

## Employee Retention Strategies and Service Quality of Selected Five-Star Hotels in Lagos State, Nigeria

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### Abstract

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Service quality in the hotel industry involves all facets of a guest's stay, from staff interactions to the smooth running of operations, leading to their overall satisfaction. The committed efforts of hotel employees towards delivering excellent service not only improve guest experiences but also have positive economic effects, fostering hospitality growth, job creation, and destination development. Despite this, research suggests a decline in service quality within the industry. Implementing employee retention tactics, including career advancement, working conditions, support from the organization, and compensation, is presumed to address this issue of poor service quality. Hence, this study examined the effect of employee retention strategies on service quality in selected five-star hotels in Lagos, Nigeria. This study adopted survey research design. The population comprised of 2,548 employees of five selected five-star hotels in Lagos, Nigeria. The sample size of 434 was determined using Cochran's formula. Simple random sampling techniques was adopted in selecting respondents. A structured, adapted and validated questionnaire was administered. Cronbach's alpha reliability coefficients for the constructs ranged from 0.797 to 0.952. The response rate was 87.6%. Data were analysed using descriptive and inferential (Multiple regression) statistics at 5% confidence level. Findings revealed that employee retention strategies have statistically significant effect on the service quality of the selected five-star hotels in Lagos, Nigeria ( $Adj.R^2 = 0.180$ ;  $F(4,375) = 21.828$ ,  $p < 0.05$ ). This study concluded that employee retention strategies improved the service quality of the selected five-star hotels in Lagos, Nigeria. The study recommended that the five-star hotels management should enhance their employee retention strategies to boost their overall service quality.

**Keywords:** Career development, Compensation package, Employee retention strategies, Organisational support, Service quality, Work condition

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## **Background to the Study**

Service quality encompasses every aspect of a guest's experience, spanning from interactions with staff to the seamless efficiency of operations, resulting in their overall satisfaction during their stay. The unwavering dedication and loyalty of hotel industry employees to pursuing service excellence not only enhances guest experiences but also generates a positive economic impact by driving hospitality growth, creating job opportunities, and contributing to the development of destinations. However, evidence from extant studies indicates that the hospitality industry has continues to experience a decline in service quality. It is assumed that the application of employee retention strategies, which encompass areas such as career development, work conditions, organizational support, and compensation packages will help in resolving the absence or low service quality issues within the hospitality industry.

Globally, hotels are facing significant challenges in maintaining service quality due to various factors, including declines in responsiveness (Bayih & Singh, 2020). These factors contribute to reduced guest satisfaction and negatively impact hotels' reputation and success (Mwema, 2022). Responsiveness, crucial for the guest experience, involves promptly and effectively addressing guest needs and requests (Mwema, 2022). However, there is a growing problem in the hospitality sector with prolonged response times and inadequate attention to guest inquiries across different hotels (Shah et al., 2018). This lack of responsiveness, as highlighted by Jaisinghani and Jariwala (2022), leads to guest frustration as their expectations for timely and efficient service interactions are not met. Similarly, there is a decline in service empathy observed in many hotels worldwide. This decline makes guests feel undervalued and misunderstood, resulting in a perception of lower service quality (Prabowo et al., 2019). These global trends indicate a significant challenge for the hotel industry: maintaining high service quality standards amidst declining responsiveness, empathy, and service assurance (Hamila, 2022).

In the United States of America (USA), the hospitality industry experienced a significant decline in service quality between 2021 and 2023, as highlighted by Phan et al. (2022) and Ntirandekura and Ainebyoona (2022). This decline was particularly evident in reduced reliability and guest empathy levels, leading to dissatisfied guests, negative reviews, and a drop in customer loyalty. The deteriorating service quality resulted in an increase in negative online feedback and a noticeable decrease in customer retention, posing a substantial threat to hotels' reputation and financial performance (Ntirandekura & Ainebyoona, 2022). According to the Global Forum on Tourism Statistics (2022), there was a 5% year-on-year decrease in the total number of hotel rooms under contract in the USA, declining from 777,889 in September 2020 to 740,443 in September 2021, primarily attributed to inadequate service responsiveness. Additionally, there was a 9% reduction in the number of hotel rooms under construction in 2022, totaling 207,585. Moreover, hotel rooms under final planning witnessed a drastic 18% decline to 203,069 in 2022, signaling a slowdown in industry growth, expansion initiatives, and a decrease in service quality.

In Europe, the hotel industry is grappling with various challenges that are affecting its service quality, as noted by Kamselem et al. (2022) and Othman et al. (2022). Notably, there's a decline in service responsiveness and assurance, which is evident across different regions, including the United Kingdom (England, Scotland, and Wales) and countries like Germany (Kamselem et al., 2022). Looking at Europe as a whole, recent statistics from the Global Forum on Tourism (2021) reveal concerning trends. There was a substantial 14% decrease in the number of hotel rooms under construction across Europe, totaling 197,884 rooms. Moreover, rooms under final planning also saw a decline of 16%, amounting to 144,277 rooms (Global Forum on Tourism Statistics, 2021). These figures underscore a widespread challenge in ensuring the timely completion and planning of hotel properties, directly impacting the industry's ability to deliver quality service to guests.

In Asia, there was a 4% decline in the total number of rooms under contract, totaling 904,249 in September 2021 (Global Forum on Tourism Statistics, 2021). Meanwhile, the region saw a nearly 2% increase in hotel rooms under construction, reaching 485,250, while rooms under final planning dropped by 26.3% to 131,427. However, global capital investment in the hotel and tourism sector took a significant hit, falling by approximately a quarter to \$805 billion in 2020 from \$1.07 trillion in 2019, as the COVID-19 pandemic devastated the industry, according to data from the World Travel and Tourism Council. Investments in the sector further declined by 7% in 2021, reaching \$750 billion. The hospitality sector is expected to undergo lasting changes. Throughout the pandemic, travelers have demonstrated new preferences for destinations with lower tourist density and outdoor activities away from major cities. Some of these shifts in behavior are likely to persist due to a decline in service responsiveness (OECD Tourism Trends & Policies, 2021).

In Africa, the issue of poor-quality service, stemming from a decline in service responsiveness, has led to various consequences such as subpar hotel standards, stagnant income growth, decreased customer turnout, and reduced government revenue. While the overall development pipeline for hotel rooms in 2022 shows a 1% increase compared to 2021, Sub-Saharan Africa is trailing behind North Africa, experiencing a 6% decline. The region's key countries, including Nigeria, Ethiopia, Kenya, and South Africa, collectively witnessed a significant 29% decline, with Nigeria particularly suffering a 41% decrease, all attributed to the decline in service responsiveness (Statista, 2021). Before the onset of COVID-19, Nigeria's hotel revenue had been experiencing significant growth, with a compound annual rate of 22.6% and reaching \$US 1.1 billion by 2018, as reported by Prince Water House Coopers (2018). Additionally, the Nigerian Tourism Development Corporation (NTDC, 2021) forecasted a further revenue increase of \$507 million by 2020. However, data from the four major hotels listed on the Nigerian Stock Exchange revealed a drastic 90% decline in revenue due to the repercussions of the COVID-19 lockdowns. Specifically, Ikeja Hotels (Sheraton), Tourist Company of Nigeria (Federal Palace Hotel), Capital Hotels (Abuja Sheraton), and Transcorp Hilton Hotel Plc collectively experienced a significant drop in their earnings, generating a combined

revenue of N1 billion in the previous quarter compared to N10.2 billion during the same period in 2019. As a result, they faced substantial losses exceeding N4.7 billion for that quarter alone (NBS, 2021).

Employee retention strategies are essential for maintaining service quality within an organization. A stable and engaged workforce directly impacts the level of service excellence provided to customers, influencing their overall satisfaction and loyalty. Effective employee retention strategies prioritize employee development, well-being, and recognition (Chakraborty, 2020). Investing in employee training and development programs can significantly improve service quality by equipping employees with the necessary skills and knowledge to address customer needs efficiently (Adimo & Osodo, 2017). Ongoing training not only enhances employee competence but also demonstrates the organization's commitment to their growth, fostering loyalty and motivation among staff. Creating a supportive work environment is crucial for retaining talented employees (Shikuku et al., 2022). When employees feel valued and appreciated, they are more likely to deliver exceptional service. Organizations can achieve this by promoting open communication, recognizing employee achievements, and fostering a culture of collaboration and teamwork (Phan et al., 2022).

Previous studies have extensively examined the impact of employee retention strategies on various organizational outcomes, including performance, productivity, operational efficiency (Jaisinghani & Jariwala, 2022; Phan et al., 2022; Shikuku et al., 2022). However, in the context of Nigerian five-star hotels, studies have not adequately established the effect of employee retention strategies on service quality. This gap in understanding becomes especially noteworthy when considering the crucial role of the hospitality sector in fostering economic growth. Given this context, the current study aims to fill this knowledge gap by investigating employee retention strategies and their impact on service quality within the Nigerian hospitality industry. The decline in service quality observed in Nigerian five-star hotels has become a pressing issue in recent years, with several factors contributing to this downward trajectory (Adah, 2023; Salisu et al., 2023). One notable concern is the inconsistency in service assurance, where guests encounter disparities in the level of service provided during different interactions and visits (Salisu et al., 2023). This inconsistency undermines trust and confidence in the hotel's ability to uphold high standards, resulting in guest dissatisfaction (Oluwole, 2020). According to a survey by the Nigerian Hospitality and Tourism Management Association (NHTMA) in 2022, customer satisfaction ratings for five-star hotels in Nigeria declined from 84% in 2019 to 67% in 2022, indicating a significant 17-percentage-point drop in perceived service quality. Furthermore, the Nigerian Hotel Guest Review Index (NHGRI, 2023) revealed a troubling trend, with the average rating for five-star hotels in Lagos, Nigeria's commercial hub, decreasing from 4.6 out of 5 in 2020 to 3.9 in 2023, signaling a growing dissatisfaction among guests. Additionally, challenges related to infrastructure and facility maintenance further exacerbate service quality issues (Oluwole, 2020). Some five-star hotels in Nigeria struggle with outdated facilities, poorly maintained rooms, and insufficient amenities, all of which impact guests' perceived value and satisfaction. Frequent power outages, water

shortages, and inadequate facility maintenance have also contributed to the decline in service quality (Adah, 2023).

### **Literature Review**

This section provides a detailed explanation of the concepts used in this study, the theories, and the conceptual model of the study.

### **Employee Retention Strategies**

Employee retention strategies refer to the structured policies and measures adopted by organizations to mitigate employee turnover and attrition, aiming to foster prolonged engagement and productivity among their workforce (Sawaneh & Kamara, 2019). The concept of employee retention strategies has been approached from various perspectives within the literature. These strategies are often referred to as personnel retention strategies, signifying the methods, plans, or deliberate decision-making actions implemented by organizations to retain their skilled workforce (Krishna et al., 2022). According to Xiang et al. (2018), employees' retention strategies encompass the policies and practices that an organization implements to prevent valuable employees from leaving their positions, while simultaneously fostering their trust and loyalty to diminish their inclination to seek alternative opportunities in the future. Employee retention strategies contribute to a stable and engaged workforce, which directly impacts the organization's performance, productivity, and operational efficiency. By retaining skilled and experienced employees, organizations can reduce turnover costs associated with recruitment and training (Igbinoba et al., 2022). Additionally, employee retention strategies foster a positive work environment, leading to higher levels of employee satisfaction, motivation, and commitment. This, in turn, enhances employee engagement and loyalty, leading to improved customer satisfaction and loyalty (Siaw et al., 2022). Moreover, a focus on retention strategies promotes a culture of continuous learning and development, as organizations invest in their employees' growth and career advancement. Overall, effective employee retention strategies not only strengthen the organization's competitive advantage but also contribute to its long-term success and sustainability (Kurdi & Alshurideh, 2020).

### **Management Support**

The concept of organizational support encompasses the degree to which employees perceive that the organization places importance on their contributions and is genuinely concerned about their overall welfare (Kumar & Reddy, 2019). Supervisor support, on the other hand, pertains to the actions of supervisors in aiding their subordinates to effectively apply the skills, knowledge, and attitudes acquired through training programs (Madurani & Pasaribu, 2022). Management support offers several advantages within an organization. It provides a clear direction and vision for employees, ensuring alignment with organizational goals and objectives. With management backing, employees feel empowered and motivated to perform their tasks effectively (Sinha et al., 2022). Similarly, as noted by Bahadur et al. (2020), management support fosters a positive work culture by promoting open communication, collaboration, and trust among team



members. This creates a supportive environment where employees feel valued and appreciated, leading to higher job satisfaction and retention rates. Additionally, management support enables timely decision-making and problem-solving, as leaders are readily available to provide guidance and resources when needed. Overall, management support plays a crucial role in driving organizational success by empowering employees, fostering a positive work environment, and facilitating efficient operations (Asif & Nisar, 2022).

### **Work Condition**

Davis and Kohun (2018) opined that work condition comprises of the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and employees' attitudes. Work condition is the sum of the interrelationship that exists within the employees and the condition in which the employees work. Kong et al. (2020) assert that the efficacy of knowledge sharing within an organization hinge on the design of the working conditions, which enables the organization to harness these conditions as valuable assets. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge. Work conditions encompass various factors that directly influence employees' well-being and performance within an organization. Offering favorable work conditions, such as a safe and healthy work environment, reasonable workload, flexible scheduling, and access to necessary resources, can yield several advantages. Haynes and Marshall (2018) further established that conducive work conditions contribute to higher employee morale, satisfaction, and overall well-being, leading to increased productivity and performance levels. Similarly, a positive work environment fosters better employee engagement and retention, reducing turnover rates and associated costs for recruitment and training (Xiang et al., 2018). Moreover, improved work conditions enhance teamwork, collaboration, and communication among employees, facilitating better decision-making and problem-solving. Prioritizing favorable work conditions not only benefits employees' quality of life but also positively impacts organizational effectiveness, efficiency, and ultimately, success (Kong et al., 2020).

### **Compensation Packages**

Compensation packages, as defined by Park et al. (2021), encompass the comprehensive array of tools and offerings at an employer's disposal to attract, retain, motivate, and fulfill employees. This entails all investments an organization channels into its workforce and encompasses everything that holds value for employees within the context of their employment relationship. Mwema (2022) aptly characterizes compensation as an all-encompassing term that includes financial remuneration, tangible services, and benefits bestowed upon employees as integral components of their employment association. Compensation packages offer several benefits to both employees and organizations. For employees, competitive compensation packages provide financial security, incentivize performance, and attract top talent (Phan et al., 2022). They serve as a means of recognition and reward for employees' contributions, enhancing job satisfaction and morale. Additionally, comprehensive compensation packages often include benefits such

as health insurance, retirement plans, and paid time off, which contribute to overall well-being and work-life balance (Asif & Nisar 2022). For organizations, Hamila (2022) opined that effective compensation packages help to attract and retain skilled employees, reducing turnover costs and ensuring continuity in operations. They also foster a motivated and engaged workforce, leading to increased productivity and organizational effectiveness. Moreover, well-designed compensation packages can align employee interests with organizational goals, driving performance and ultimately contributing to the company's success and competitiveness in the market (Mwema, 2022).

### **Career Development**

According to Latham (2018), career development is defined as the systematic acquisition and development of the knowledge; skills and attitudes required by employees to adequately perform an assigned job or task to boost employee attitude in the job condition. Career development is considered a form of human capital investment whether that investment is made by the individual or by the firm (Muthuswamy, 2022). Career development facilitates the acquisition of specific skills or addresses shortcomings in employee attitudes, while development initiatives aim to equip employees with competencies that will be essential for the organization's future needs (Igbinoba et al., 2022). Career development offers numerous advantages for both employees and organizations. For employees, it provides opportunities for skill enhancement, personal growth, and professional advancement. Through career development programs, employees can acquire new skills, expand their knowledge base, and progress along their career paths. This not only increases job satisfaction and motivation but also boosts employee retention by demonstrating the organization's investment in their growth and success (Bahodirovna, 2021). Additionally, career development encourages employee engagement and loyalty, as individuals feel valued and supported in their career aspirations. For organizations, investing in career development leads to a more skilled and capable workforce, improved performance, and increased innovation (Madurani & Pasaribu, 2022).

### **Service Quality**

Service quality refers to the overall excellence and satisfaction experienced by customers when interacting with a particular service. It encompasses various aspects such as responsiveness, reliability, empathy, assurance, and tangibles, which collectively contribute to meeting or exceeding customer expectations (Makinde & Eyinade 2021). Service quality represents the extent to which a service provider consistently delivers exceptional service that meets or surpasses customer needs and desires. It involves factors like timeliness, accuracy, courtesy, consistency, and personalization, which enhance the customer's perception of the service's value and effectiveness (Akeem et al., 2021). Service quality offers several advantages that directly contribute to a business's success; delivering high service quality results in satisfied customers, leading to increased customer loyalty and repeat business (Ezenta & Osagie, 2021). Service quality acts as a powerful differentiator in competitive markets (Liat et al., 2017). Furthermore, effective service quality management reduces customer complaints and associated costs (Park et

al., 2021). By proactively addressing potential issues and providing timely resolutions, businesses can minimize the negative impact of complaints on customer satisfaction and operational efficiency (Shah et al., 2018). This leads to cost savings in customer support and potential legal or compensatory actions (Okocha et al., 2021). In summary, service quality provides advantages such as customer satisfaction and loyalty, a competitive edge, enhanced brand reputation, reduced customer complaints and costs, and improved employee morale and engagement (Ezenta & Osagie, 2021; Park et al., 2021). By prioritizing service quality, businesses can achieve sustainable growth and long-term success in their respective markets (Prabowo et al., 2019).

### **Empirical Review**

Bianchi and Chen (2015) study discovered that employee retention strategies had a positive effect on service quality, Ndembele et al. (2021) study showed that employee retention strategies had a significant and efficient method on service quality, also, Oluwole et al. (2021) study indicated that employee retention strategies had a significant influence on service quality, Corroboratively, Naveed et al (2020) study found out that employee retention strategies had a positive impact on service quality, Widokarti et al. (2019) study revealed that employee retention strategies had a significant impact on service quality. Furthermore, the study of Suwandana et al. (2022) showed that employee retention strategies had a positive impact on service quality, Claudia (2018) study indicated that employee retention strategies had a significant effect on service quality, Detnakarin and Rurkkhum (2019) study indicated that employee retention strategies had a positive impact on service quality, Lei and Chen (2020) study found out that employee retention strategies had an important impact on service quality, Detnakarin and Rurkkhum (2019) study revealed that employee retention strategies had a significant effect on service quality,

Corroboratively, the study of Guna and Satria (2021) indicated that employee retention strategies had a significant influence on service quality, Rasel et al (2022) study showed that employee retention strategies had a positive influence on service quality, Bahodirovna (2021) study discovered that employee retention strategies had a significant influence on service quality, Kissi and Owusu-Mintah (2015) study revealed that employee retention strategies had an important effect on service quality, AL-Ghaswyneh (2020) study found out that employee retention strategies had positive impact on service quality, Umasuthan et al. (2017) study indicated that employee retention strategies had a positive and significant influence on service quality. In addition, the study of Zhang et al. (2018) study showed that employee retention strategies had a positive effect on service quality, Bahadur et al. (2020) study discovered that employee retention strategies had a positive influence on service quality, Bahadur et al (2018) study revealed that employee retention strategies had a significant influence on service quality, and also, Kong et al. (2020) study found out that employee retention strategies had a significant effect on service quality.



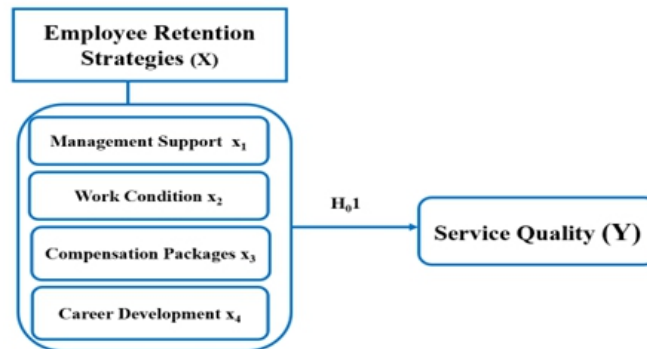
Al-Kurdi, et al (2023) study revealed that employee retention strategies had a positive effect on service quality, Albayrak, et al (2024) study found out that employee retention strategies had a significant and efficient method on service quality, also, Al-Gasawneh and Dalain (2023) study indicated that employee retention strategies had a significant influence on service quality, Corroboratively, Atogye et al. (2023) study showed that employee retention strategies had a positive influence on service quality, Delphin and Mashenene (2022) study discovered that employee retention strategies had a positive impact on service quality, Furthermore, the study of Guo, et al (2024) revealed that employee retention strategies had a significant impact on service quality, Harriet, et al (2024) study found out that employee retention strategies had a positive impact on service quality, also, Lawal, et al (2023) study indicated that employee retention strategies had a significant effect on service quality, Leopardjo et al. (2023) study showed that indicated that employee retention strategies had an important impact on service quality, Lerio and Bandiola (2023) study discovered that employee retention strategies had a significant effect on service quality, In addition, the study of Lin, et al (2024) indicated that employee retention strategies had a significant influence on service quality.

Lovemore et al. (2023) study found out that employee retention strategies had an optimistic effect on service quality. Mamakou, et al (2024) study revealed that employee retention strategies had a positive effect on service quality, Pahrudin et al. (2023) study found out that employee retention strategies had a significant impact on service quality, also, Pang and Zhang (2024) study indicated that employee retention strategies had a significant influence on service quality, Rashid and Rasheed (2024) study showed that employee retention strategies had a positive effect on service quality, Shakil and Mujtaba (2023) study discovered that employee retention strategies had a positive impact on service quality, Sugiato et al. (2023) revealed that employee retention strategies had a significant impact on service quality, Tresnadi et al. (2024) study found out that employee retention strategies had a positive impact on service quality, and also, Yasfi and Pardede (2023) study indicated that employee retention strategies had a significant effect on service quality.

### **Theoretical Framework**

The Human Capital Theory and the Resource-Based view Theory are the underpinning theories in this study. Human Capital Theory emphasizes the importance of investing in employee development, training, and skills to enhance their productivity and contribution to organizational success. In the context of a luxury hotel, this theory suggests that well-trained and skilled employees can deliver exceptional service, creating a competitive advantage. On the other hand, the Resource-Based View Theory posits that sustained competitive advantage arises from valuable, rare, and difficult-to-imitate resources possessed by the organization. In a Five-Star Hotel, skilled and motivated employees constitute a valuable resource that can differentiate the hotel's service quality from competitors, leading to superior customer experiences and ultimately, greater profitability. These theories collectively provide a comprehensive framework for analyzing and optimizing employee strategies to enhance service quality in the hospitality industry.

## Conceptual Model



**Figure:** Conceptual Model for Employee Retention Strategies and Service Quality

**Source:** Researcher's Conceptualization (2024)

## Methodology

This study adopted survey research design. The population comprised of 2,548 employees of five selected five-star hotels in Lagos, Nigeria. The sample size of 434 was determined using Cochran's formula. Simple random sampling techniques was adopted in selecting respondents. A structured, adapted and validated questionnaire was administered. Cronbach's alpha reliability coefficients for the constructs ranged from 0.797 to 0.952. The response rate was 87.6%. Data were analysed using descriptive and inferential (Multiple regression) statistics.

## Functional Model

In this study, the variables are classified into two; the independent and dependent variables. The independent variable is employee retention strategies (X) measured by sub-variables of career development work conditions organisational support and compensation packages, while the dependent variable (Y) is service quality. The operational model for the study variables is denoted in the equations below:

$Y = f(X)$  - Y is a function of X

Y = Dependent Variable

X = Independent Variable

Y = Service Quality (OP)

X = Employee Retention Strategies (ERS)

$X = (x_1, x_2, x_3, x_4)$

Where; X = Employee Retention Strategies (ERS)

$x_1$  = Career Development (CD)

$x_2$  = Work Conditions (WC)

$x_3$  = Organisational Support (OS)

$x_4$  = Compensation Packages (CP)

The model formulated for each of the hypotheses are written as:

**Hypothesis**

$$SRP = \beta_0 + \beta_1 CD + \beta_2 WC + \beta_3 OS + \beta_4 CP + \epsilon_i \text{----- Eqn1}$$

$\alpha_0$  = regression parameter which measures the coefficient of employee retention strategies  
 $\beta_1$ - $\beta_4$  = Parameters to be estimated  
 $\mu_i$  = error or stochastic term

**Data Analysis, Results and Discussion**

The researcher distributed 434 copies of questionnaire to the respondents, representing the total sample size for the study. Out the total copies (434) of questionnaire distributed, three hundred and eighty (380) were returned representing a valid response rate of 87.6% enabling the researcher to proceed to the analysis. To ensure that all of the basic assumptions governing regression were met, the data was submitted to certain pre-diagnostic tests, such as normality, linearity, homoscedasticity, and multicollinearity tests were performed as diagnostic tests.

**Restatement of Hypothesis**

**H<sub>01</sub>:** Employee retention strategies do not significantly affect service quality of selected five-star hotels in Lagos State, Nigeria.

**Table 1:** Multiple Regression of Employee retention strategies on service quality

N	Model	B	Sig.	T	ANOVA (Sig.)	R	Adjusted R <sup>2</sup>	F (4,375)
380	\	16.074	.000	18.155	0.000 <sup>b</sup>	.435 <sup>a</sup>	.180	21.828
	Career Development	.124	.002	3.112				
	Work Conditions	.118	.007	2.694				
	Organisational Support	.127	.001	3.216				
	Compensation Packages	-.010	.732	-.343				
Predictors: (Constant), Career Development, Work Conditions, Organisational Support, Compensation Packages								
Dependent Variable: Service Quality								

**Source:** Researcher's Findings, 2024

**Interpretation**

The table shows the multiple regression analysis results for the components of employee retention strategies are likely to affect service quality of selected five-star hotels in Lagos State, Nigeria. The results showed that career development ( $\beta = 0.124$ ,  $t = 3.112$ ,  $p < 0.05$ ), work conditions ( $\beta = 0.118$ ,  $t = 2.694$ ,  $p > 0.05$ ) and organisational support ( $\beta = 0.127$ ,  $t = 3.216$ ,  $p < 0.05$ ) both have positive and significant effect on service quality of selected five-star hotels in Lagos State, Nigeria. However, compensation packages ( $\beta = -0.010$ ,  $t = 0.343$ ,

$p > 0.05$ ) have negative and insignificant effect on service quality of selected five-star hotels in Lagos State, Nigeria. This implies that, career development, work conditions and organisational support, are important factors in the workplace which in turn yields an increase in service quality levels.

The R value of 0.435 supports this result and it indicates that employee retention strategies components have a small positive relationship with service quality of selected five-star hotels in Lagos State, Nigeria. The coefficient of multiple determination  $Adj R^2 = 0.180$  indicates that about 18% variation that occurs in the service quality of selected five-star hotels can be accounted for by the components of employee retention strategies while the remaining 82% changes that occurs is accounted for by other variables not captured in the model. The predictive and prescriptive multiple regression models are thus expressed:

$$SQ = 16.074 + 0.124CD + 0.118WC + 0.127OS - 0.010CP + U_i \quad \text{--- Eqn(i) (Predictive Model)}$$

$$SQ = 0.124CD + 0.118WC + 0.127OS + 0.169OS + U_i \quad \text{--- Eqn(ii) (Prescriptive Model)}$$

**Where:**

- SQ = Service quality
- CD = Career Development
- WC = Work Conditions
- OS = Organisational Support
- CP = Compensation Packages

The regression model shows that holding employee retention strategies components to a constant zero, service quality would be 16.074 which is positive. In the predictive model it is seen that of all the variables only compensation packages are negative and insignificant, so the management of the company can downplay those variables that is why they were not included in the prescriptive model. The results of the multiple regression analysis as seen in the prescriptive model indicate that when all other variables of employee retention strategies (career development, work conditions and organisational support) are improved by one-unit service quality would also increase by 0.124, 0.118 and 0.127 respectively and vice-versa. This implies that an increase in career development, work conditions and organisational support, would lead to an increase in the rate selected five-star hotels in Lagos State, Nigeria. Also, the F-statistics ( $df = 4,375$ ) = 21.828 at  $p = 0.000$  ( $p < 0.05$ ) indicates that the overall model is significant in predicting the effect of employee retention strategies components on service quality which implies that employee retention strategies components except compensation packages, improves the service quality rate of selected five-star hotels in Lagos State, Nigeria. The result suggests that such five-star hotels should pay more attention towards developing the components of the employee retention strategies work conditions and organisational support to increase service quality. Therefore, the null hypothesis ( $H_0$ ) which states that employee retention strategies have no significant effect on service quality rate of selected five-star hotels in Lagos State, Nigeria was rejected.

## **Discussion**

The results of the multiple regression for the hypothesis on the effect of employee retention strategies (career development, work conditions, organisational support and compensation packages) on service quality of selected five-star hotels in Lagos State, Nigeria, revealed that employee retention strategies of career development, work conditions, organisational support and compensation packages have significant effect on service quality. This finding provides empirical and theoretical implications.

Empirically, the findings from this study corroborates with the study of Bianchi and Chen (2015) study which discovered that employee retention strategies had a positive effect on service quality, Ndembele et al. (2021) study showed that employee retention strategies had a significant and efficient method on service quality, also, Oluwole et al. (2021) study indicated that employee retention strategies had a significant influence on service quality, Corroboratively, Naveed et al (2020) study found out that employee retention strategies had a positive impact on service quality, Widokarti et al. (2019) study revealed that employee retention strategies had a significant impact on service quality. Furthermore, the study of Suwandana et al. (2022) showed that employee retention strategies had a positive impact on service quality, Claudia (2018) study indicated that employee retention strategies had a significant effect on service quality, Detnakarin and Rurkkhum (2019) study indicated that employee retention strategies had a positive impact on service quality, Lei and Chen (2020) study found out that employee retention strategies had an important impact on service quality, Detnakarin and Rurkkhum (2019) study revealed that employee retention strategies had a significant effect on service quality.

Corroboratively, the study of Guna and Satrya (2021) indicated that employee retention strategies had a significant influence on service quality, Rasel et al (2022) study showed that employee retention strategies had a positive influence on service quality, Bahodirovna (2021) study discovered that employee retention strategies had a significant influence on service quality, Kissi and Owusu-Mintah (2015) study revealed that employee retention strategies had an important effect on service quality, AL-Ghaswyneh (2020) study found out that employee retention strategies had positive impact on service quality, Umasuthan et al. (2017) study indicated that employee retention strategies had a positive and significant influence on service quality. In addition, the study of Zhang et al. (2018) study showed that employee retention strategies had a positive effect on service quality, Bahadur et al. (2020) study discovered that employee retention strategies had a positive influence on service quality, Bahadur et al (2018) study revealed that employee retention strategies had a significant influence on service quality, and also, Kong et al. (2020) study found out that employee retention strategies had a significant effect on service quality.

Al-Kurdi et al (2023) study revealed that employee retention strategies had a positive effect on service quality, Albayrak et al (2024) study found out that employee retention strategies had a significant and efficient method on service quality, also, Al-Gasawneh and Dalain (2023) study indicated that employee retention strategies had a significant



influence on service quality, Corroboratively, Atogye et al. (2023) study showed that employee retention strategies had a positive influence on service quality, Delphin and Mashenene (2022) study discovered that employee retention strategies had a positive impact on service quality, Furthermore, the study of Guo et al (2024) revealed that employee retention strategies had a significant impact on service quality, Harriet, et al (2024) study found out that employee retention strategies had a positive impact on service quality, also, Lawal et al (2023) study indicated that employee retention strategies had a significant effect on service quality, Leopardjo et al. (2023) study showed that indicated that employee retention strategies had an important impact on service quality, Lerio and Bandiola (2023) study discovered that employee retention strategies had a significant effect on service quality, In addition, the study of Lin et al (2024) indicated that employee retention strategies had a significant influence on service quality.

Lovemore et al. (2023) study found out that employee retention strategies had an optimistic effect on service quality. Mamakou, et al (2024) study revealed that employee retention strategies had a positive effect on service quality, Pahrudin et al. (2023) study found out that employee retention strategies had a significant impact on service quality, also, Pang and Zhang (2024) study indicated that employee retention strategies had a significant influence on service quality, Rashid and Rasheed (2024) study showed that employee retention strategies had a positive effect on service quality, Shakil and Mujtaba (2023) study discovered that employee retention strategies had a positive impact on service quality, Sugiato et al. (2023) revealed that employee retention strategies had a significant impact on service quality, Tresnadi et al. (2024) study found out that employee retention strategies had a positive impact on service quality, and also, Yasfi and Pardede (2023) study indicated that employee retention strategies had a significant effect on service quality.

Theoretically, this research findings fell in line with the Human Capital Theory and the Resource-Based view Theory. According to the Human Capital Theory, investing in employees' knowledge, skills, and abilities through effective retention strategies can enhance their human capital, which is a critical resource for organizations (Becker, 1964). By providing career development opportunities, favorable work conditions, organizational support, and attractive compensation packages, five-star hotels can cultivate a highly skilled and motivated workforce. These strategies contribute to the development of employees' technical competencies, problem-solving abilities, and customer service skills, which are essential for delivering high-quality service. Well-trained and engaged employees are better equipped to understand and consistently meet or exceed guests' expectations, resulting in superior service quality.

Furthermore, the Resource-Based View Theory suggests that valuable, rare, inimitable, and non-substitutable resources can contribute to a sustainable competitive advantage (Barney, 1991). In the context of five-star hotels, a workforce capable of delivering exceptional service quality can be considered a valuable and rare resource that is difficult for competitors to replicate. By implementing effective employee retention strategies,

hotels can develop a dedicated and highly skilled workforce that excels in providing consistent, reliable, and superior service. This human resource advantage, characterized by a deep commitment to service excellence, can differentiate the hotel from its competitors and contribute to its long-term success and competitiveness in the hospitality industry, where service quality is a crucial differentiator. Considering the support of the Human Capital Theory and the Resource-Based view Theory to the effect of employee retention strategies on service quality this study therefore rejected the null hypothesis ( $H_{01}$ ) that employee retention strategies have no significant effect on service quality of selected five-star hotels in Lagos State, Nigeria.

### **Conclusion and Recommendation**

The findings of this study underscore the critical link between employee retention strategies and service quality within the context of five-star hotels in Lagos State, Nigeria. It is evident that investments in career development, improving work conditions, providing strong organizational support, and offering competitive compensation packages yield tangible benefits in enhancing service quality. As such, hotel management should recognize the importance of prioritizing employee retention initiatives as integral components of their business strategies to maintain and improve service standards in a highly competitive hospitality market.

To capitalize on the identified relationship between employee retention strategies and service quality, it is recommended that five-star hotels in Lagos State, Nigeria, focus on implementing comprehensive retention programs. This could involve developing structured career advancement paths for employees, ensuring conducive work environments, fostering a culture of support and recognition within the organization, and regularly benchmarking compensation packages against industry standards. Additionally, hotels should conduct regular employee satisfaction surveys to gauge the effectiveness of retention efforts and make necessary adjustments accordingly. By prioritizing the well-being and professional development of their employees, hotels can not only enhance service quality but also strengthen their competitive position in the market and foster long-term success.

### **Suggestions for Further Studies**

For further studies, researchers could delve deeper into understanding the specific mechanisms through which employee retention strategies impact service quality within the hospitality industry in Lagos State, Nigeria or other business sectors. This could involve qualitative research methods such as in-depth interviews or focus groups with hotel employees and managers to explore their perceptions and experiences regarding the effectiveness of various retention initiatives. Additionally, comparative studies across different types of hotels (e.g., luxury versus budget hotels) or across different regions within Nigeria could provide valuable insights into how contextual factors influence the relationship between employee retention and service quality. Moreover, longitudinal studies tracking changes in employee retention practices and service quality over time could offer a more nuanced understanding of the dynamic nature of this relationship and help identify best practices for sustainable improvements in service delivery.

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