

Working Conditions and Labor Turnover in Hospitality Industry: A Study of Selected Hotels in Rivers State

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Abstract

This study “explored the nature of Working Conditions and Labor Turnover in the Hospitality Industry: A Study of Selected Hotels in Rivers State. Quantitative methodology was used to capture and range of problems were presented. Rather than using frequency with which each occurred, we focused primarily on the difficult nature of Hospitality Work. The conclusions were largely informed by Herzberg's (1959) “Two Factor Theory”; which stated that unless employees “Hygiene Factors” are satisfied, “Motivating factors”, such as opportunities for advancement have no effect; leaving the employees unmotivated and dissatisfied. Dipietro and Condly (2007) found significant link between poorly motivated employees and their desires to quit their jobs. The findings provided important but logical connection between “Herzberg's Hygiene Factors” and “Staff Turnover”. It was concluded that Employees motivation have been severely impeded because of dissatisfaction of their wages, supervisions and general working conditions. The most likely outcome for the employees would be seeking alternative workplaces. It was concluded that organizations should examine the sources of Employees' Turnover and recommend best approach to filling the gap to enhance competitive advantage. Employees must be treated as the most liquid assets of organizations. The researchers therefore recommended that Hospitality Industries should consider conducive working conditions through motivations to enhance employees' performance and increase productivity.

Keywords: *Working Conditions, Staff Turnover, Unfair Attitudes, Unethical Behavior, Illegal Practices*

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Background of the Study

Hospitality is as old as civilization and the profession among the oldest of the human Professions, (Walker, 1999). Hospitality itself is derived from the French word "hospice" which means to care/shelter for travelers. The Hospitality and Tourism Industry is typically associated with the management of Hotels, Motels, Clubs, Restaurants, Fast Food establishments, and Institutional Catering Organizations which prepare food for Seminars, Boarding Schools and Hospitals, (Jones and Okoli, 2002; Ollor, 2015).

The nature and structure of Hospitality Industry could first be compared with our own culture and tradition which could provide sleeping and feeding areas for our relatives during their visits to our homes. The preparations to receive and house our visitors would actually be performed by individuals. Whenever, there could be need for effective management of both human and material resources, (Boella and Goss-Turner, 2013). Hospitality Industry comprised of both production and service aspects which could involve the creation and rendering of services from the Hotel to the costumers through the Service Staff, (Lewis, 1989; Schneider and Bowen, 1993). In the Hospitality Industry, the service providers could form part of the product for which the guests could be satisfied. The guests not only believe they have received valuable services for their money; but would feel more valued and respected by the employees who have provided the services for them, (Kenbach and Shutte, 2005). The growth of Hospitality and Tourism in developing countries created immediate demand for personnel who would be committed to the activities of the Industry (Mintah, Commey, & Kuuder, 2015). Hospitality Industry could be said to be among the Worlds' top creators of jobs requiring varying degrees of skills which would allow quick entry into Workforce by youths, women and migrant workers. In developing countries, the Hospitality and Tourism employment could account for over 230 million jobs, or 8.7 percent of jobs worldwide, (Wttc, 2006; Jennifer and Thea, 2013; Ollor, 2014; Bello and Bello, 2020).

Employees are assets to companies, business as well as to organizations. In fact, the success of company or business could be entirely dependent on the effectiveness of its workforce, (Samuel and Chipunza, 2009). The Working Conditions in the Industry could be diverse as there are different kinds of establishments, Most Hospitality Industry operate for 24 hours a day; which could mean that whichever area of the industry you may work; shift and start times for everyone could vary widely. Work Environment could play pivotal roles on employees' decision for either to continue working in the organization or quit. Perceived fairness, or perceived equity, could play critical roles on employees' perceived workplace treatment. The human labor could often be the costliest resource in the hospitality Industry which could make the Industry to record the highest Turnover rate, (Forget, 2015). The Hospitality and Tourism sector being the World fastest growing Industry could be affected by the forces of Employee Turnover which could make it common it suffers Turnover rates which could be higher than other sectors, (Mintah et al 2015).

Labor turnover could be the percentage of employees who within a particular period of time could opt to quit the company or business for other companies. This could lead to replacement of new employees at additional costs, (Tracy and Hinkin, 2008). High turnover could damage

factors such as quality and customer service which could provide competitive advantage; thereby, inhabiting business growth or even causing declines in the level of business, (Curtis and Wright, 2001). Hinkin and Tracey, (2000) have often said that people who quit their jobs could be those who are most talented. This could cost great loss for the company, given the fact that the company had spent lots of resources to perfect the skills of the employees. A company with high rate of Turnover could face great risk of failed performance in the long run, (Tracy and Hinkin 2008).

Hospitality Industry not only needs trained staff; but, also need to retain them, (Subramanian and Shin, 2013). These factors could address the Turnover Intentions so as to retain employees, ensure satisfaction and be able to meet their needs (Kim and Jogaratnam, 2010). Employee retentions have vital issues and challenges to all organizations. Currently, it has remained crucial issues for organizations; because of the cost associated with recruiting, selecting and training new employees.

Statement of the Problem

Reducing Turnover crises and poor Working Conditions have been highlighted as remarkable research themes in the Hospitality Industry. Regardless of the significant number of studies on this subject, it had remained vague which now requires further studies. Hospitality Industry, being a Service Industry and highly dependent on human factors; human factors have now become part of the Hospitality Product. Hence, improved Work Environment and increased Workers' wages by analyzing the internal and external factors, could decrease the Turnover Crisis. It is the Intention of this study to give clearer ideas of enhancing Working Conditions and Labor Turnover in the Hospitality Industry.

Purpose of the Study

The Purpose of the Study is to identify the Working Conditions and factors affecting Labor Turnover in the Hospitality Industry in Port Harcourt, Rivers State.

The Specific Objectives are:

1. To give clearer idea of enhancing Working Conditions to reduce Turnover Crisis in the Hospitality Industry in Port Harcourt, River State.
2. To identify some of the unfavorable Working Conditions that cause high rate of Labor Turnover in Hospitality Industry in Rivers State.
3. To ascertain that the effect of Labor Turnover increases Cost, Reduce Productivity and cause the organization to lose its competitiveness.

Research Questions

This study aimed at providing answers to the following questions.

1. How does Hospitality Industry relate to Labor Turnover?
2. What is the relationship between the Hospitality Industry and Employee Retention?
3. How does Hospitality Industry affect Labor?
4. How does employment factors reduce hospitality industry labour turnover crisis?
5. How does Working Conditions influence the employee performance in the Hospitality Industry?

6. How do employee working conditions affect Labor Turnover in the Hospitality Industry in Rivers State?

Research Hypotheses

The following Null Hypotheses were formulated as a guide for the study.

1. H₀₁: There is no significant relationship between Hospitality Industry and Labor Turnover in Rivers State.
2. H₀₂: There is no significant relationship between Employees Working Conditions and Labor Turnover in Rivers State.
3. H₀₃: There is no significant relationship between Working Conditions and Employee Productivity in Rivers State.
4. H₀₄: There is no significant relationship between Hospitality Industry and Labor Turnover in Rivers State.
5. H₀₅: There is no significant relationship between Working Conditions and the Employee Performance in the Hospitality Industry in Rivers State.
6. H₀₆: There is no significant relationship between Employee Working Conditions and Labor Turnover in the Hospitality Industry in Rivers State.

Literature Review

The Hospitality

Hospitality is the act of kindness in welcoming and looking after the basic needs of guests or strangers, mainly in relation to food, drink and accommodation. A contemporary explanation of Hospitality refers to the relationship process between a guest and a host. When we talk about the "Hospitality Industry", we are referring to the companies or organizations which provide food and/or drink and/or accommodation to people who are away from their homes. However, this definition of the "Hospitality Industry" only satisfies most situations.

Roundel et al (2007) define Hospitality as friendly and generous behavior towards visitors and guests, intended to make them feel welcome: food, drink, room and entertainment given to customers by a company or organization. Another scholar Copper et al, (1996) in educating the educators in Tourism, gave the definition of Hospitality as in Nailon, (1981) as the combination of physiological and psychological elements with security and levels of service. Burgess (1982) emphasized the developing social relationships and the role of promoting guest perceptions of comfort and security. The primary interesting elements of the social relationship fostered by the warm, friendly, welcoming, courteous, open, generous behavior, of host creating the security and comfort created by physical structure, design, décor and location of facility. Finally, the provisions of accommodation facilities to sleep, eat, relax and wash, together with the supply of beverage, service and entertainment. Roundel et al (2007) define Hotel as a building where you have to stay in a room and have meals'. Similarly, the World Tourism Organization, (2004) defined Hotel as 'enterprise which provides accommodation with or without ancillary services. This may include food and entertainment in exchange for payment by client. Accommodation is an essential facility in the Hospitality Industry can be classified into various categories, illustrating the diversity of the industry. The availability of different room types and amenities is a reflection of an Industry that must

respond to various consumer needs, including the social and business needs of travelers, (Ollor, 2015). Before entering into the Industry, one needs to be aware of the norm in the hospitality. It could be rare to choose the hours and days that could suit you personally. However, there are now controls existing to ensure consistency, fairness, and lack of discrimination, in relation to minimum wages, occupational health and safety, hours worked, and leave entitlement. These things could usually be covered by your Industry award, enterprises or individual agreement.

The Hospitality Products

The physical products of Hospitality could be food and drinks in a restaurants or rooms in Hotels; these products are sold at a price to the guests or customers, (the prices would include paying for renting a Hotel room or the price which customer pays for buying a meal in a Restaurant). These are often regarded as the 'Tangible' aspects of Hospitality, (Jones, 2002; and Ollor, 2015). However, our experience of the Hospitality Industry would not only rely on the tangibles; for example, think about your experience of being a customer in a Restaurant or a Guest in a Hotel. Apart from the food in the Restaurants and the facilities in the Hotel rooms, would you think that these products would make your Hospitality experience more enjoyable and satisfied? A successful Hospitality business would not only count on its products and services, but also how they would be delivered. The Quality of Staff and the way they deliver their services would often be more important than the tangible products in other to make a Hospitality Experience Satisfactory or Unsatisfactory. These are what would be called the Intangible aspects of Hospitality, (Negi, 2013; Ollor, 2015).

Employment Factors and Labor Turnover Crises

Many researchers studied the impact of work satisfaction on Hospitality employees. Bharwani and Butt, (2012) evaluated the challenges in the Hospitality organizations and their impacts on Labor. According to Davies, Taylor, & Savery, (2001) performance appraisal, remuneration and training are very important human resource practices in the Australian Hotels and was asserted that the commitment to the organizations could not be better when adapting suitable human resource, (HR) system, improving good labor relations and quality of service. Lauver and Kristofbrown, (2001) investigated the relationship between employees' perceptions of person's-job (P-J) and person's organization (P-O) fit and found a unique impact of P-O and P-J on job satisfaction and intent to quit. Meanwhile, other scholars explored the factors affecting Employee Turnover, (Ronra and Chaisawat, 2010). The authors heightened the relationship between employee satisfaction with Hotel service, working environment, growth and possibility of growth, work itself, and with the overall satisfaction and suggested guidelines for improving employee job satisfaction and reducing the Turnover Rate.

A clear roadmap was reviewed by Weibo, Kaur & Zhi (2010), he charted it through research in core employment retention. The findings illustrated integrative Model of relationships and argued that performance character could lead to drag inclination. Hospitality as an Industry is a human-based Industry, which researchers have been done. Kuria et al. (2012) focused on job resentment, working situations, stress, and long-working hours with minimal pays and

training programs which created internal and external causes of labor turnover in Nairobi Hotels. From their point of view, Shaw (2011) reviewed the flourishing literature on Turnover Rates and dimensions of organizational performance with reviewing of methodological application of Total Quality Management (TQM) needs.

By studying the unacceptable high Labor Turnover and analyzing secondary data from past studies they found that Turnover Rate content played roles to and shaped the relationship between Turnover Rates and Organizational Performance and influenced distal measures through decreased productivity and loss of human capital. They asserted that structural and organizational changes occur in organizations which embrace TQM and influenced quality processes. Angel and Canella (2004) studied the Wage Factor as intent to Turnover. They argued that efficiency Wealth Model developed by Yellen (1984) incorporated with other Turnover Theories. The outcomes were harmonious with the Efficiency Wage Model.

Extensive studies have shown that Mobley Model (1977), determined and explained how Job Dissatisfaction could lead to Job Turnover, yields seven consecutive stages between Job Dissatisfaction and Turnover Rate (Lee, 1988). The author believed that Job Dissatisfaction could lead to career change and would have advantage when searching for another Job; taking into consideration, the cost of quitting. Employees sought other jobs and evaluated for acceptability. Finally, they compared the alternations with the current jobs which also led to intention to quit causing ultimate Employee Turnover Rates, (Lee, 1988 and Martin, 2011).

Working Conditions

Working conditions refer to the terms and conditions and the environment in which employees have to perform their duties. These conditions included: Work Schedules, Reporting Time, Nature of Supervision, Nature of Work, Work Environment and Work Flexibility, (Lee et al. 2015). Consumer demand patterns in Hotels and restaurants require working conditions that are frequently characterized as unsocial and irregular working hours in the form of Split-Shifts, Weekend Shifts, Night Shifts, or Work during Holiday periods. These working conditions heighten stress on workers with family responsibilities, particularly women who carry the majority of the care burden or children and the elderly as well as for household chores. Performance of on-call, casual, temporary, seasonal and part-time employment is related to insecurity; comparatively, low pay (frequently below the national average), job instability, limited career opportunity, a high level of subcontracting and outsourcing, and a high turnover rate.

Das and Baruah (2013) stated that organizations with generous human resource policies have very good chance to satisfy and retain employees. Provision of sound control Work Environment could also enhance motivation levels to be committed to the organization in the long term. Challenging work conditions could cause employees to depart the organizations or industry, (Kort and Ramarumo, 2015). On the other hand, employee satisfaction with their working conditions could likely influence positively and could cause them to stay with the organization. The employees could likely be motivated and productive when they are happy with their Work Conditions. Considering the abnormal working hours and fluctuations in

demand could be associated with Hospitality Industry. Ideal environment for employees would include:

Environment that empowers, amends personal and work relationships, and also accommodate special needs. The European Agency for Safety and Health at work had stressed that Hotel and Restaurant work could be varied; but, safety and Health literature should be focused on the risks of working in kitchens and even on the Waiting Staff. Supporting activities such as cleaning and goods supply are rarely represented in scientific reports. Workers also face physical and psychological risks, including social hazards and long hours, (Tracey and Hinkin, 2008).

The Effect of Labor Turnover in Hospitality Industry

Effects of Employee Turnover Rates usually affect employee dissatisfaction and the overall work environment, working conditions, and wages (Tracey and Hinkin, 2008). Many scholars have studied the causes which could lead to employee decision with regard to quitting. The search for other jobs to evaluate and compare the Working Environment, could give employees the intention for other employment opportunities, (Lee, 1988).

Employee Turnover refers to movement of employees from one work organization to another (Allen, 2008; Choi, Musibau, Khalil & Ebi, 2012). Turnover is the ratio of the employees of an organization who left in a particular period of time to the average number in that organization at the same period of time. An employee could voluntarily initiate Turnover. Involuntary Turnover could be attributed to uncontrollable factors such as death, retirement or ill-health. Yearly surveys conducted by the Chartered Institute of Personnel and Development, (CIPD) have shown consistently that the majority of employee Turnover could be attributed to voluntary Turnover, (CIPD, 2011). Voluntary Turnover is a major concern for organizations when it is dysfunctional, (Champion, 1991). Mikovich and Newman (2002) argued that only highly committed employees would remain in the organizations, even when offered better pay by competitors.

When employees leave their jobs, organizations not only lose human capital; but, also endure the costs associated with high Turnover of Employees, (Yang, 2008). High employee Turnover Rate increase costs and affect productivity. The Staff working in Hospitality Industry have to deal with the needs of customers as well as to cope with uncertain conditions at work. Hotel Industry is an Industry based on human labor and employees need to communicate constantly which could create interpersonal conflicts, Staff stress and turnout, (Kim and Jogaratnam, 2009).

Frequently, managers refer to Turnover as the process associated with fillings of vacancy. Each time position are vacated; either voluntary or involuntarily, new employees must be hired and trained. This replacement cycle is known as Turnover, (Woods, 1995). This term could also be utilized in efforts to measure relationships of employees in an organization as they leave, regardless of reasons. "Unfolding Model" of Voluntary Turnover represents divergence from traditional thinking, (Griffeth, 1995). In situations where organizations are not stable, employees tend to quit and look for stable organizations because with stable

organizations, they would be able to predict their career advancement. The imposition of a quantitative approach to managing the employees led to disenchantment of staff and hence it might lead to labor turnover. Therefore, management should not use quantitative approach in managing its employee. Adapting cost oriented approach to employment costs increase Labor Turnover, (Tracey and Hinkin, 2008). These approaches should be avoided if managers want to minimize Employee Turnover and increase organizational competitiveness in this environment of globalization. Employees have strong need to be informed. Organizations with strong communication systems would enjoy lower Turnover of Staff. Employees feel comfortable to stay longer in positions where they are involved in some level of decision-making process. That is, they fully understand issues affecting their working conditions, (Subramanian and Shin, 2013; Jenneifer and Thea, 2013).

Strategies to Minimize Labor Turnover

Problems confronting Employees' Turnover have several policy options; for example, Changing or improving existing policies towards recruitment, selection, induction, training, job designs and wage payment. Policy choice however, must be appropriate to the precise diagnosis of the problem, (Weibo, Kaur, & Zhi, (2010). Employee Turnover could be attributable to poor selection procedures; for example, where policy modifications focus exclusively on the induction process. Equally, employee Turnover could be attributable to wage rates which could produce earnings which are not competitive with other firms in the local labor market would unlikely to decrease policy adjustment merely to enhance the organization's provision and job training opportunities. Given that there is increase in direct and indirect costs of labor, therefore, management are frequently exhorted to identify the reasons why people leave organizations so the appropriate actions would be taken by the management.

Researchers have extensively shown categories of human capital management factors which would provide core sets of measures for senior management in increasing the effectiveness of their investments in people and improve overall corporate performance of business. The follow are the core measures:

Employee engagement is the capacity to engage, retain and optimize the value of its employees hinge on where jobs are designed and employees' time are used, and commitment and support shown to employee by the management for motivation to stay in the organization, (Samuel and Chipunza, 2009; and Alexandris, 2013). Knowledge accessibility is the extent of the organizations' collaboration and its capacity for making knowledge and ideas widely available for employee to stay in the organization. Sharing of information should be made at all levels of management. This accessibility of information would lead to strong performance from the employees and would create strong corporate culture. (Bello and Bello, 2020).

Information accessibility would make employees sure that they are appreciated for their efforts and chances of leaving the organization would be minimal. Workforce optimization is the organizations' success in optimizing the performance of the employees; establishing essential processes for getting work done, good working conditions, accountability and good hiring choices which would retain employees in their organizations, (Curtis and Wright, 2001).

Involvement would influence job satisfaction and increase organizational commitment of the organizations. Employees who are more involved in their jobs are more satisfied with their jobs and more committed to their organizations, (Blau and Boal, 1989; Brooke and Price, 1989; Brooke et al, 1988; and Kanungo, 1982). Job involvement has also been found to be negatively related to turnover intentions, (Blat and Boal, 1989). Job involvement represents the extent to which employees are absorbed in or preoccupied with their jobs and the extent to which an individual identifies with his/her job, (Brooke et al., 1988). The degree of commitment and loyalty could be achieved if management could enrich the jobs, empower and compensate employees properly. Job satisfaction, career satisfaction and organizational commitment reflect positive attitude toward the organization, thus having a direct influence on employee turnover intentions.

Satisfaction represents effective response to specific aspects of the job or career and could denote pleasurable or positive emotional state resulting from appraisal of one's job or career, (Locke, 1976; Porter et al., 1974; Williams and Hazer, 1986). Organizational commitment is an effective response to the whole organization and the degree of attachment or loyalty which employee would feel toward the organization, (Curtis and Wright, 2001)

Treating employees as assets would be what organizations need to do; because employees are the backbones of any business success. Employees need to be motivated and maintained in organization at all cost to aid the organization to be globally competitive in terms of providing quality products and services to consumers, (Kimungu and Marringar, 2007; Ollor, 2014). This implies that, in the long run, the returns on investments on the employees would be achieved.

Research Methodology

Research Design

A descriptive survey method was adopted for this study because it gives the researchers the background information of how to evaluate the findings and conclusion.

Sources of Data

The sources of data for this research were from Primary and Secondary data. The primary data was obtained from Questionnaire and oral interviews conducted by the researchers on the Staff of Swiss International Hotel, Sasun Hotel and Hotel d Marpa, all within Port Harcourt. The purpose was to get their personal views on the issues concerning the aim of the research. The secondary sources were from Textbooks, Journals, Lecture Notes and the Internet.

Population of the Study

There are about 250 Employees in the registered Hotels in Port Harcourt. Out of this number, the researchers adopted one hundred, (100) Employees; including, Senior and junior Staff of three Hotels; Swiss International Hotel, Sasun Hotel and Hotel d Marpa, as the sample size.

Data Collection Instrument

The researchers used both open-ended and close-ended questions. Double-barrel questions; that is, those questions capable of attracting multiple interpretations were consciously avoided. In the close-ended questions, respondents were given a number of alternatives from which to select from options they consider appropriate. In the open-ended questions, respondents were provided with blank spaces on which to write down their own answers in their words. Dichotomous type of questions that demands 'Yes' or 'No' type of answers were also used. A total of 80 Questionnaire representing 80% return rate were collected from the three Hotels.

Method of Data Analysis

In analyzing the data collected by the Questionnaire; the researchers used simple percentage method of data analysis. The analysis were presented in a tabular form for easy understanding and consistent of the number of corresponding percentage and Chi-Square as the statistical tools for listing more than two population using two data based on two independent samples.

$$X^2 = \frac{\sum (O_1 - e_1)^2}{e_1}$$

Where O_1 = Observed frequency

e_1 = Expected frequency

This test is based strictly on primary data got from the use of Questionnaire.

Decision Rule: Reject Null Hypothesis if the calculated value of (X^2) is greater than the critical value and accept Null Hypothesis if calculated value of (X^2) is less than the critical value.

Table 1: Questionnaire Distribution/Returned

Number of Organization	Number Administered	Number Retrieved	Percentage (%)
Swiss International	45	40	50
Sasun Hotel Limited	35	34	42.5
Hotel d Marpat	20	6	7.5
Total	100	80	100

Table 1 above, shows 40 out of 45 copies of Questionnaire distributed to respondents in Swiss International Hotel were returned, making 50% of the total Questionnaire distributed. 35 copies of Questionnaire were distributed to the respondents in Sasun Hotel Limited; 34 were duly filled and returned making another 42.5%. 20 copies of the Questionnaire were distributed to Hotel d Marpat; 6 were duly filled and returned making 7.5% of the total Questionnaire distributed.

In summary, 80 Questionnaire were returned out of a total number of 100 copies that were distributed; representing 80% that were retrieved. 20 (20%) were either not returned or wrongly filled and were disqualified.

Analysis of Data

Length of service in hospitality industry

Respondents were asked the length of Service in the Hospitality Industry.

Twenty (20) employees of the Hotels representing 25% have worked for 11 years and above; while, 75% have worked for a maximum of 10 years.

Contribution of Hospitality Industry to Employee Development

When respondents were asked the Contribution of the Hospitality Industry to Employee Development; a large percentage of the respondents opined that the Hospitality Industry have contributed to Employees' Development in the Industry.

Contribution of Employees to the Development of the Industry

Respondents were asked the Contributions of the Employees to the Development of the Industry; 77 respondents, representing (96.25%) agreed that Good Facilities alone could not attract and keep customers but with the Performances of happy Employees, they were easily achieved.

Rating the Work Conditions in the Hospitality Industry

74 respondents agreed that a Good Working Relationships and Working Conditions contributed immensely to Workers' Productivity in the Hospitality Industry. This is to conclude that one should not rule out the effect of a good working condition vis-à-vis good rapport with the employees.

Operating Environment

45 respondents, representing 57.5% agreed that the Operative Environment is Conducive for improvement of the Sector.

Effect of Working Conditions

The effectiveness of a Hotel mostly depends on the Working Conditions of the Employees. Thus, where there are Poor Working Conditions, the organizations as well as the Workers would suffer.

The Industry Has Contributed in Reshaping the Image of Rivers State

68 respondents, representing 85%, out of 80 said that the Industry has extensively contributed to shaping the image of the State; while 12, representing 15% had contrary view.

Duration of Service

Only 6 respondents, (7.5%) have spent up to 11 years and above in their Hotels; while, the remaining 74 respondents have spent maximum of 10 years in their respective Hotels.

Employment Factor

68 respondents (85%) agreed that Employees' Factor have affect on Labor Turnover in Hospitality Industry in Rivers State; while, the remaining 12 respondents, representing (15%) said otherwise.

Hotel Experiences

11 indicated that the three Hotels Experienced Turnover.

Department That Experience Turnover More

The Food and Beverage Departments experienced the highest Labor Turnover Rate because of significant Risks of Working in that Department.

Testing of Hypotheses

The Hypotheses were tested using Chi-Square Statistical Method.

Level of significance used was $5\% = 0.05$

The degree of Freedom (df) was given as $(C-1)(R-1)$

Where C = Columns; and R = Rows

Since we have 3 Columns and 4 Rows, degree of freedom $(df) = (3-1)(4-1) = 2 \times 3 = 5$

Therefore the critical value of 5% level of significant under degree of Freedom X^2
 $= 0.05 = 5.99$

Hypothesis One: Hospitality Industry has not contributes to Employees and Rivers State Development.

Calculation of Chi Square:

Grand Total = $2.108 + 12.564 = 14.672$

Comparing the test statistical with critical value X^2

X^2 calculated = $14.672 > X^2$ table value of 5.99

Division:

In computation above, X^2 calculated of 14.672 is greater than the X^2 table value of 5.99. Thus, we conclude that the Hospitality Industry contributes meaningfully to Employees in Rivers State Development.

Hypothesis Two: Employees Working Conditions are not the main causes of Labor Turnover.

Aggregate Chi Square Calculated = $1.8 + 9.99 = 11.79$

Comparing the test Statistical with critical value X^2

X^2 Calculated = $11.79 > X^2$ table value of 5.99

Decision:

X^2 Calculated 11.79 is greater than the X^2 table value of 5.99

This concludes that the Employees' Working Conditions are the main causes of Labor Turnover in Hotels in Rivers State.

Hypothesis Three: The Hospitality Industry has not contributed in reshaping the image of Rivers State.

Comparing the Statistical test with Value X^2

X^2 Calculated = 39.6; X^2 table value of 5.99

Decision:

X^2 Calculated 39.6 is greater than X^2 table value of 5.99; thus, we conclude that the Hospitality Industry has contributed in reshaping the image of the State.

Discussion of Findings

Three Hypotheses were conceptualized. Hypotheses served as guide in ascertaining the relationship between Working Conditions and Labor Turnover in the three Selected Hotels in the Hospitality Industry in Rivers State. The Hypotheses were tested using Chi-Square Statistical Method; the results were found as shown below:

H₀₁: Hospitality Industry has not contributed to Employees and Rivers State Development.

In comparing the test statistical with critical value X^2 ; it was found that the X^2 calculated of 14.672 was greater than the X^2 table value of 5.99. So, the Null Hypothesis was rejected and the Alternative was adopted. We therefore concluded that Hospitality Industry has contributed meaningfully to Employees and Rivers State Development.

H₀₂: Employees' Working Conditions are not the main causes of Labor Turnover. This Hypothesis could not hold, as the X^2 calculated of 11.79 was found to be greater than the X^2 table value of 5.99. We therefore rejected this Null Hypothesis and the Alternative was adopted. It was therefore concluded that the Employees' Working Conditions are the main causes of Labor Turnover in Hotels in Rivers State.

H₀₃: The Hospitality Industry has not contributed in reshaping the image of Rivers State. It was found that X^2 calculated of 39.6 was greater than the X^2 table Value of 5.99; therefore, the Null Hypothesis was rejected and the Alternative adopted. We therefore, concluded that the Hospitality Industry has contributed in reshaping the image of the State.

Conclusion

Management of Hotels in Port Harcourt should examine the sources of Employees' Turnover and recommend the best approach to feel the gap of the sources; this would enhance competitive advantage. Employees must be treated as the most liquid assets of organizations as they contribute to withstanding the waves of globalization.

Employees' motivations should be Encouraged and their Wages, Supervisions and Good Working Conditions provided in the Hospitality Industry. Employees shoulder lots of risks and Worked in very hostile Environments; and so, they should be well compensated.

Recommendations

The recommendations are as follows:

- 1) Hospitality Industry should consider conducive Working Conditions and Motivational tools for their Employees to enhance their Performance.
- 2) To increase Productivity, Reduce unnecessary Costs and gain Competitive Advantage; Management should address all Turnover Crises with conscious efforts.
- 3) Management of Hotels should appraise the Performances of their Employees and determine their Training needs.
- 4) Management should encourage Job Redesign-task autonomy, Task Significance and Task Identity and Open Book Management.
- 5) Also, Empowerment of Employees, Recruitment and Selections should be scientifically with the objective of retaining them.

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APPENDIX

Table of Analysis

Question 2: How long have you been in this Industry?

Table 2.

Option	Frequency of Responses	Percentage (%)
1-5	36	45
6-10	24	30
11 years and above	20	25
Total	80	100

Source: Field Survey, 2016

Question 9: Do you think the Hospitality Industry have contributed to Employees' Development within the Industry?

Table 3.

Option	Frequency of Responses	Percentage (%)
Yes	60	75
No	20	25
Total	80	100

Source: Field Survey, 2016

Question 12: Do you think Good Facilities and Good Customers' Service rendered by happy Employees have attracted Customers and also retained them?

Table 4.

Option	Frequency of Responses	Percentage (%)
Yes	77	96.25
No	3	3.75
Total	80	100

Source: Field Survey, 2016

Question 8: How would you Rate the Working Conditions and Labor Turnover in the Hospitality Industry in Rivers State?

Table 5.

Option	Frequency of Responses	Percentage (%)
Increases Productivity	74	92.2
Reduces Productivity	6	7.5
Total	80	100

Source: Field Survey, 2016

Question 14: Would you say the Operating Environment is Conducive for improvement in the Sector?

Table 6.

Option	Frequency of Responses	Percentage (%)
Yes	45	57.5
No	35	42.5
Total	80	100

Source: Field Survey, 2016

Question 11: The effectiveness of a Hotel depends mainly on the employees Working Conditions of the Hotel?

Table 7.

Option	Frequency of Responses	Percentage (%)
True	46	57.5
False	34	42.5
Total	80	100

Source: Field Survey, 2016

Question 15: Do you think the Hospitality Industry has help in reshaping the image of Rivers State?

Table 8.

Option	Frequency of Responses	Percentage (%)
Yes	68	85
No	12	15
Total	80	100

Source: Field Survey, 2016

Question 6: How many years have you worked in this Hotel?

Table 9.

Option	Frequency of Responses	Percentage (%)
1-5	40	5
6-10	34	42.5
11 years and above	6	7.5
Total	80	100

Source: Field Survey, 2016

Question 5: Would you say that Employment Factor has an effect on Labor Turnover in the Hospitality Industry in Rivers State?

Table 10.

Option	Frequency of Responses	Percentage (%)
Yes	68	85
No	12	15
Total	80	100

Source: Field Survey, 2016

Question 10: Does your Hotel Experience Labor Turnover?

Table 11.

Option	Frequency of Responses	Percentage (%)
Yes	80	100
No	-	-
Total	80	100

Source: Field Survey, 2016

Question 7: Which Hotel Department experience highest Labor Turnover rate?

Table 12.

Option	Frequency of Responses	Percentage (%)
Front Office	-	-
Food and Beverage Department	80	100
House Keeping	-	-
Total	80	100

Source: Field Survey, 2016

Testing of Hypotheses

H₀: Hospitality Industry has not contributed to Employees and Rivers State Development.

Table 13: Analysis of (Yes) Responses

Question No.	Fo	Fe	(Fo – Fe)	(Fo – Fe) ²	$\frac{(Fo - Fe)^2}{Fe}$
9	60	68.5	- 8.5	72.25	1.054
12	77	68.5	8.5	72.5	1.054
					2.108

Table 14: Analysis of (Yes/No) Responses

Question No.	Fo	Fe	(Fo – Fe)	(Fo – Fe) ²	$\frac{(F0 - Fe)^2}{Fe}$
9	20	11.5	8.5	72.25	6.28
12	3	11.5	8.5	72.25	6.28

H0₂: Employees Working Conditions are the main causes of Labor Turnover.

Table 15.

Option	Fo	Fe	(Fo – Fe)	(Fo – Fe) ²	$\frac{(Fo - Fe)^2}{Fe}$
Yes	46	4	6	36	0.9
No	34	40	6	36	0.9
Total					1.8

Table 16: Chi Square Calculation 2

Option	Fo	Fe	(Fo – Fe)	(Fo – Fe) ²	$\frac{(F0 - Fe)^2}{Fe}$
Highly Adequate	40	26.66	13.34	177.95	6.67
Fairly Adequate	20	26.67	-6.66	44.336	1.66
Not Adequate	20	26.66	-6.66	44.355	1.66
Total	80				9.99

H0₃: The Hospitality Industry has contributed in reshaping the image of Rivers State.

Table 17: Do you think that the Hospitality Industry has helped in reshaping the image of Rivers State?

Option	Frequency of Responses	Percentage (%)
Yes	68	85
No	12	15
Total	80	100

Table 18: Calculating of Chi Square

Option	Fo	Fe	(Fo – Fe)	(Fo – Fe) ²	$\frac{(F0 - Fe)^2}{Fe}$
Yes	68	40	28	784	-19.6
No.	12	40	-28	784	-19.6
					39.6