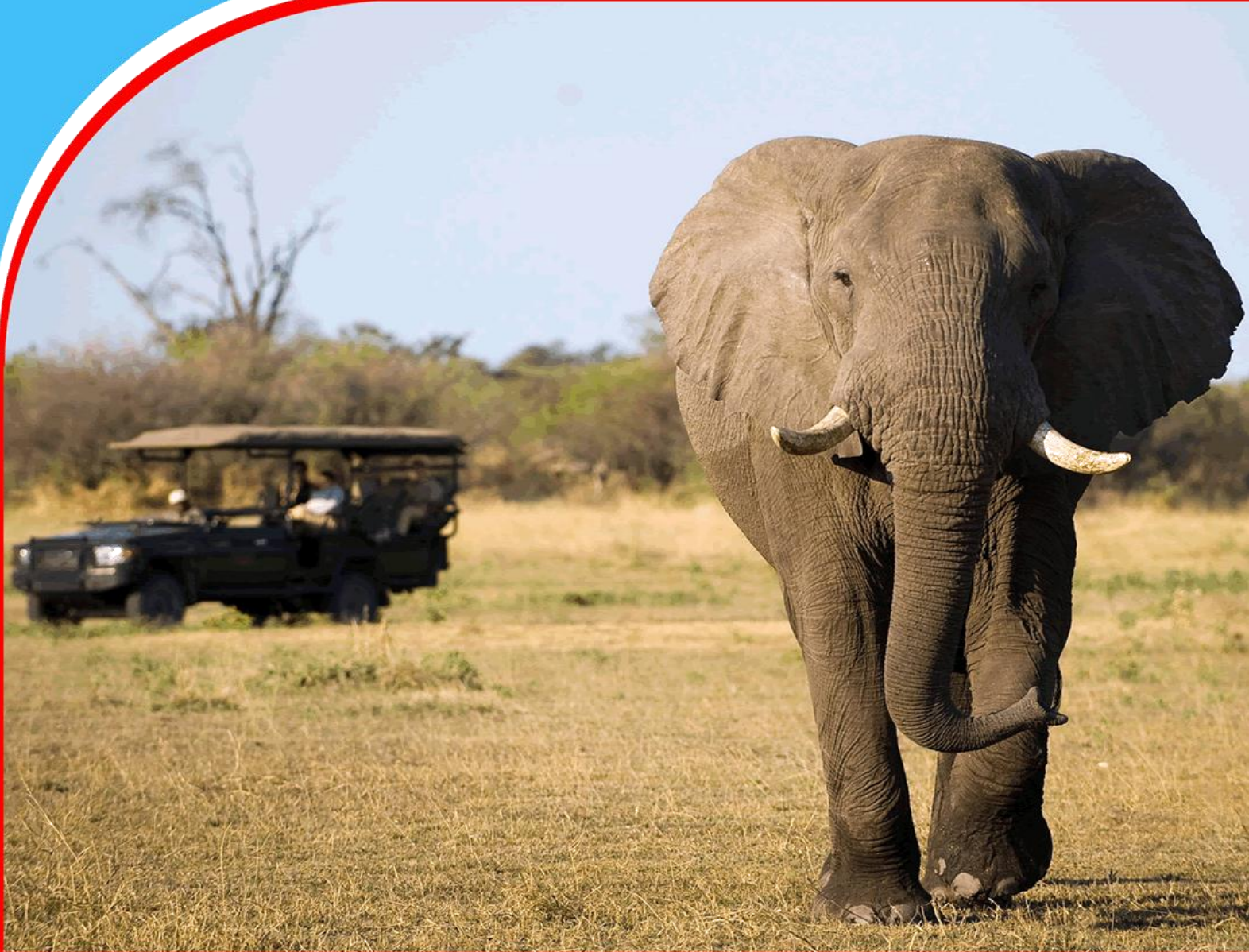


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## **Factors Influencing Employee Retention in 3-Star Hotels: Evidence from New Juaben North Municipality, Ghana**

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### **Abstract**

**Purpose:** Hotels spend millions of dollars every year on recruitment processes. Nevertheless, employee retention rate has not been encouraging among hotels in Ghana. This paper therefore assessed the factors influencing employee retention in 3-star hotels in New Juaben North Municipality of Ghana.

**Methodology:** The explanatory research design was employed, and a representative sample of 102 employees were randomly selected and included in this study. A structured questionnaire was used to collect data for the analysis. Multiple regression models were used to estimate hypothesised unadjusted and adjusted relationships between employee retention and potential retention factors – training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction and job security.

**Findings:** First, adjustment with the factors showed significant effects of training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction and job security on employee retention. Next, control for employees' characteristics revealed significant relationships of training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction and job security with employee retention.

**Recommendation:** The findings suggested that improvement in these explanatory factors would result in high employee retention rate in 3-star hotels in the New Juaben North Municipality. Thus, managements of these hotels should channel efforts into improving work conditions of their employees.

**Keywords:** *Employee retention, job satisfaction, job security, work-life balance, training and development, wages and compensation*

## Introduction

In today's competitive business world, employee turnover has become one of the pressing issues businesses across the globe have to grapple with (Makokha, 2019; Malek, Kline, & DiPietro, 2018). Globally, research has shown that 60% to 70% of employees abandon their jobs voluntarily, and 5% leave their organisations on a monthly basis (Sila, & Širok, 2018). High employee turnover is associated with myriads of problems. Among these problems are the high cost involved replacement process which includes the search for external labour market for possible substitutes, selection between competing substitutes, induction, formal and informal training of the replacement until he or she reaches an appreciable level of performance that is equivalent to that of the individual who quit – this is simply an expensive process; loss of experienced employees; fall in productivity and general firm performance; and ultimately, reduced profit levels (Sila et al., Širok, 2018; Nasir & Mahmood, 2018; Asif & Nisar, 2021).

Considering the forgoing problems, and how disastrous they could be to business performance and stability, businesses are now focused on employee retention, making employee retention an area of relevant focus to researchers, academicians, and industry players, among others (Makokha, 2019; Yousuf, & Siddqui, 2019). According to Lam et al., (2015), employee retention is referred to as the amount of time an employee spends in an organisation. Zineldin (2000) also defines retention as an obligation to continue to work with a particular organisation on an ongoing basis. Taking these two definitions into account, employee retention can simply be termed as an organisation's abilities and strategies to retain its active employees for a long or a defined period of time so as to minimise turnover rate.

Businesses, irrespective of industry, benefit from high employee retention rate. These benefits include, but not limited to, cost reduction, morale improvement, experienced employees, recruitment and training efficacy, increased productivity, better customer experience, improved culture, better employee experience, increased revenue and improved employee satisfaction (Nyanjom, 2013; Yousuf et al., 2019; Sila et al., 2018). These show that employee retention is very important to organisational development, and thus, every business organisation should strive to ensure high employee retention. Nonetheless, it should be pointed out that retention of employees does not come so easily to organisations, as there are many factors that influence employee retention in organisations (Yousuf et al., 2019; Magaisa, & Musundire, 2022; Makokha, 2019; Dwomoh, & Frempong, 2017; Rakhra, 2018; Asif, & Nisar, 2021; Yousuf et al., 2019; Nyanjom, 2013).

For instance, Nyanjom (2013) identified employee training and career development, performance appraisal, employee empowerment, employee commitment, and employee compensation as factors influencing employee retention Kenyan state corporations. Yousuf et al., (2019) reported performance appraisal, training and development, and work environment to have significant effects on employee retention in IT and Banking Industry in Pakistan. Also, Asif et al., (2021) revealed rewards and work-life balance to have noteworthy influence on employee retention in organisations in Pakistan. Further, Rakhra (2018) stated work environment, retention strategy, wages and compensation, job satisfaction and job security as factors influencing employee retention in companies located in Delhi. Furthermore, Dwomoh et al., (2017) found compensation and reward systems, issues of work-life balance, good image and working environment, permanence of jobs, values and beliefs alignment, fairness and good relations to have influence on

employee retention in the banking industry in Ghana. Additionally, Magaisa et al., (2022) reported talent management, job satisfaction, management, training and development, rewards and recognition, remuneration, work-life balance, innovation, succession planning and communication to have influence on employee retention in Zimbabwean companies.

Based on the above prior empirical findings, it can be deduced that, generally, factors influencing employee retention in organisations revolve around training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction, and job security. Again, considering the above findings, it appears that factors influencing employee retention have received an intense attention from researchers. However, majority of the prior studies were either conducted outside Ghana or focused on organisations other than hotels (Magaisa et al., 2022; Dwomoh et al., 2017; Rakhra, 2018; Asif et al., 2021; Yousuf et al., 2019; Nyanjom, 2013). Also, the researchers did not come across any study that included employees' demographic characteristics of age, sex, marital status and education in the same model, either as primary independent variables or covariates, as the possible factors that influence employee retention, though other scholarly works posited that these demographic factors could influence employee retention or an employee's decision to stay or leave an organisation (Sicherman, 1996; Keith & McWilliams, 1995; Glass, & Riley, 1998; Williamson, 1981; Barnes, & Jones, 1974; Muir & Li, 2014; Nasir, Ashraf & Riaz, 2019). This implies that prior studies which used inferential models to assess factors influencing employee retention might have suffered omitted variable bias.

Consequently, the researcher are of the view that, to appreciate the true effects of the factors of training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction, and job security on employee retention, there is the need to control for age, sex, marital status and education. This is because the likelihood of old people leaving their jobs, due to reduced strength, may be higher compared to young people (Sicherman, 1996); women are more likely to have their careers interrupted due to family considerations and other issues such as sexual harassment (Muir & Li, 2014; Nasir et al., 2019); married people have to consider quite complicated concerns (i.e., home management, family, children issues, etc.) when it comes decisions to either stay or leave a job (Glass & Riley, 1998); and finally, level of education appears to have a link with the number of job openings available to a worker (Williamson, 1981). All things considered, there seems to be gaps in extant literature; thus, studies are needed to fill these gaps, taking cognisance of the issues raised thus far.

Again, on retention of employees, stakeholders in the hospitality industry believe that acquisition and retention of employees is key to delivering quality service to clients (Karatepe, 2013; Makokha, 2019). It is, thus, not surprising that hotels spend millions of dollars on improving customers' experience, through employee engagement (Sila et al., 2018). Nevertheless, extant literature has it that hotels still have a long way to go, in terms of employee retention (Malek et al., 2018; Njoroge & Yazdanifard, 2014), as though human resource experts agree that acceptable employee turnover rate should be between 10% to 15% – the hotel sector records, on average, a strikingly high employee turnover rate of 73.8% annually (Makokha, 2019). Three star rated hotels in the New Juaben North Municipality of Ghana are no exceptions if it comes to the issues of employee retention. According to information obtained from these hotels, it appears that, over the years, the hotels having been experiencing high turnover rates. Apart from the counterproductiveness of this phenomenon, a lot of resources which could have been channelled

into other productive areas of the hotels' operations had been committed to employee replacement processes and programmes.

Considering this problem, and to strategise means to resolve its ravaging consequences, it is prudent to investigate which factors, among those established by extant literature, significantly influence employee retention in these three star hotels. Regrettably, no study has yet looked at factors influencing employee retention in the three star hotels in the New Juaben North Municipality. Existing related studies were either conducted outside Ghana (Rakhra, 2018; Asif et al., 2021; Yousuf et al., 2019; Nyanjom, 2013), or considered organisations other than hotels (Dwomoh et al., 2017; KPMG, 2007). Also, our searches did not find any existing study that, in assessing the factors that influence employee retention, took into account demographic characteristics of employees – especially studies that employed regression models to analyse the effects of these factors on employee retention.

Additionally, it should be pointed out that the findings of prior related studies cannot be comprehensively applied to decision-making regarding employee retention in hotels, as majority of the related studies, as mentioned earlier, were conducted in countries whose socio-economic conditions are different from that of Ghana, and some also focused on organisations such as banks, hospitals, IT firms and schools whose operational environments are entirely different from that of hotels. It was against this backdrop that this study was carried out to address the gaps identified in existing literature.

The main objective of this research was to assess the factors influencing employee retention in the three star hotels in the New Juaben North Municipality of Ghana. Particularly, the effects of training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction, and job security on employee retention were analysed. This study focused on all the three star rated hotels in the New Juaben North Municipality. This kind of study will contribute to the extant knowledge on factors influencing employee retention. Also, the findings will have noteworthy effects on decision-making at individual employee and firm levels. Additionally, understanding the relationship between the aforementioned factors and employee retention will provide managers in the hotel industry insights into how to handle and deal with employees in order to improve retention and mitigate turnover rates, which may in turn help reduce the high unemployment situation which has become inescapable in Ghana, as well as contribute to attaining the first Sustainable Development Goal (SDG) – no poverty (United Nations (UN), 2015), as the employed is more likely to eke out a living, compared to the unemployed.

### **Theoretical Background and Hypotheses Formulation**

This section presents the theoretical underpinnings of the study, as well as review of prior related empirical studies leading to the formulation of hypotheses. The theories deemed appropriate for this study are job embeddedness theory, Maslow's hierarchy of needs theory, Herzberg's theory, and the equity theory. The embeddedness theory, put forth by Polanyi (1944), posits that the kind of relationships built between employees and their organisations determine whether the employees leave their positions or stay. Employees are likely to stay if they feel connected to their organisations through necessary job knowledge, personal skills, favourable working conditions and the community (Polanyi, 1944; Holtom & Darabi, 2018; Yousuf et al., 2019). Also, if the relationship between employees, management and colleague is good and satisfactory, employees are likely to stay in their positions (Holtom & Darabi, 2018; Makokha, 2019). These imply that

employees will leave if they feel no connections with their organisations. Deducing from the embeddedness theory, a relationship can be modelled between job knowledge and personal skills – which can be achieved through training and development; working conditions and satisfactory relationship with management – which may comprise wages and compensation, performance appraisal, work-life balance, job satisfaction and job security; and employee retention in the three star hotels in the New Juaben North Municipality.

Also, the Maslow's hierarchy of needs theory emphasises that companies should consider the basic requirements of their employees (Maslow, 1943). These requirements revolve around health, job security and payment (Maslow, 1943; Rakhra, 2018). Consequently, when employees feel that their organisations care about them and their jobs are secured, they get committed to the organisation. This means that job security, and wage and compensation can influence employee retention rate in an organisation.

Further, the Herzberg's theory focuses on motivator and hygiene factors to determine employee retention rate; whereas the motivator factors lead to employee satisfaction, hygiene elements cause dissatisfaction (Herzberg, 2005). According to the theory, motivator factors include recognition, achievement, work, growth, and advancement; and hygiene factors include relationship with boss, supervision, salary, relationship with colleagues, work conditions and the company's policy (Herzberg, 2005). It could, thus, be inferred from the assertions of the theory that training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction, and job security might influence employee retention.

Additionally, the equity theory, propounded by Adams (1963), has been used in social studies to explain relationships. In business organisations, it is often used to substantiate the connection between employees and their employers. Employees compare their individual input/output and the input/output of their colleagues, in order to establish equitable treatments. In this case, inputs may include expertise, experience, qualifications, time and personal qualities. Outcomes, on the other hand, include benefits, monetary compensation, and flexible work arrangements. If employees perceive unfairness or inequity, they might decide to leave the company. Meaning, benefits and monetary compensation, captured collectively as wages and compensation, and flexible work arrangement, captured as work-life balance, have direct influence on employee retention.

Drawing from the assertions of these theories, it could be seen that training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction, and job security drive employees to remain with their employers. This means that these theories could serve as the appropriate interpretive lenses through which the effects of training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction, and job security on employee retention can be assessed.

### ***Training and Development, and Employee Retention***

Training and development is very crucial when it comes to employee engagement. Usually, the human resource department of an organisation is responsible for training and development of employees. Typically, training and development involves providing employees the knowledge and skills needed to execute a given task now or in the future (Magaisa et al., 2022). Separately, training may be considered as linked to immediate changes in organisational effectiveness through instructions, whilst development is linked to the progress of long-term organisational and

employee goals (Salah, 2016; Rakhra, 2018). Oftentimes, the two terms have either been used interchangeably or together to refer to improving the effectiveness of organisations and the individuals and groups within these organisations (Rakhra, 2018).

Training and development has been argued to have positive influence on employee retention rate in organisations. For instance, Magaisa et al., (2022) intimated that training and development improves the skills and talents of employees for present and future positions. This implies that trained employees who know they are potential holders of positions within the organisation in the future are likely to stay in the organisation, compared to employees not trained by the organisation, as lack of training and development does not motivate employees (Magaisa et al., 2022). Survival of many firms largely depends on training and development of employees, as technological trends keep changing and firms need to keep up (Salah, 2016; Ldema, & Bazza, 2015). Also, Oki (2014) contended that holistic training and development is a strategy that organisations or employers can employ to enhance employee productivity. It is, thus, not surprising that many prior empirical studies strongly recommended training and development as one of the effective employee retention strategies (Yousuf et al., 2019; Makokha, 2019; Nyanjom, 2013; Dwomoh et al., 2017; Rakhra, 2018). All these prior studies confirmed a possible relationship between training and development, and employee retention. Therefore, this study hypothesised that:

**Hypothesis 1 (H1):** *There is a significant positive relationship between training and development, and employee retention in three star hotels in the New Juaben North Municipality of Ghana.*

#### ***Wages and Compensation, and Employee Retention***

People work because they need to provide themselves basic needs of life; thus, people may only be motivated to work if they are sure they will get, from their employers, what it takes to take care of their basic needs. This means that employees who are not being well compensated or paid for their efforts by employers may decide to leave their job (Magaisa, & Musundire, 2022). Magaisa et al., (2022) are of the view that retrenchments and restructurings could be phenomena of the past if employers could improve compensation packages for their employees. Also, Nyanjom (2013) reported compensation as one of the most important factors that influence employee retention in state corporations in Kenya. In the banking industry in Ghana, Dwomoh and Frempong (2017) further revealed that appropriate designing of compensation and reward systems to meet employees' expectations significantly drive employee retention. These are all not surprising as people would just want to keep working with an employer who pays good salaries and have employee-focused compensatory systems in place (Rakhra, 2018; Asif et al., 2021; Akila, 2012; Anis, Nasir, & Safwan, 2011; Janjhua, Chaudhary, & Sharma, 2016). As could be seen thus far, all the prior related studies the researchers came across suggest a possible direct relationship between wages and compensation, and employee retention. Based on this, the study hypothesised that:

**Hypothesis 2 (H2):** *There is a significant positive relationship between wages and compensation, and employee retention in three star hotels in the New Juaben North Municipality of Ghana.*

#### ***Performance Appraisal and Employee Retention***

Performance appraisal involves the process of examining and evaluating an employee's performance in order to expedite decisions of career development of the employee (Gruman & Saks, 2011). Through performance appraisal, an employee's overall contribution to an

organisation can be assessed, and if found capable, a possible promotion to higher positions can be considered by the employer (Yousuf, & Siddqui, 2019). Essentially, performance appraisal serves as a medium of communication between an employee and an employer. According to Yousuf and Siddqui (2019), employees who get appraisal reports from their employers are more likely to build strong relationships with their organisations than those who do not get performance appraisal from their employers. This goes to say that performance appraisal has a noteworthy influence on employees' decision to stay with their organisations. This is not surprising as many prior studies reported that performance appraisal influences, positively, employee retention in organisations (Yousuf et al., 2019; Nyanjom, 2013; Holtom, & Darabi, 2018). Taking into account the findings of all the studies reviewed by the researchers, this study hypothesised that:

**Hypothesis 3 (H3):** *There is a significant positive relationship between performance appraisal and employee retention in three star hotels in the New Juaben North Municipality of Ghana.*

#### ***Work-life Balance and Employee Retention***

Work-life balance is the ability of an employee to balance work, everyday life, social life, health and family (Balamurugan & Pasupathi, 2018). It may also be referred to as the equilibrium that exists between an individual's job and the individual's personal life (Bajpai, Prasad, & Pandey, 2016). According to Balamurugan and Pasupathi (2018), work-life balance has become a great concern to both the employer and the employee. Thus, it is not surprising work-life balance has been cited as one of the major factors that contribute to employee's desire to leave or stay in an organisation (Mahan, Nelms, & Bearden, 2018). Work-life balance is usually related to an individual's performance, productivity and job satisfaction (Magaisa et al., 2022). A supportive work-life balance encourages a conducive and healthy work condition and balanced personal life, and this encourages employees to be loyal to the organisation they are working for (Garg, & Yajurvedi, 2016); thus, increasing the possibility of the employee staying in the organisation.

According to Magaisa et al., (2022), work-life balance in Zimbabwean manufacturing sector does not encourage a healthy work condition and balanced personal life, making it difficult to support employee loyalty. Consequently, this type of organisational culture can deny employees total job satisfaction (Kwakye, 2018). Nonetheless, it should be pointed out that an organisation with cultural issues – where management does not appreciate and recognise its employees – is likely to experience a high employee turnover rate, as the employees would be compelled to leave the organisation due to the attitude management has towards them (Iqbal, Guohao, & Akhtar, 2017; Thomas, Uitzinger, & Chrysler-Fox, 2018). In Ghana, it is not uncommon to come across a corporate employee who is unsatisfied with his/her work-life balance, but due to unfavourable economic issues in the country, it is difficult to decide to leave one's job – this is not to say that high turnover does not remain a threat to business organisations in the country. All in all, it appears that improved work-life balance will likely lead to high employee retention rate. Therefore, this study hypothesised that:

**Hypothesis 4 (H4):** *There is a significant positive relationship between work-life balance and employee retention in three star hotels in the New Juaben North Municipality of Ghana.*

#### ***Job Satisfaction and Employee Retention***

Job satisfaction encompasses many things. These include acceptable working conditions as well as a satisfying working atmosphere, realistic compensation, and reasonable working conditions



(Ul-Aabdeen, Khan, Tahir, Salman, Khan, & Ali, 2016). Ul-Aabdeen et al., (2016) indicated that employees are motivated if they benefit from these factors, and they are encouraged to excel beyond expectations in order to achieve organisational objectives (Al Mamun, Sohag, & Hassan, 2017). Essentially, job satisfaction drives employees to achieve much more beyond expectations. Employees' enthusiastic behaviour towards work is shaped by job satisfaction, as employees not satisfied at work are likely to delay production, absent themselves from work; consequently, turnover is triggered (Sila et al., 2018). As stated earlier, factors of good working environment, effective and efficient leadership, attractive remuneration, fringe benefits, job fit and career development lead to employee job satisfaction, and if these are appropriately addressed, employees become committed to their work and the organisation (Al Mamun, Sohag, & Hassan, 2017); hence, culminating in high retention rate (Yousuf et al., 2019). Taking these into account, the present study hypothesised that:

**Hypothesis 5 (H5):** *There is a significant positive relationship between job satisfaction and employee retention in three star hotels in the New Juaben North Municipality of Ghana.*

### ***Job Security and Employee Retention***

Security is crucial in every aspect of life. Job security is referred to as the likelihood that an employee will keep their job, as opposed to losing the job or getting dismissed (Neely, 2010; Alterman, Luckhaupt, Dahlhamer, Ward, & Calvert, 2010). Simply put, a job with a high level of security would have an employee having just a small chance of losing it. Job security is one of the factors employees pay attention to, when they are employed to work with an organisation (Alterman et al., 2010). Practically, employees would want to stay where their jobs are guaranteed. This means that a typical employee would leave his/her employer if his/her job security was not guaranteed for other organisations where job security was assured (Nyanjom, 2013). Thus, for a high employee retention rate in an organisation, there is the need for the organisation to assure its employees full job security. In the light of extant literature, virtually everything points to the fact that increased job security improves employee retention rate (Nyanjom, 2013; Rakhra, 2018; Al Mamun, Sohag, & Hassan, 2017; Thomas et al., 2018). Considering these, the study hypothesised that:

**Hypothesis 6 (H6):** *There is a significant positive relationship between job security and employee retention in three star hotels in the New Juaben North Municipality of Ghana.*

### **Methodology**

This section presents the research design, sample and sampling techniques, measurement of variables, and data processing and analysis techniques.

#### ***Research design***

The explanatory design was employed for this study. The design helps to explain cause and occurrence of a given phenomenon (Saunders, Lewis, & Thornhill, 2019). According to Saunders et al., (2019), this design helps to account for the effect of independent variables on dependent variables. This design was employed because the researcher sought to examine the effect of a set of factors – training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction, job security – on another factor – employee retention. This design also supports descriptive properties which seek to describe data sets before inferential statistics are performed (Saunders et al., 2019).

### ***Sample and sampling techniques***

There were three 3-star rated hotels in the New Juaben North Municipality at the time of this study. These have been pseudonymised as Hotel A, Hotel B and Hotel C. The study population included all the employees in these three Hotels. This is in line with the main purpose of the study which seeks to examine the factors influencing employee retention in three star hotels in the New Juaben North Municipality of Ghana. The choice of three star hotels was informed by the fact that, in terms of number, they contribute a lot to the rated hotels in Ghana, and appear to contribute more to hospitality and tourism in Ghana as many guests and tourists prefer to lodge in them due to the budget but comfortable services they offer; thus, a big blow may be dealt to the hospitality industry if these hotels become nonoperational due to total employee attrition. A total of 125 employees made up the target population. Table 1 displays the population distribution among the three hotels.

**Table 1: Population distribution**

| Hotel | Valid N | Valid % |
|-------|---------|---------|
| A     | 35      | 28      |
| B     | 40      | 32      |
| C     | 50      | 40      |
| Total | 125     | 100     |

*Source: 3-star Hotels in New Juaben North (2022)*

Employing the census technique, all the 125 employees were included in the sample frame. For the actual data collection process, the researchers first contacted the managers of the respective hotels through phone calls, to obtain the willingness of the hotels and their employees to participate in the study. The managers were briefed about the purpose of the study, and were assured of data confidentiality. The managers then relayed the information to their subjects. The contacting was done over only three days. Second, a pilot test of the survey instrument was conducted by administering the instrument to 15 purposively selected participants from the three hotels to confirm face validity and comprehension of item statements, and the outcomes were favourable. The final instrument was self-administered to the remaining 110 participants. The data collection spanned a period of about one month – beginning from 11<sup>th</sup> March, 2022 to 12<sup>th</sup> April, 2020. In all, 106 of the employees actually agreed to participate in the study, and ultimately responded to the instrument items with the needed information. However, four questionnaires were found unsuitable for analysis due to missing responses. Thus, a total of 102 completely filled questionnaires were used at the data analysis stage. This, to a good extent, satisfies the minimum sample size required for a population of 125, estimated at an error margin of 0.05, and 95% confidence level (Adam, 2020).

### ***Measurement of Variables***

This subsection presents how the variables used in the study have been conceptualised. Variables considered herein are the independent variables – training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction, and job security; dependent variable – employee retention; and covariates – age, sex, marital status and education.

## Independent variables

Training and development was operationalised to include five item statements measured on a five-point Likert scale, captured as “1 = strongly disagree”, “2 = disagree”, “3 = neutral”, “4 = agree” and “5 = strongly agree”. The specific statements the participants responded to are as follows: (i) I enjoy training and career development programmes; (ii) Employee training and career development benefits are in place; (iii) I am satisfied with the training and career development offered to me by the hotel; (iv) Employee training and career development programmes offered are linked to each employee’s career needs; and (v) The hotel offers sponsored training to employees. This scale has a strong validity and internal consistency with Cronbach’s alpha of 0.91.

Wages and compensation was conceptualised to include four items after a thorough validation process. These are: (i) Yearly bonus is given on time; (ii) I am satisfied with the educational subsidies given by management; (iii) Extra payment is given for overtime; and (iv) Performance-based incentives are given. Each of the four items was anchored on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The study participants were asked to indicate their level of agreement to each of the statements. This scale has a good validity and internal consistency with Cronbach’s alpha of 0.82.

Performance appraisal was operationalised to include four items. These items are: (i) “The hotel has an effective and transparent performance appraisal process in place”; (ii) “Employees’ career goals are established and supported by the performance appraisals”; (iii) “Feedback from performance appraisals culminates in enhanced employee development”; and (iv) “Performance appraisal system encompassing monitoring and coaching is in place”. Each of the four items was anchored on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The study participants were asked to indicate their level of agreement to each of the performance appraisal statements. This scale has a good validity and internal consistency with Cronbach’s  $\alpha = 0.88$ .

Work-life balance was conceptualised to have four dimensions, and these are: (i) I enjoy a comfortable work environment; (ii) There is standard working hours; (iii) My job is always guaranteed; and (iv) There is good job description, ensuring flexibility. Each of the four items was anchored on a 5-point Likert scale ranging from “1 = least agreement” to “5 = highest agreement”. The study participants were asked to indicate their level of agreement to each of the statements. This scale has a good validity and internal consistency with Cronbach’s alpha of 0.85.

Job satisfaction was operationalised to include six items – (i) Our hotel upholds career development; (ii) There is a satisfactory work culture; (iii) Salary is satisfactory; (iv) I am emotionally attached to my hotel; (v) I am satisfied with the tasks I undertake here; and (vi) I am satisfied with the hotel’s image. Each of the five items was measured on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The study participants were asked to indicate their level of agreement to each of the statements. This scale has a good validity and internal consistency with Cronbach’s alpha of 0.79.

Job security was conceptualised using three items measured on a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. The participants indicated their level of agreement to each of the following items, giving cognisance of job security: (i) There is retention policy in

this hotel; (ii) My job is secured; and (iii) Management gives adequate leaves. The scale has a moderate validity and internal consistency with Cronbach’s  $\alpha = 0.68$ .

**Dependent variable**

The dependent variable – employee retention – was assessed through five employee retention indicative dimensions which revolved around job promotion, general satisfaction with job, timely feedback from management, optimistic thinking on the part of employees, and professional experience. These statements were measured on a five-point Likert scale, with anchors of “1 = strongly disagree”, “2 = disagree”, “3 = neutral”, “4 = agree” and “5 = strongly agree”. Higher scores suggest higher rates of employee retention. Good validity and internal consistency (Cronbach’s  $\alpha = 0.89$ ) were recorded.

**Covariates**

The study controlled for some employee characteristics due to their possible connections with retention rate and the factors that influence retention rate. Specifically, employee’s age, sex, marital status, and education were considered. Age was grouped into “ $\leq 20$  years”, “21 - 30 years”, “31 - 40 years”, “41 - 50 years”, “51 - 60 years” and “ $> 60$  years”; sex – female or male; marital status – unmarried or married; and education classified into “Certificate”, “Diploma”, “Degree”, “Master’s” and “PhD”.

**Data Processing and Analysis**

The analysis was carried out in three phases. The first phase comprised summary statistics to describe the sample, and mean and standard deviation were reported for variables measured on a continuous scale whilst frequency and percentage were reported for categorical variables. Second, the Pearson’s correlations were conducted for the independent variables – training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction, and job security – with the dependent variable, employee retention. Third, a two-stage multiple linear regression model was built. In the first stage, the unadjusted effects were separately modelled to assess the specific crude effects of training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction, and job security on employee retention. These specific models are specified in (1), (2), (3), (4), (5) and (6).

$$ER_i = \beta_0 + \beta_1 TD_i + \varepsilon_i \dots\dots\dots (1)$$

Where: ER = employee retention; TD = training and development;  $\beta$  = coefficient; i = cross-sectional data;  $\varepsilon$  = error term

$$ER_i = \beta_0 + \beta_1 WC_i + \varepsilon_i \dots\dots\dots (2)$$

Where: ER = employee retention; WC = wages and compensation;  $\beta$  = coefficient; i = cross-sectional data;  $\varepsilon$  = error term

$$ER_i = \beta_0 + \beta_1 PA_i + \varepsilon_i \dots\dots\dots (3)$$

Where: ER = employee retention; PA = performance appraisal;  $\beta$  = coefficient; i = cross-sectional data;  $\varepsilon$  = error term

$$ER_i = \beta_0 + \beta_1 WLB_i + \varepsilon_i \dots\dots\dots (4)$$

Where: ER = employee retention; WLB = work-life balance;  $\beta$  = coefficient;  $i$  = cross-sectional data;  $\varepsilon$  = error term

$$ER_i = \beta_0 + \beta_1 JS_i + \varepsilon_i \dots \dots \dots (5)$$

Where: ER = employee retention; JS = job satisfaction;  $\beta$  = coefficient;  $i$  = cross-sectional data;  $\varepsilon$  = error term

$$ER_i = \beta_0 + \beta_1 JSe_i + \varepsilon_i \dots \dots \dots (6)$$

Where: ER = employee retention; JSe = job security;  $\beta$  = coefficient;  $i$  = cross-sectional data;  $\varepsilon$  = error term

Moreover, the researchers adjusted for the training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction, and job security to evaluate the relative effect of these factors on employee retention. The model is specified in (7).

$$ER_i = \beta_0 + \beta_1 TD_i + \beta_2 WC_i + \beta_3 PA_i + \beta_4 WLB_i + \beta_5 JS_i + \beta_6 JSe_i \dots \dots \dots (7)$$

In the second stage, the researchers included the control variables by adjusting for the empirical demographic characteristics of interest – age, sex, marital status and education – in each of the foregoing models to further investigate the relative effects of the main explanatory variables on employee retention. It should also be pointed out that the researchers checked for multicollinearity, using the variance inflation factor (VIF), and normality of the dependent variable, employing the Shapiro-Wilk Normality Test. All the VIF values computed were below 2.5, implying no problems of multicollinearity. Shapiro-Wilk Normality Test also produced a significance value of greater than 0.05, indicating that the data was normal. Across all analyses herein, the level of significance was  $p < 0.05$  (two-tailed). The IBM-SPSS (version 23.0) was used to perform all analyses.

### Results and Analysis

The descriptive statistics of the employees’ characteristics and the variables are displayed in Table 2. About 38% of the employees involved in the study were females, whilst 62% were males. Only one person was less than or was 20 years old at the time of the study; majority, about 88%, were between the ages of 21 and 30 years, with equal number of employees, six, falling within the ages of 31 to 40 years and 41 to 50 years, respectively. Additionally, about 54% were unmarried whilst about 46% were married. Diploma holders were about 44% of the total number of employees involved in the study, followed by Bachelor’s holders, 34%, then Certificate holders, 17%, and finally, Master’s holders, 6%. The employee retention average score was ( $M = 3.37 \pm .45$ ), that of training and development was ( $M = 3.44 \pm .57$ ), and that of wages and compensation was ( $M = 4.09 \pm .74$ ). Performance appraisal had an average score of ( $M = 4.44 \pm .54$ ); work-life balance was ( $M = 3.93 \pm .64$ ); job satisfaction was ( $M = 3.79 \pm .66$ ); and a mean score of ( $M = 4.05 \pm .49$ ) was recorded for job security.

Next, as could be seen, the reliability coefficients assessed using Cronbach’s alpha, and the correlation matrix of the dependent and independent variables are displayed in Table 3. The Cronbach’s scores showed a high level of internal consistency and reliability for the outcome variable, employee retention, and the explanatory variables – training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction, and job security. Specifically, reliability scores of 0.897, 0.731, 0.760, 0.868, 0.966, 0.621, and 0.670 were recorded

for ER, TD, WC, PA, WLB, JS, and JSe, respectively. These reliability values were above the minimum acceptable threshold of 0.6 suggested by Bell (2022).

Additionally, the correlations among most of the independent variables were less than 0.7, except for the correlations between PA and JSe ( $r = .816$ ;  $p < 0.01$ ), WLB and JSe ( $r = .841$ ;  $p < 0.01$ ), and JS and JSe ( $r = .733$ ;  $p < 0.01$ ). Nevertheless, issues of multicollinearity were under control as none of the correlation scores was above 0.9, as recommended by Tabachnick and Fidell (2012). Therefore, all these variables were distinctively included in the succeeding regression analyses. Again, although the correlations between the independent variables PA, WLB and JSe, and the dependent variable ER were significant, the associations were weak. The remaining independent variables showed no significant associations with the dependent variable.

**Table 2: Descriptive statistics of employee characteristics and variables**

| Variable              | N=110 | (%)  | Mean | ±SD |
|-----------------------|-------|------|------|-----|
| <b>Sex</b>            |       |      |      |     |
| Female                | 42    | 38.2 |      |     |
| Male                  | 62    | 61.8 |      |     |
| <b>Age</b>            |       |      |      |     |
| ≤ 20                  | 1     | .9   |      |     |
| 21 - 30               | 97    | 88.2 |      |     |
| 31 - 40               | 6     | 5.5  |      |     |
| 41 - 50               | 6     | 5.5  |      |     |
| <b>Marital status</b> |       |      |      |     |
| Unmarried             | 59    | 53.6 |      |     |
| Married               | 51    | 46.4 |      |     |
| <b>Education</b>      |       |      |      |     |
| Certificate           | 19    | 17.3 |      |     |
| Diploma               | 48    | 43.6 |      |     |
| Bachelor's            | 37    | 33.6 |      |     |
| Master's              | 6     | 5.5  |      |     |
| ER                    |       |      | 3.37 | .45 |
| TD                    |       |      | 3.44 | .57 |
| WC                    |       |      | 4.09 | .74 |
| PA                    |       |      | 4.44 | .54 |
| WLB                   |       |      | 3.93 | .64 |
| JS                    |       |      | 3.79 | .66 |
| JSe                   |       |      | 4.05 | .49 |

Note: ER = employee retention; TD = training and development; WC = wages and compensation; PA = performance appraisal; WLB = work-life balance; JS = job satisfaction; JSe = job security.

**Table 3: Cronbach's alpha and correlation coefficients**

|     | Cronbach $\alpha$ | ER     | TD    | WC     | PA     | WLB    | JS     | JSe |
|-----|-------------------|--------|-------|--------|--------|--------|--------|-----|
| ER  | 0.897             | 1      |       |        |        |        |        |     |
| TD  | 0.731             | .058   | 1     |        |        |        |        |     |
| WC  | 0.760             | .179   | -.087 | 1      |        |        |        |     |
| PA  | 0.868             | .257** | -.010 | .456** | 1      |        |        |     |
| WLB | 0.966             | .328** | .036  | .365** | .663** | 1      |        |     |
| JS  | 0.621             | .045   | -.013 | .064   | .348** | .351** | 1      |     |
| JSe | 0.670             | .259** | .006  | .357** | .816** | .841** | .733** | 1   |

Note: ER = employee retention; TD = training and development; WC = wages and compensation; PA = performance appraisal; WLB = work-life balance; JS = job satisfaction; JSe = job security.  
 \*\*  $p < 0.01$ .

A series of regression analyses were then carried out to assess the effect of the independent variables on the dependent variable. The results are presented in Table 4. The first six regression models showed the unadjusted relationships between the independent variables and the dependent variable, whereas the seventh model adjusted for all the key explanatory variables but excluding the influence of the covariates. The results, as shown in model 1, revealed that improved training and development activities in 3-star hotels would lead to a significant increase in employee retention ( $\beta = .110, p < 0.01$ ). In like manner, increases in wages and compensation was found to result in increases in employee retention ( $\beta = .112, p < 0.01$ ). Again, improvement in performance appraisal was found to significantly increase employee intention ( $\beta = .158, p < 0.01$ ). Improved work-life balance was associated with increased employee retention rate ( $\beta = .104, p < 0.01$ ). Increased job satisfaction was also revealed to have a significant positive effect on employee retention ( $\beta = .120, p < 0.01$ ). Further, increased job security was found to have a significant increase on employee retention ( $\beta = .137, p < 0.01$ ). The significance of the relationships continued in the seventh model after adjusting for the key explanatory variables. However, there were slight differences in the respective effect magnitudes after the adjustment.

**Table 4: Effect of TD, WC, PA, WLB, JS and JSe on ER**

| Outcome variable: ER | Model 1 | Model 2 | Model 3 | Model 4 | Model 5 | Model 6 | Model 7 |
|----------------------|---------|---------|---------|---------|---------|---------|---------|
|                      | $\beta$ | $\beta$ | $\beta$ | $\beta$ | $\beta$ | $\beta$ | $\beta$ |
| TD                   | .110**  |         |         |         |         |         | .050**  |
| WC                   |         | .112**  |         |         |         |         | .047**  |
| PA                   |         |         | .158**  |         |         |         | .056**  |
| WLB                  |         |         |         | .104**  |         |         | .047**  |
| JS                   |         |         |         |         | .120**  |         | .042**  |
| JSe                  |         |         |         |         |         | .137**  | .058**  |
| Adjusted $R^2$       | .437    | .414    | .554    | .365    | .422    | .328    | .945    |
| F                    | 85.528  | 77.914  | 136.661 | 63.552  | 80.710  | 54.145  | 314.113 |

Note: ER = employee retention; TD = training and development; WC = wages and compensation; PA = performance appraisal; WLB = work-life balance; JS = job satisfaction; JSe = job security;  $\beta$  = coefficient. \*  $p < 0.05$ , \*\*  $p < 0.01$ .

In addition, Table 5 displays the results of the effect of training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction and job security on employee retention, with adjustments for employee demographic characteristics as covariates. All the models showed that the independent variables were significantly related to the dependent variable – employee retention, even after controlling for all the employee demographic characteristics. Even the magnitudes of the effects had improved. Also, an analytical look at the covariates revealed that 3-star hotels with mature employees, in terms of age, were more likely to retain their employees ( $\beta = .015, p < 0.01$ ) in the light of all the explanatory variables.

**Table 5: Effect of the factors after adjusting for employee characteristics**

| Outcome variable: ER          | Model 1 | Model 2 | Model 3 | Model 4 | Model 5 | Model 6 | Model 7 |
|-------------------------------|---------|---------|---------|---------|---------|---------|---------|
|                               | $\beta$ | $\beta$ | $\beta$ | $\beta$ | $\beta$ | $\beta$ | $\beta$ |
| <i>Sex</i>                    | .009    | -.006   | -.003   | .014    | .003    | -.011   | .006    |
| <i>Age</i>                    | .016    | -.003   | .010    | .039    | .022    | .000    | .015**  |
| <i>Marital status</i>         | -.043   | -.020   | -.021   | .000    | .019    | .002    | -.008   |
| <i>Education</i>              | .005    | -.018   | -.019   | -.006   | -.014   | -.022   | 0.000   |
| TD                            | .115**  |         |         |         |         |         | .051**  |
| WC                            |         | .132**  |         |         |         |         | .045**  |
| PA                            |         |         | .158**  |         |         |         | .057**  |
| WLB                           |         |         |         | .108**  |         |         | .049**  |
| JS                            |         |         |         |         | .122**  |         | .042**  |
| JSe                           |         |         |         |         |         | .138**  | .056**  |
| <i>Adjusted R<sup>2</sup></i> | .445    | .225    | .559    | .370    | .421    | .320    | .948    |
| <i>F change</i>               | 1.385   | .606    | .020    | .029    | .940    | .696    | 2.202   |

Note: ER = employee retention; TD = training and development; WC = wages and compensation; PA = performance appraisal; WLB = work-life balance; JS = job satisfaction; JSe = job security;  $\beta$  = coefficient. \*  $p < 0.05$ , \*\*  $p < 0.01$ .

## Discussion

Majority of prior studies revealed that there were relationships between the individual independent variables and the dependent variable considered in this study. However, majority of the prior studies focused on industries other than the hotel industry. Moreover, the researchers did not come across any previous studies which included all these variables as a whole in a single research work. Also, studies on this subject are limited in Ghana, and nothing at all, to the best of knowledge of the researchers, had been done on this subject among 3-star hotels in the New Juaben North Municipality. Thus, employing eclecticism of theories and cross-sectional data, the study examined the factors influencing employee retention in 3-star hotels in the New Juaben North Municipality, Ghana, with specific focus on factors of training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction and job security.

Overall, the findings of the study revealed that training and development positively influences employee retention, and this positive relationship was robust and persisted in the light of the potential confounders. This outcome supported the first research hypothesis. Similarly, increased wages and compensation significantly promote employee retention, and this relationship remained



robust and positively significant after adjusting for the covariates; implying failure to reject the second hypothesis. The effect of performance appraisal on employee retention was also found to be significantly positive; thus, supporting the third hypothesis. Again, good work-life balance was revealed to significantly increase employee retention; meaning the fourth hypothesis was upheld. Increased job satisfaction was reported to have a significant positive effect on employee retention; thereby leading to failure to reject the fifth hypothesis. Finally, it was evidenced that if there was increased sense of job security, employee retention rate would likely increase, and this supported the sixth hypothesis of the study.

These findings are not surprising as, for instance, organisations that uphold training and development of their employees send signal to employees that they have their improvement at heart, and thus place importance on ensuring that these employees are highly skilled and suitable for promotion to higher managerial positions (Magaisa et al., 2022). Consequently, employees experiencing these training and development from their organisations might not consider leaving the organisation prematurely; thus, leading to high employee retention rate. Considering this, it suffices to say that 3-star rated hotels in the New Juaben North Municipality have in place training and development programmes that ensure that talents are honed and harnessed to help employees realise their full potentials and be prepared for career promotion. This result is consistent with Magaisa et al., (2022) who intimated that training and development improves the skills and talents of employees for present and future positions; implying that trained employees who know they are potential holders of positions within the organisation in the future are likely to stay in the organisation, compared to employees not trained by the organisation. The result also supports Yousuf et al., (2019), Makokha (2019), Nyanjom (2013), Dwomoh and Frempong (2017), and Rakhra (2018) who reported training and development as an effective strategy to enhance retention of employees. Further, the assertion of the embeddedness theory – that employees will stay if they feel connected to their organisations through job knowledge and personal skills (Polanyi, 1944; Holtom, & Darabi, 2018) that can be acquired through training and development – has been supported by this finding.

Also, the study revealed that increased wages and compensation would make employees want to continue to work with their organisations. This is logical as 3-star hotel employees, like employees in other organisations, rely on the wages, salaries and compensation received from their employers to fend for themselves and families. For instance, in Ghana, one of the main reasons people leave their jobs revolves around meager wage and salary payments that appear to have no potential of being increased by the employer in the future. Therefore, considering this result, it can be said that 3-star hotels in the New Juaben North Municipality have good wages and compensation schemes; thus, making them retain majority of their employees. This finding is in line with Magaisa et al., (2022) who observed that firms would be able to retain their employees if compensation packages are improved for the employees. Similarly, the finding corroborates Nyanjom (2013) who reported compensation as one of the most important factors that influence employee retention in state corporations in Kenya. Again, the finding is consistent with Dwomoh et al., (2017) who revealed that appropriate designing of compensation and reward systems to meet employees' expectations significantly drive employee retention. This finding can also be said to have validated the assertions of Maslow's hierarchy of needs theory (1943) and Herzberg's theory (Herzberg, 2005) that employees motivated through wages, salaries and compensations would be able to meet their

basic needs, and as a result stay loyal to their organisations – promoting long-term employer-employee relationship.

Moreover, improved performance appraisal was revealed to have encouraging impact on employee retention in the 3-star hotels in the New Juaben North Municipality. This implies that 3-star hotels in the New Juaben North Municipality uphold fair appraisal processes and this encourages the employees to continue to work in the hotels. This is not surprising as every individual employee would want to stay where he or she is assessed and evaluated fairly, as far as performance is concerned. This finding supports Yousuf and Siddqui (2019) who argued that employees who get appraisal reports from their employers are more likely to build strong relationships with their organisations than those who do not get performance appraisal from their employers. The finding also shows consistency with Nyanjom (2013), and Holtom and Darabi (2018) who reported improved performance appraisal as a key driver of high employee retention in organisations.

Further, the revelation that improved work-life balance leads to high employee retention rate in 3-star hotels in the New Juaben North Municipality was not surprising as, aside work, employees have families and their own lives to attend to, and an employer who offers them conducive working environment that favours work-life balance is assured of high retention rate. However, in Ghana, it is not uncommon to come across an employee who is unsatisfied with his or her work-life balance. Unfortunately, due to unfavourable economic issues being experienced in the country where prices of goods and services are steadily on the increase, it is difficult for employees to leave their jobs even when the conditions do not favour them. This present finding supports Iqbal, Guohao and Akhtar (2017), and Thomas et al., (2018) who argued that employee turnover rate would decrease if employees experience improved work-life balance conditions at their work places. On the flipside, this finding is not in agreement with Magaisa and Musundire (2022) who found that work-life balance in Zimbabwean manufacturing sector did not encourage a healthy work condition and balanced personal life, making it difficult to support employee loyalty. Their finding is not out of the ordinary as it might have been influenced by the fact that their study focused on a manufacturing sector, and also did not include all the prime explanatory variables and covariates considered by the present study.

Again, the analysis revealed that increased job satisfaction makes employees in 3-star hotels in the New Juaben North Municipality to maintain their jobs. This is logically reasonable as satisfying working atmosphere, realistic compensation, and reasonable working conditions would whet the appetite of any rational being to keep his or her job with an organisation (Ul-Aabdeen et al., 2016). This finding supports the findings of all the prior studies reviewed in this study (Sila et al., 2018; Al Mamun et al., 2017; Yousuf et al., 2019), as they contended that employees who are satisfied with their jobs are less likely to leave their organisations; thus, increasing retention rate.

Security is essential across all spheres of life. It is thus not surprising that Maslow's hierarchy of needs theory (Maslow, 1943) considers it as a basic need of life. Taking into account the present finding, which showed that increased job security leads to high employee retention in 3-star hotels in the New Juaben North Municipality, it could be implied that the 3-star hotels in the New Juaben North Municipality had arrangements in place that ensured that employees are guaranteed long-term employment with minimum risk of losing their jobs. This finding supports Alterman et al., (2010) who observed that job security is one of the factors employees pay attention to when they are employed to work with an organisation, and it positively affects their decisions to stay with the

organisation. The finding also corroborates Nyanjom (2013) who intimated that a typical employee would leave his/her employer, if his/her job security was not guaranteed, for other organisations where job security was assured.

### **Conclusions**

Overall, the study showed that if employees at the 3-star hotels at the New Juaben North Municipality have their training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction and job security improved, they would continue to work with their respective employers; hence, increasing employee retention rate. This might possibly be due to the fact that majority of these employees were hungry for personal development and worth, thus, would want to be where training and capacity building programmes and activities, as well as constant performance appraisal is upheld. Next, it could be that these employees had a number of dependents they needed to take care of; hence, their focus might be to work with organisations that pay good wages and salaries, and ensure job security as well. Again, these employees might have vulnerable ones at home to take care of and pay attention to; thus, work-life balance and job satisfaction were expected to be integral parts of their lives. Also, among other things, they needed the peace of mind that comes from good work-life balance and job satisfaction to take care of themselves and others.

### **Recommendations**

Based on the findings and the conclusions thereof, recommendations were made for practice, policy and theory. For practice, management of hotels and related organisations should prioritise employee development activities and ensure that their employees' skills are constantly enhanced through capacity building programmes and activities. Also, employee appraisal activities should be devoid of bias, and reports quickly made available to the employees in order for them to promptly work on their shortfalls, if any. With respect to policy, Fair Wages and Salaries Commission Ghana, through the Ghana Hotels Association, should enforce the minimum wage policy and ensure that wages and salaries paid to hotel employees reflect the going economic conditions in the country. The Ghana Hotels Association should also encourage that their members allow employees to take a break from work as and when it becomes necessary to ensure work-life balance and satisfaction. Moreover, the National Labour Commission Ghana should enforce laws related to unlawful and unprocedural dismissal of employees as this might improve job security. In respect of the theories tested, the Maslow's hierarchy of needs theory (Maslow, 1943), Herzberg's theory (Herzberg, 2005), embeddedness theory (Polanyi, 1944), and the equity theory (Adams, 1963) appeared to hold, considering the findings; therefore, future researchers should consider employing them in similar studies.

All said and done, some limitations of the present study should be made known. One, the use of cross-sectional data limits clear inferences about directionality and causality, as it might be that employee retention could influence any of the key explanatory variables – training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction and job security; however, the present study did not consider this as an objective. Therefore, further studies can use longitudinal data and explore bidirectional relationships between employee retention and the potential factors (training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction and job security) that influence it. Also, the sample size used appeared insufficient, and this could have influenced the robustness of the

findings. Nevertheless, the present findings will serve as a good basis and reference point for further research in other areas where a larger sample is available. Failure of some of the participants to provide reliable responses to issues they deemed sensitive could also be a potential limitation; but this can be considered as socially acceptable bias.

These limitations notwithstanding, the present study contributes to and expands extant research, and shows the impacts of training and development, wages and compensation, performance appraisal, work-life balance, job satisfaction and job security on employee retention, a very crucial subject which has been underexplored in Ghana and other less-developed economies. Attention of stakeholders of hotels in the New Juaben North Municipality, and Ghana, in general, should be drawn to the implications of this study for management and operational procedures.

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