

**EMPLOYEE RETENTION PRACTICES AND SERVICE DELIVERY IN THE
HOTEL INDUSTRY, MACHAKOS COUNTY, KENYA.**

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DECLARATION

This research project is my original work, and to the best of my knowledge has not been submitted to any other University or Institution of learning for academic purpose.

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This research project has been submitted for examination with my approval as the duly appointed University Supervisor.

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DEDICATION

This research project is dedicated to my priceless children Damaris, Nelson, Joshua, and Tei.

ACKNOWLEDGEMENT

This far, my God has been faithful.

I wish to acknowledge the invaluable guidance by my supervisor Dr. Peter Philip Wambua. Special thanks go to my lecturer Dr. Bula for her positive criticism of this work. Last but not least, my parents Mutisya and Catherine for believing in me.

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OPERATIONAL DEFINITION OF TERMS

Employee Retention	An organization's ability to keep its employees to the reasonable amount of time according to its employment terms.
Leadership	The process of inspiring others to get the job done; maintaining morale; motivating subordinates
Leadership style	An approach taken by hotel's management in inspiring and mobilizing employees for daily operations of the organization.
Employee promotion	The act of giving employees an opportunity to move upwards in their careers within the organization
Employee reward	The financial or non-financial compensation that an employee gets for the work he does in an organization
Service delivery	The approach used by human resource in firms in the hotel industry in packaging service to customers with the intention to solicit satisfaction and repeat business/purchase
Employee training	A process whereby people acquire capabilities to aid in the achievement of organizational goals

ABBREVIATION AND ACRONYMS

ASTD	American Society for Training and Development
GST	Goal-Setting Theory
HPWP:	High-Performance Work Practices
HRD	Human Resource Development
IT	Information Technology
KNBS:	Kenya National Bureau of Statistics
KTB	Kenya Tourism Board
NACOSTI	National Council of Science Technology and Innovation
POS	Perceived Organizational Support
SERVQUAL	Service quality
SPSS	Statistical Package for Social Sciences
STR	Short Tandem Report
UNWTO	United Nation World Tourism Organization

ABSTRACT

Delivering services of high quality is an important pursuit for service providers that seek to create and provide value to their customers. Through the provision of high levels of service quality, companies can achieve increased customer satisfaction, loyalty and long-term profitability. Therefore, the purpose of this study was to determine the relationship between employee retention practices and service delivery in the hotel industry in Machakos County, Kenya. The variables of interest were leadership style, employee training, employee rewards, employee promotions, and service delivery. Specifically, the objectives were: to determine the relationship between leadership styles and service delivery in hotels in Machakos town; to establish the relationship between employee promotion and service delivery in hotels in Machakos town; to examine the relationship between employee training and service delivery in hotels in Machakos town and to determine the relationship between employee rewards practices and service delivery in hotels in Machakos town. The glaring inadequacy of literature addressing any possible relationship between employee retention practices and service delivery within hotel industry, especially in Machakos County necessitated undertaking of this study. This problem was considered with the revelation that mot hotels often engage employees on temporary terms rather than permanent and pensionable terms. The study was founded on the concepts from expectancy-value theory, human capital theory, and goal-setting theory. The study made use of a descriptive research design in which stratified sampling approach was used to select 18, 45, and 144 respondents from large, medium, and small hotels, respectively. The respondents included representation from three levels; general managers, Human Resources managers, and hotel managers. Primary data was collected by the use of structured questionnaires based on the objectives of the study after the instrument had been tested for validity and reliability. The questionnaires were coded and analysed with the aid of SPSS. The study also used descriptive and inferential analysis to establish the relationship between each of the retention practices and service delivery in the hotel industry in Machakos County. A regression analysis of the data revealed that employee retention practices have significant influence on service delivery within the hotel industry. Four employee retention practices, including leadership styles, employee promotion, employee training, and employee reward were found to have direct influence and quantifiable contributions to the overall service delivery within the sampled hotels. The study concludes by pointing out at training as the most influential employee retention practice on the level of service delivery within the hotel industry in Machakos County. This was evidenced by a Beta coefficient of 0.338 and a p-value of 0.000. Therefore, the study recommended that top management within the hotel industry should prioritize development of more relevant and regular training programs for their employees. Other recommendations include the need for decision makers within hotel industry to refine their reward systems to meet the expectation of the employees and re-evaluation of employee promotion criteria and practices to make it more aligned to the industry core business of service delivery.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

High quality service delivery is an important pursuit for service providers that seek to create and provide value to their customers (Grönroos & Ravald, 2011). Clark et al. (2009) also emphasized this point by noting that consistent provision of quality services is key in the survival in the hotel and hospitality industry. As such, players in this industry are expected to acquire and maintain all the elements that are responsible for creation and sustenance of high quality services. Human resource or personnel are known as the mobilizing factor of production with greater effect on the delivery of services within an organization, especially in the service industry. Therefore, employee retention seems to guarantee consistency in terms of the individuals responsible for delivery of an organization's services (Ghani et al., 2022). This makes it important to examine the prevalent employee retention practices among players in the local hotel industry.

1.1.1 Employee Retention Practises

Employee retention refers to an organization's ability to keep its employees to substantial length of engagement as per the employment contract. This often manifest itself in terms of high or low employee turnover within the organization (Bhattacharya, 2015). Organizations intentionally or unitentionally engage in different practices that contribute to their ability to retain their workforce and become employer of choice for people with relevant skills. The practises including adoption of favorable leadership styles, employee training, promotion, and employee reward constitute some of the strategies employed by different organization to ensure retention of the workforce (Al-Suraihi et al., 2021).

While advocating for transformational leadership within hospitality industry in Nigeria, Ohunakin et al. (2019) pointed out that employees' behavior and attitude are greatly impacted by the style of leadership adopted within an organization. As such, leadership style plays a major role in shaping the behavior and attitude of an employee towards the organization and the assigned tasks therein. Organization managers are expected to adopt favorable styles of leading the workforce to eradicate every sense of job dissatisfaction which often results into workforce turnover (Ohunakin et al., 2019). Additionally, employees' ability to discover and utilize their full potential at delivery quality services even in hotel industry heavily depends on the managers' leadership skills.

In terms of employee training, Al-Suraihi et al. (2021) observed that sound training programs for an organization's workforce are key tools usable in eliminating negative factors like job dissatisfaction often associated with employee turnover. Regular training sessions within organization are sure sources of knowledge and skills needed not only to boost employees' job performance but also instill a sense of job security. Investing in the training of employees often allows the employees to feel much needed and valued by the organization. Therefore, the regularly trained employees will have additional reasons not to leave the organization easily (Smith, 2018).

In addition to the two facets of employee retention practices discussed above, Koo et al. (2020) noted employee reward as a critical determinant in an organization's retention of its workforce. The authors assert that the reward is categorized into emotional and material elements. Elements such as annual or special leaves, incentives, certificate, and promotions form the material rewards to employees while emotional rewards include employee recognition, empowerment, opportunity, and compliment. The reward

elements work towards reinforcing employees' affective commitment to the organization besides meeting their physical and emotional needs (Ampofo, 2020). Effective application of employee reward is aimed at gaining greater loyalty of the employees as well as their dedication to the strategic goals of the organization (Koo et al., 2020). As such the employees get emotional and physical commitment to the organization with greater probability of building lasting relationships with the organization. This translates to sustained retention of an organization's workforce and continuous delivery of quality services (Ampofo, 2020).

1.1.2 Service Delivery

Hotel industry as well as other players in different service industries operate in a highly sensitive environment that is dictated by personalized demands and expectations of the clients. Gebremichael (2019) opined that any player desiring to thrive in a hotel industry must prioritize continuous improvement on the quality of their services. The authors describe service quality as the perceived extent to which a hotel's service meet normative expectations of the customers. In order to provide high levels of service quality and therefore create value for their customers, the hotel industry needs to plan the delivery of their services and to ensure the successful implementation of the actual plan (Liu et al., 2019; Parasuraman et al., 1985). By companies providing high levels of service quality, they can achieve increased customer satisfaction and loyalty hence long-term profitability (Wilson et al., 2016). Hence, effective planning and implementation of the developed delivery plans are key factors for the Service Delivery System (SDS). Furthermore, continuous improvement of service procedures contributes to the optimization of SDS and enhances the organization's standards of service.

The ability of a firm to compete is contingent on the design of the service, structure of service delivery system, and value to target customers. This triad relationship is emphasized as a strategy to attain levels of performance in customer satisfaction, retention, and overall profitability. Design of the service seeks to address the elements of the service offering or bundle; structure of service delivery systems focuses on the system and its delivery efficiency to the consumer whereas value to target consumers is focused on the expected and actual service delivery to customer (Ponsignon et al., 2011).

The application of this to the way services are delivered is that the worker's accuracy in service delivery can have an effect to the customer from the one providing the service, in the end, changing the state of following (Hennig-Thurau et al., 2006; Verbeke, 1997). Tsai and Huang (2002) point out that such influence, in turn, can influence assessment and perceptions of the customers on encounter with the service. As such, employees transferring positive connections and influences in the service industry can enhance customer's experience of the service delivered. According to Clark et al. (2009), one of the continuing challenges in the hotel industry is providing consistent levels of quality service across units. Although recruitment, selection, and training practices are often standardized across units (within a given market), frontline employees' performance varies.

Examining view of the quality of service, mostly for varied customer sections, assist hotel owners with define and developing systems of promotion that put into place each specific part of issues successfully. Clearly recognizing and comprehending clients' prerequisites, hotel managers are bound to probably envision and cater to the wants and needs of their customers, compared to only dealing with their disappointments. Hotel

managers can design compelling showcasing methodologies targeting both Western and Asian tourists, satisfying them during their initial visit and then create customer reliability in the hotel's services and facilities thereon (Choi & Chu, 2001).

It is therefore, clear from the foregoing that in trying to come up with standards for ascertaining service quality for the hospitality sector, certain attributes deserve to be evaluated because they are equal. These attributes include the willingness to protect and understand. Others include competence, credibility, level of being courteous, reliability of staff by customers, and ability to respond to customers. Staff hospitality relates to the uniformity in carrying out duties and ability to be depended on and shows billing accuracy and recordkeeping" (Nicolaidis, 2008).

1.1.3 Hotel Industry

Hotel industry is composed of all form of businesses engaged in provision of food and drinks, accommodation to customers and travellers and entertainment, meeting rooms and conference facilities. It was estimated by the 'International Hotel Industry' report (2009), Mintel, UNWTO data that in 2008, hotel cubicles and other equal foundations was 20.1M in number and that it was going up at a 2.2% expected rate over the last five years. This gauge, nevertheless, depended on past appraisals. It is essential to note, in any case, that UNWTO insights incorporate hotels as well as motels, bed and morning meals and other similar foundations'; therefore, the span of the real hotel sector is overestimated.

In Kenya, the hotels are classified into various levels, i.e. between first star and five star hotels. Where first star is makeshift eating spots, quite cheap and mostly located in residential areas and is quite unstructured. Five star hotels, however, are a complete contrast where they are of international standards, highly structured in terms of

organization and fairly expensive in service offers, for instance intercontinental hotel and Hilton hotel. According to the researcher, hotels are characterised with executive accommodations, conference facilities, fitness facilities, swimming pools and outside catering, therefore, offering a wide variety of services to its customers. Product may not differentiate one hotel to another; however, how the personnel delivers the service may become some positioning criteria in the mind of the customer/consumer (Ongori, Iravo, & Munene, 2013).

Historical development of hotels is traced back to the migration and settlement of ethnic groups. Messengers were sent on foot, and they were accommodated where night found them. When the first Arab to visit the east African region arrived at the Kenyan coast, he was accommodated by the community at that place. This hospitality remains in Kenya pulled in more Arabs to exchange ivory and slaves. These merchants required convenience, and this prompted the foundation of hospitality premises along the coastal area of Kenya (Muriisa, 2008). The construction of the famous Uganda railway led to hospitalism establishments like hotels set up to cater for the labourers, explorers, settlers, missionaries and visitors to Kenya and Uganda. In 1902, the Stanley hotel was set up in Nairobi. This was followed by the Norfolk hotel it was set up in 1904. Later during the 1960s, the government took the initiative, which led to further development of hotels in the country (Ongori, Iravo & Munene, 2013).

Hotel industry in Kenya has a close association with tourism growth in the country. According to KNBS (2012), Global tourists majorly during holiday led to a rise of 13.3% in the arrival volume. Cumulative number of visitors went up to 1.8 million in 2011 from 1.6 million in 2010. Kenya tourism board (KTB) in 2009 conducted a study on hotel

growth and bed capacity in the country. The study found out that there were 2228 licensed hotels with a bed capacity of 72665beds. Majority of the hotels are owned and managed by individuals. Three-star rating hotels that are licenced are roughly 6%. Of the total beds, 46% are rated as a very high standard. The remaining total bed capacity, i.e. 54% are budget and economy class hotels mainly located in other towns outside Nairobi and Mombasa. However, for tourist who is the not so much of a high spender, average to good quality rates are offered (KTB, 2009).

The coast region of Kenya is home to 20% of all hotels in Kenya. Due to the traditional beach product, which resulted in the fast development of infrastructure and beach resorts in the '70s and '80s, they account for 39% of total beds. 46% of the classified hotels in the country are located at the coast accounting for 55% of the bed capacity. Contextually, Wavinya et al. (2022) reports that there are 91 hotels in Machakos county. It is notable that majority of the hotels in Kenya are privately owned, and this has led to an improvement in the quality, choice and capacity in Kenya.

1.2 Statement of the problem.

Hotel industry suffers great losses in times of economic, political, and even public health uncertainties as the ones witnessed during Covid-19 pandemic. Their profitability and ability to keep employees depend on free movement of people and availability of disposable income among the populace. Therefore, any hindrance in the physical and economic health of the people often renders most hotels inactive. This is observable in their human resource management practices characterized by temporary engagement of employees, who are subject to job insecurity. As such, most hotels especially in the undeveloped economies like Kenya often experience greater employee turnover. Multiple

studies such as Gebremichael (2019), Myrtle & Wilber (1994), Samuel and Chipunza (2009), and Slåtten (2010) suggests that there are some links between delivery of quality services and employee retention within an organization. However, there is hardly a notable study to establish this link within hotel industry especially in the context of Machakos County in Kenya.

Although a significant research was conducted by Wilson et al. (2016) on satisfaction of customers considering different customer perception and customer expectation, only the gap analysis was studied. Further, an investigation by Lukenova (2010) on the performance process of hotel service evaluation was made but did not study the difference in evaluation of satisfaction level by customers in the services delivered in hotels. Considering this, the study aimed at filling the literature gap by finding out employee retention practices and their effects on service delivery in the hotel industry in Machakos County, Kenya.

1.3 Research Objectives

1.3.1 General Objective

The study sought to examine the relationship between employee retention practices and service delivery among hotels in Machakos County, Kenya.

1.3.2 Specific objectives

- i. To determine the relationship between leadership styles and service delivery in hotels in Machakos County, Kenya.
- ii. To establish the effect of employee promotion on service delivery in hotels in Machakos County, Kenya.

- iii. To examine the effect of employee training on service delivery in Machakos County, Kenya.
- iv. To evaluate the relationship between employee rewards and service delivery in hotels in Machakos County, Kenya.

1.4 Research questions

- i. How does leadership styles displayed among hotels in Machakos County relate their delivery of services?
- ii. What is the effect of employee promotion on service delivery among hotels in Machakos County?
- iii. How does employee-training affect service delivery among hotels in Machakos County?
- iv. What is the relationship between employee reward practices and service delivery among hotels in Machakos County?

1.5 Significance of the study

The management of hotels in Machakos town will gain a lot of knowledge from this study since the study highlight measures on how to manage employee turnover as well as understand the relationship between retention strategies used by firms (i.e. employee training, leadership, promotion and reward) and service delivery. The academicians and researchers will find the results of the findings of this study an important reference for further research, especially in employee retention strategies or talent management policies in various industries in Kenya. This study will also benefit the policymakers in revising policies to factor in employment requirements as far as satisfaction, work environment and retention are concerned. The researcher also expects the findings of this

research to be of significance to the government, especially in reviewing of employee retention practises as well as coming up with policies on retention practises by institutions in Kenya.

1.6 Scope of the study

The main purpose of the study was to establish a relationship between employee retention practices and service delivery in the hotel industry in Machakos County, Kenya. Specifically, the employee retention practises that were studied included leadership style, employee promotion, employee training, and employee rewards. The study was undertaken in hotels in Machakos County, Kenya. A population of 69 hotels were targeted, and the sample size was computed to be 207 respondents that comprised the employees of the hotels. The study was carried out between the month of September 2018 and November 2018.

1.7 Limitations of the study

The scope of the study was limited to Machakos County; however, future studies could widen the scope say, eastern region or western region to accommodate more counties for comparison purposes.

The researcher anticipated lack of co-operation from hotel managers and staff for fear of exposing their business to competition. The researcher, however, overcame this limitation by assuring the respondents that any information given was for learning purposes and that the information will be treated with confidence. In addition, the researcher anticipated lack of response by respondents. The researcher surmounted the limitation by creating a

good rapport with the respondents and made telephone calls or email to remind them to respond to the questionnaires.

1.8 Organization of the study

This project report is organized into five chapters, which cover different aspects of the study. The first chapter serves the purpose of introducing the study. It covers areas such as the study's background information, problem statement, research objectives and questions, scope, limitations, and significance of the study. Review of relevant literatures is covered in chapter two, while chapter three provides research methodology used in undertaking this study. Chapter four presents methods that were used to analyse the data that was collected in the study and also provide findings of the analysis. Lastly, the conclusion and recommendations of the study are provided in chapter five.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a review of the existing literature on employee retention and service delivery in the context of hotel industry. It includes review of theoretical and empirical literature aimed at establishing sound foundation for the study. It offers better opportunity to fill knowledge gaps on the subject under study. Additional contents of the chapter are summary of the literature review and the study's conceptual framework.

2.2 Theoretical literature review

This section reviews four theories including the SERVQUAL model, Expectancy value theory, the Human Capital theory, and goal-setting theory.

2.2.1 SERVQUAL Model

Parasuraman et al. developed this model in 1985 as a tool for measuring quality of an organization's services from the customer's point of view (AlOmari, 2021). Parasuraman and his colleagues assert that the difference between Client's perception (P) score and expectation (E) score equals service quality (Q); $Q = P - E$.

The model considers perceptions and expectations of customers as the key aspects upon which quality of a service is measured. This consideration is quite important for hotel industry since it is dictated by the customer preferences. As such, the model combined ten initial dimensions of service quality into five broad metrics including reliability, assurance, empathy, tangibles, and responsiveness of the service (AlOmari, 2021).

This is most prevalent model used in assessing consumer loyalty nearly in all service industry. It depends on customer's assessment on quality of service; this is an examination of what is anticipated and the acquired incentive and taking into consideration the gaps in the service provision process. The gap model was the establishment of SERVQUAL scale.

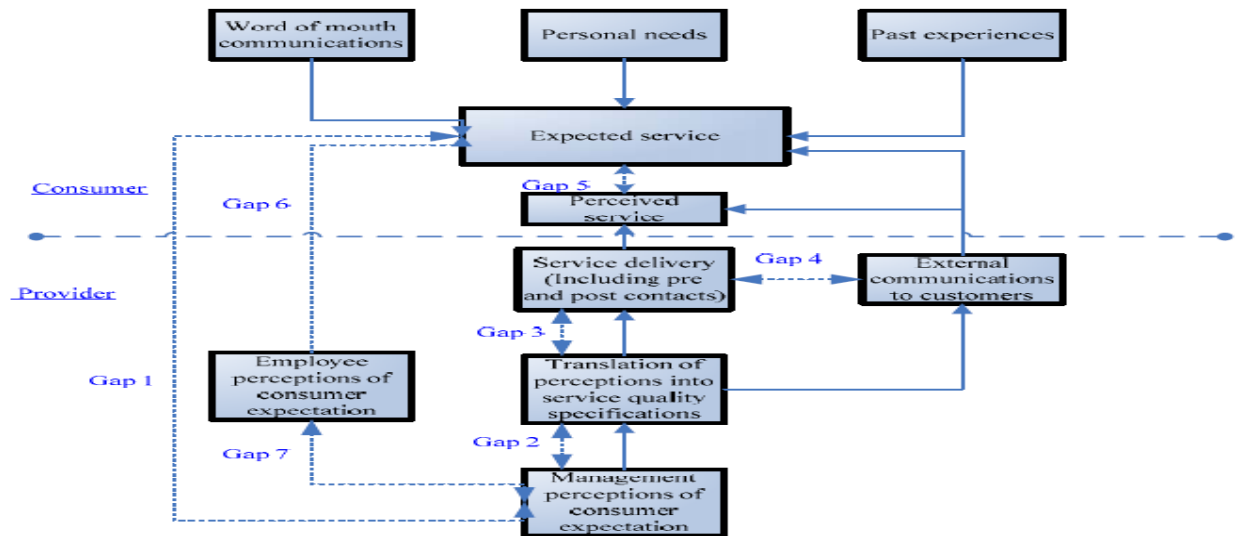


Figure 2.1: Service quality gaps model

(Source: Parasuraman et al., 1985)

This model is as a result of the extension of Parasuraman *et al.* (1985). It identifies seven major gaps in the concept of quality of service:

The first gap (Gap1) illustrates the difference that might exist between board of management's perception of customers' expectation and the actual expectation of customers. The gap is often identified by outside clients. It is one of the three imperative gaps. This gap is huge when there are lots of the board layers in an institution; an erroneous start in advertising exploration or upward correspondence is lacking. The second gap (Gap 2) is the discrepancy between Service quality specifications and the

board of management's perception of consumer's expectations. The gap is brought by lack of pledge in supporting nature of manager board or workers, a sign of impracticability, task institutionalization absence, and truancy or unsatisfactory goal.

The service quality gap can be broadened further in the process of service delivery when service quality specifications are not translated correctly by the staff providing the service. The gap (Gap 3) is referred to as the administration details and administration conveyance gap. Staffs do not realize their rank, additionally the roles that lead to the gap. Sometimes the workers are aware of the duties they are supposed to carry out and yet they do not. Additionally, lack of supervisory control frameworks and cooperation is reason for this. Gap 4 represents the administration conveyances versus outer correspondence gap. Over-certification to both outside and internal customers similarly as the low horizontal communication is a varied reason for this.

The discrepancy (Gap 5) represents a gap between what the clients want versus how they judge the service offered. The gap is serious and thought as the truest indicator of the quality of service. Like the gap that SERVEQUAL display effects on, this gap shows an immediate connection with external customers. All the service providers endeavor to meet the needs and requirements of customers that are truly advanced. Even with this, their impression of the conveyed service does not rely just on the administration, the anticipations and desires plus outside effects, e.g., oral communication and the contender breakthrough. The sixth gap (Gap6) is closely related to the previous one. It is described as client desires and workers' recognitions gap. The gap equally is directly identified with outside clientele. If the workers consider the client desires as wrong, immediately, an awful impact on consumer loyalty is made.

A difference is also likely to exist on how an employee and management perceive customers' expectation of service quality (Gap 7). It can very well be decreased if the organization management and its staff have proper communication to find out the issue. Based on the quality of service idea, in all the holes, the smaller the gap is, the higher quality of service to be identified. Even though just a single gap comes up, it will be an indicator that customers are disappointed and dissatisfied.

2.2.2 Expectancy value theory

The theory was postulated by Martin Fishbein (1970) as a direct link to gratifications theory. It holds that how someone behaves is determined by what he expects in terms of value to be realized from the behaviour. Therefore, one is likely to choose a behaviour in which highest value and success is expected, when multiple behaviours is possible. The theory holds that people are goal-oriented, and every action they take are always geared towards a specific goal.

This theory is linked to rewards and promotion as a strategy for retaining employees. Reward incentives play a big role in the behaviour and attitude of the workers (Noe et al., 2009). Rewards determine the type of employees who come and remain in the institution. Rewarding good behaviour aligns employee's commitment to the goals of the organization. Although many firms want to reward their employees using the market rate, higher pay than the market rate might be a superior human resource investment. Bretz, Milkovich and Read, (1992) argue that those employers who use higher pay rate than market rates may motivate the employees to remain and do what is expected of them since they want to keep their highly paying jobs. Based on the above explanation this

theory supports leadership styles, and employee reward practises as variables of human retention practices.

2.2.3 Human Capital Theory

The theory was coined and promoted by Theodore Schultz and Gary Becker in the 1960s. It contends that intentional investments on improving intellectual and professional capacity of an organization's workforce often results in the increase of personal and collective productivity of the workforce (Boutaleb & Gavkalova, 2021). Such investments are exemplified by formal education and professional trainings aimed at boosting the employees' skills. The theory is an extension of wage differentials explanation in different employments by the so-called net (dis) advantages by Adam Smith. Job learning costs is one of the most important net advantage components that have resulted to economists such a Becker and Minter (2006) to argue that attribute being equal, personal incomes differ depending on human capital amount of investment ; i.e. the training and education given to groups or individual employees. A more expectation is that the human capital creates a widespread investment in the labour force, the skill-base indispensable for higher service delivery and by extension economic growth (Marchsal, 1998).

Human capital theory is linked to employee training, and according to Ansebery, (2003), less of the current jobs entail routine duties and more on knowledge and career advancement. Workers prepare new positions created as the jobs don't last long; workers have to understand their work environment and conditions well. Supervisors, customers

and people supplying need to learn such skills for implementation of working training programs (Noe et al., 2009).

2.2.4 Goal-Setting Theory

Edwin A. Locke started examining goal setting in the mid-1960s; he went ahead to research goal-setting over 30 years. Locke refined and developed his goal-setting theory in the 1960s, publishing his very first paper, "Toward a Theory of Task Motivation and Incentives", in 1968. Through the article, a positive relationship established between performance and clearly identified goals.

Based on the theory, with comparative execution objectives, a number of personnel carry out duties more effectively than others. Two noteworthy highlights of personnel objectives are the intensity and content of the objectives (Latham & Locke, 1991). This exploration that has led on GST concentrates on difficulty and the particularity as respects to objectives content. Particularity alludes objectives to be quite certain as opposed to ambiguous. Trouble alludes to the objective dimension expected to be achieved; difficulty dimension is not steady since it depends on someone that is going to accomplish the objective. Somebody might find an objective easy to achieve, and another may find it challenging. When somebody's responsibility and capacity are convincingly satisfactory, he will perform effectively if the objectives are more enthusiastically. At the end of the day, the harder the objective is, the higher the execution.

According to Latham and Locke (1991), the second attribute of goals, intensity, alludes to the psychological procedure, including "scope, clearness, mental exertion, and so on."

Discoveries in research point out that people who are occupied with achieving an objective profoundly and expansively are almost certain to be focused on accomplishing the objective. Another finding is that the more the person is focused on the objective, the better the performance.

There is a lot of criticism on the theory even though it is supported by empirical research and regarded as the most useful motivational theory. More controlled environments research was done, and the goals to be accomplished were very clear and to the point. The personnel were able to evaluate if they achieved and finished the objectives without any difficulty. Nonetheless, with true, genuine associations, the undertakings that should be finished are generally increasingly convoluted and misty, dissimilar to in controlled research facility settings, which regularly results in not having the capacity to decide if an objective is accomplished (Yearta, Maitlis & Briner, 1995)

There are three criteria all together for objective setting to be effective: objectives must be explicit, have time constraints, and be testing, however feasible, other than the aforementioned criterion, it is essential for workers to acknowledge objectives and be focused on them. The criteria should be upheld by research and ought to be included in HRD training practices (Smither, 1998).

Latham and Locke (1984) talk about and expand on the contrasts among key and individual occupation objective setting. As indicated by them, key objectives are more extensive in degree than individual ones. Despite the fact that key objective setting may look less complex, in actuality, it is undeniably progressively entangled. To ensure you set vital objectives, organizations ought to follow the following six steps as suggested by Latham and Locke (1984):

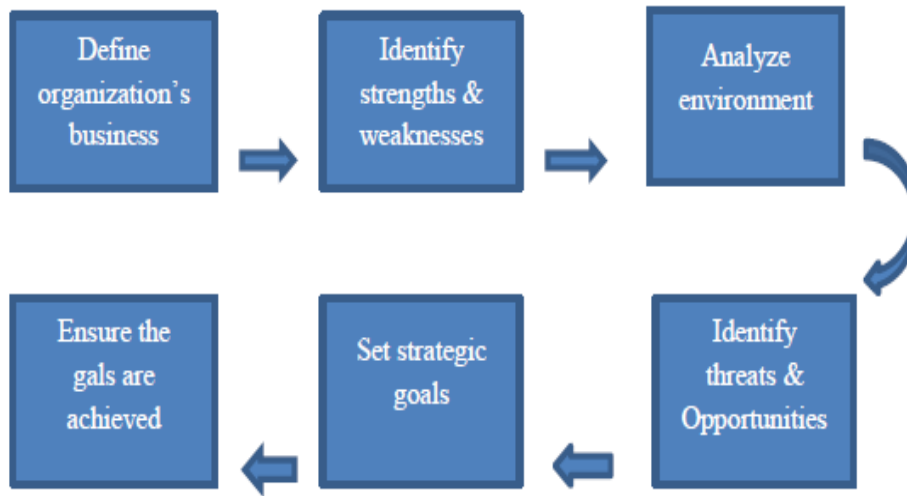


Figure 2.2: Goal Setting Process

The process of setting goals in an organization includes six steps, which begin with defining business of the organization, then identification of its strengths and weaknesses. The third step involves analysis of the environment in which the organization operates. The environment includes competitors not forgetting their strengths and weaknesses. The next step is identification of the organization's threats and opportunities basing on the environment analysis. The identification then leads to the fifth step, which involves the setting of strategic goals for the organization based on the gathered information aforementioned steps. Finally, the management should ensure the achievement of the set goals.

2.3 Empirical Review

The section reviews previous studies on each of the four objectives of the current study. The aim is to identify knowledge gaps through examination of the previous studies' findings.

2.3.1 Leadership style and service delivery

Lyu et al. (2016) sought to investigate how proactive employee performance on services to customers was affected by abusive supervision styles in the hotel sector. The information was gathered from 198 service-providing employees in 12 China-based hotels. Previous validated and developed organizational identifications, abusive supervision measures, and communism were used, it was found to be highly reliable in the study. The study found out that the 12 China-based hotels revealed service employees are negatively influenced by abusive supervision through identification in the organization. In addition, employees' collectivistic value orientation also strengthens the negative relationship between abusive supervision and organizational identification, which therefore impairs service delivery. The study scope, however, was limited to China and focused only on the employee reward component. This study incorporates more human resources practices and weighs against service delivery.

Study by Ferguson (2010) sought to test a model whether human resource inputs and practises such as motivation, employee skill, training and development, and profit-sharing contributed to firm performance. The researcher used cross sectional research design and data collection administered via the internet to the respondents who were majorly managers and consultants. The study found out a statistically significant variance between the human resource management system and firm performance. The researcher concluded the firm managers could influence positive performance in their organization if they enabled policies and structures that encouraged employee motivation, learning, development, and retention. Further, Combs et al. (2006) found a positive correlation between high-performance workplace practices (HPWP) and both operational (e.g.,

retention and productivity) and financial (e.g., accounting or marketing returns) performance. The study, however, focused much on the human resource inputs whereas this study focus on the human resource practice

Slatten (2010) study sought to investigate the relationship between employee feelings; managerial practises and employee-perceived service quality. The study employed survey research design and the data collection instrument administered to frontline employees in service organizations. The employee feelings were measured by either joy or frustration; managerial practises were measured by reward and empowerment. The study identified a more significant relationship between employee feeling and employee-perceived service quality. The study concluded that managers should pay attention to employee feelings as it has direct role in the employee perceived quality of service to customers.

Sheng, Lin, and Lin (2011) study proposed a model of the previous consequences and circumstances of employee most affective delivery of service. A theoretical framework study and data collection was conducted on employee-customer pairs in the service industries. The study found out that the inner feelings of employees, mood of teamwork, as well as work environment have positively influenced the effectiveness of an employee's delivery, which positively influenced service outcomes and customer emotion. The study, therefore, concluded that managers should consider the drivers of employee positive displayed emotion since the firm will benefit from the quality of their service delivery.

Clark, Hartline, and Jones (2009) study sought to examine the role that individual unit management plays in this process by looking at how a manager's commitment to service

quality and that person's leadership style affect the way frontline employees do their job. The study employed survey research design and data collected by questionnaire and mailing list on a sample that consisted of general managers and frontline employees in the hotel industry. The study identified a positive correlation between employee leadership and employee commitment, and that person's leadership style affects the way frontline employees do their job. The fundamental implication of this study is that managers who are committed to service quality and employee empowering leadership style can create a transformational climate that conveys their commitment to quality service to their frontline employees.

Berta (2000) study found that keeping/retaining good employees in restaurant business is usually a tough sell. Hourly employee turnover typically ranges from about 110% to 135%, meaning that the average restaurant replaces just about its employees every year. A good leader will have to contain this good staff turnover if the hotel or restaurant is to remain active and profitable. Berta (2007) argues that good leaders will have to be selective on who they hire. A good leader will have to look for employees who will stay. And for the restaurant, the researcher warns that if you are not the friendliest employee in the restaurant, you're not going to make it (Berta, 2007). Institutions with either elite or leadership value profile will effectively enhance performance in monetary value if strategic human resource management is (Chew 2005).

Results of empirical studies in the hospitality industry in central Florida affirmed over monetary rewards, hourly employee retention was determined by self-motivation and condition of working (Milman, 2002). Wildes (2007) noted that even as more monetary rewards are considered, the highest employee retention motivator, flexible working

hours, and fun/conducive working environment are equally motivating factors. Since there is a gap in literature, the researcher has found it important to carry out this study.

2.3.2 Employee Promotion and service delivery

Promotions are one of the most significant career decisions to result from the performance approval. According to Huselid and Becker (1999), selective hiring procedures are necessary to ensure effective retention of the most qualified employees while lowering employee turnover in the long run. Bienstock, DeMoranville, and Smith (2003) study on organization citizenship and behaviour found out that employee perception of treatment was positively associated with organization citizenship behaviour. The study used survey research design on employees in service firms. The implication to managers was that fairness in treatment could be a great contributor, especially promotion as it led to organization citizenship behaviour.

The research study by Dinhart (1992) found that "there were positive relationships between customer centeredness and the employee's constructive view of job involvement, job security, and satisfaction. If the employees felt that the company took good care of them, they were in return likely to take time to provide a better service to meet and or exceed customers' expectations." This leads to high customer satisfaction and better delivery of services, making them likely to remain (Arnett, 2002). In his theory, Cho et al. (2006) posits that Early-employment skill evaluation and the interviewees passing the tasks based on skills ensure the new employee's commitment to the organization.

Nevertheless, it was found out in this research once the staff is already working in the organization and looking for higher ranks, upward mobility leads to a high rate of

turnover of the non-managerial workers if not properly handled. In some cases, employees face frustrations and high stress in assuming tasks for which they do not have experience in doing if there lacks staff training and development in an institution. Therefore, employee work designs and promotion practices policies are top reasons as to why persons become part of or leave an employment institution (Cafaro, 2001). It is out of this gap in literature that the researcher sought to carry out this study.

Dean (2006) study aimed to investigate the relationships between service climate, employee commitment, and employees' service quality capability (SQC). The study used a cross sectional research design, and data was collected from frontline employees in a telecommunications call centre where a call centre was chosen because of the perceived poor service climate and the high levels of employee turnover. The independent variables were practices, customer feedback, and human resource management, and customer orientation with partial mediation by employee commitment. The study found out that managerial practices, customer feedback, and human resource management contributed to global service climate but, unexpectedly, customer orientation did not. The study demonstrated the important effects of service climate in general, and HRM in particular, on frontline employees in call centres. Managers should benefit from noting the links and the likely service quality outcome for customers.

The study adopted a survey research design and targeted working adults, and study found out that participants favoured males over females; and that there was positive significant relationship between experience, intelligence, and motivation. In decision-making, staff attitude and motivation was regarded the most crucial point of consideration. From the

study, it is conclusive that managers have to weigh the information pieces about their workers in making promotion decisions (Patrides, 2006).

2.3.3 Employee Training and service delivery

According to Vallen (2009), training is viewed as an investment and not a cost in the hospitality industry. Trainings provide personal satisfaction for the employee and develop opportunities for both long-term promotions and short-term gratuities. A survey by IBM and the American society for training and development (ASTD) found that establishing a linkage between learning and organizational performance was the number one issue facing training professionals (Devines & Sugrue, 2004). In the knowledge economy, it is no longer enough to put your employees through the occasional training module a few times a year. Companies working to operate and compete in global market need to constantly skill and re-skill their people, and training is becoming an everyday of the week affair cutting across geographies and time restrictions (Aswathappa, 2008).

Abdul (2004), in his study examining the relationship between perceived organisational support, transfer of training, and service quality in the Malaysian public sector, found out that transfer of training has a mediating effect on the relationship between perceived organisational support (POS) and service quality. The Arthur, however, concentrated in the public sector in Malaysia, where data was collected from employees through surveys. This study, however, proposes to study the hotel industry and relate employee retention strategies and service delivery in the hotel industry in Machakos - Kenya.

Brenda et al. (2005) in their study found out that an organization that invests in the training and development of their staff are much more likely to succeed in retaining their

staff than that does not. Cheatle (2001), in the study, discovered that nurturing and developing individual in terms of training investment is clearly a strong factor of success in staff retention. Yound et al. (1996) is of the idea that personnel practices structured to develop team/group focused and talented staff lead to an improvement in service delivery and customer satisfaction. Organizations potentials opportunities for staff training experience high staff retention. An interesting finding by these scholars lists training and the discharge rate to have positive relationship (Shaw et al., 1998).

Brannick et al. (2002) in their study service management practice performance model looked at the service industry in Ireland and found out that there is a close relationship between training and improved service delivery. The attitude that an organization has towards training and development determines its commitment to improved service delivery. Kuehmmler and Kleiner (1996) in their research finding, training and keeping the best service workers found out that survival of a business is highly dependent on the strategies used for finding, training and keeping the best customer-contact workers. The importance of training service staff is becoming clearer by the day.

In the hospitality industry, training is viewed as an investment and not a cost. The Ritz-Carton Hotel Chain trains its employees to do better job for the organization and the customer. This provides personal satisfaction for the employee and develops opportunities for both long-term promotions and short term gratuities (Vallen, 2009). The same chain has a well-known motto- we are ladies and gentlemen serving ladies and gentlemen. Training makes it so since employees become gentlemen and ladies as they are not born so.

A survey by IBM and the American Society for training and development found that establishing a linkage between learning and organizational performance was the number one issue facing training professionals (Devines & Sugrue, 2004). The organizations that invest in the training and development of their staff are, therefore, much more likely to succeed in retaining their staff than those that do not. Training experts today sometimes use the phrase workplace learning and performance in lieu of training. This underscores training dual aims of improving both employee learning and service delivery (Brenda et al., 2005).

2.3.4 Employee Rewards and service delivery

According to Vallen (2009), retaining workers is far less costly than replacing them. That is why retention plans and tools long used in other industries are now finding their way into the hospitality industry. Guthrie et al. (2001), in his study, found out that highly competitive wage systems promote employee commitment and therefore results in the attraction and retention of a superior workforce. Employees were found to be likely to remain with an organization as long as the organization served their self-interest better than the alternatives available to them elsewhere. In his investigation on the relationship between the performance of an organization and human management practices use, Cho (2006) discovered that companies giving their employees incentive plans experienced lower staff turnover rates in the non-managerial levels of employees. He also contents if a firm tries reward systems in the form of incentives plans to employees across the institution, there would be a reduced turnover rate.

According to Stephen et al. (2013), in their study examined a model of two intrinsic rewards and two outcomes, which include employee satisfaction with the organization and intention to stay. The research found out that employees who believe innovation was valued within their company reported a higher likelihood of staying. Ladner (2015), in her study, observed that effective reward ensures effective engagement focused on individual long term career and corporate growth aspirations. The study found out employee engagement was highly improved by the level of employee view and actively participating in the program

Although there are much research done on employee turnover, a lot of them on the institutional sources have a major focus on turnover predictors on an individual level. Little emphasis has been put on the impact of practices by human resources management on turnover of employees and the organizational retention level (Shaw, 1998). However, some few studies have explored the human resource management practice's impact on retention and turnover of employees specifically in the hospitality industry. That is why Vallen (2009) argues that retention plans, tools long used in other industries are only now finding their way into lodging.

2.4 Summary of literature review and research gaps

The table 2.1 below summarises the literature and identifies the research gaps and research limitations of the study.

Table 2.1: Research gaps and limitations

Author	Topic	Research findings	Research limitations and gap	Current Study
Ladner (2015)	Effect of employee Reward and engagement	Effective reward is positively related to employee engagement	The study focused on rewards as retention strategy;	Includes training, promotion, and leadership as retention strategies aimed at effective service delivery
Ferguson (2010)	Model to test whether HR inputs and practice contribute to firm performance	There is a significant variance between HR systems and performance	The study generalized to practices, policies, and structures to service firms.	This current study specifies to firms in the hotel industry
Slåtten (2010)	Employee feeling, managerial practices, and service quality	Positive significant relationship between employee feelings and service quality	Focused on management practices with leadership as a mediating factor	Looks at leadership as a retention strategy towards service delivery
Dean (2006)	Relationship between service climate, employee commitment, and service quality	Management practices, customer feedback, and human resources contributes to service climate	Focuses on management practices as key determinant of service climate..	Focuses on specifically promotion as management practise and its impact on service delivery

	capability			
Abdul (2004)	The mediating effect of learning on the relationship between perceived organization support and service quality	Learning has a positive mediating effect on the relationship between perceived organization support and service quality.	The study looks at learning and organization performance.	Focuses on specifically the effect of training on service quality.
Bienstock et al. (2003).	Retention practices and organizational citizenship behaviour	Fairness in treatment in promotion encourages organizational citizenship behaviour	Focuses on promotion and organization citizenship behaviour.	Looks at the relationship between promotion and service delivery
Arnett (2002)	Relationship between customer centeredness and employee performance	There is a positive significant relationship between customer centeredness and employee constructive view on promotion	Focuses on customer-centeredness, promotion, and firm performance.	Incorporates the effect of both customer centeredness and promotion on service delivery
Brannick et al. (2002)	Service management practice model	The studies found out a significant relationship between training	The studies focused on customer contact workers in	Focuses specifically on hospitality firms.

		and improved service delivery	service firms.	
Cho (2006)	Relationship between human management practices and organization performance	Firms with incentive plans to employees experience low turnover rates.	The study focused on reward as a retention strategy.	Examines four variables i.e., training, promotion, leadership, and reward.

Source: Researcher (2020)

2.5 Conceptual framework

The figure 2.1 below represents the conceptual framework as used to study the relationship between employee retention practises of the hotels in Machakos town and service delivery. The independent variables of the study are leadership style, employee promotion, employee training, and employee reward while the dependent variable is service delivery.

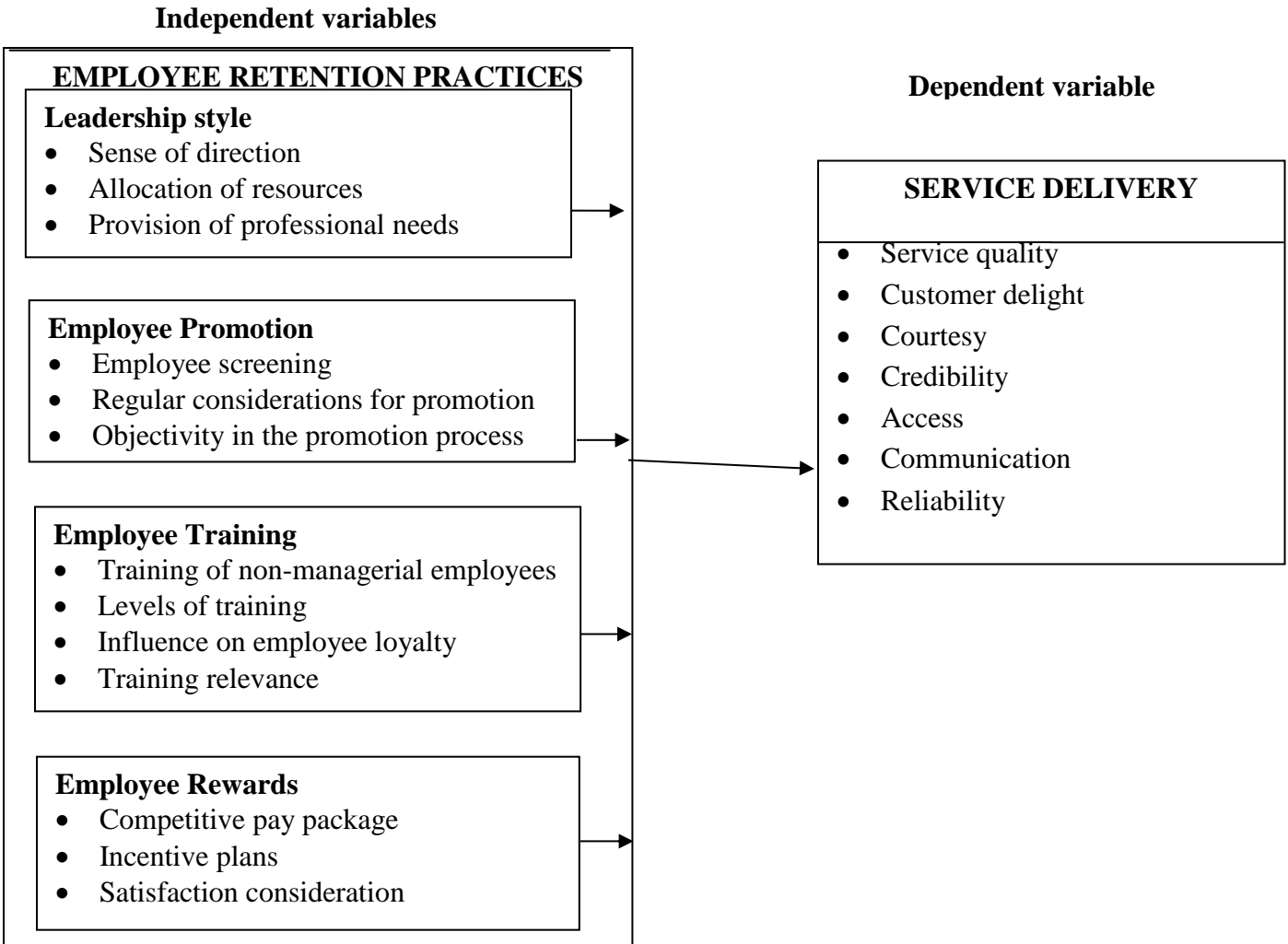


Figure 2.3: Conceptual framework

Source: Researcher (2020)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the research methodology that was adopted to undertake this study. It lays blueprint for the study by giving fundamental details such as the design, the study's target population, sampling method and sample size, data collection instruments, instruments' reliability, and validity, procedures for collection and analysis of research data, and ethical concerns of the study.

3.2 Research design

Descriptive research design was used to facilitate smooth undertaking of the study. The design was preferred due to its suitability in describing and enhancing realization of the research objectives. Descriptive research design is often recommended for studies whose aim is to describe a research subject through construction of its profile in a comprehensive manner (Cooper & Schindler, 2007).

3.3 Target population

The study targeted a population of all the hotels which have had been operating in Machakos town for the past two years (2017 and 2018). According to the tourism fund, a body that registers all hotels in the county, there were 69 hotels (see appendix) operating in Machakos town at the end of the year 2016. The specific respondents consisted of hotel managers, supervisors in charge of accommodation and food, and beverages.

3.4 Sampling and sampling procedure

The study involved stratified sampling approach through which three (3) employees were sampled from 69 hotels operating in Machakos County. This amounted to a sample size of 207 respondents consisting of 69 general managers, 69 Human Resource managers, and 69 hotel managers. The sampling approach was adopted to facilitate selection of knowledgeable and diverse group of respondents for the study whose details are presented in Table 3.2.

Table 3.2: Sample size

Strata	Number of Hotels	Sample size
Large hotels	6	18
Medium hotels	15	45
Small hotels	48	144
Total	69	207

Source: Researcher (2020)

3.5 Data Collection Instrument

The study made use of semi-structured questionnaires to collect data from the sampled respondents. The choice of questionnaire as a suitable data collection instrument was informed by the convenience it provides in guiding respondents when answering research questions. This facilitated prompt collection of data from the sampled respondents. Structure questionnaire also provided a better guideline for analysis of quantitative and qualitative data.

3.6 Piloting of the study

A pilot study was conducted among six hotels in Kitui County to facilitate evaluation of the study instrument. Hotels in Kitui County were selected for the pilot study because

they are neighbouring the study's locale, with greater possibility of experiencing economic, social, and even managerial opportunities and challenges as hotels in Machakos County. Among other preparations for the actual study, the piloting allowed examination of the data collection instrument's validity and reliability.

3.6.1 Validity of instrument

The research instrument was validated in terms of content and face validity. Content validity was sought through expert opinion of research supervisor. Whereas face validity was ensured through pilot testing with a sample representative of 30 employees in hospitality industry that were not included in the study.

3.7 Data collection procedures

Questionnaires were administered by research assistants together with the researcher because the target respondents were busy business owners or managers; therefore, it was in order to drop the questionnaire in their office and give them time to complete it. The completed questionnaires were then picked on the agreed date by the research assistant. This ensured questionnaires were filled and returned as soon as the research team was done.

3.8 Data analysis and presentation

The study used descriptive and inferential techniques to analyze the collected data. Descriptive analysis explored the respondent's biodata frequency, mean, and variation of respondent responses. The inferential analysis was used to evaluate the strength of the relationship of the study variables as well as their levels of significance and make

inferences concerning the effect of employee retention practices on service delivery. The inferential analysis used a multiple regression model that took the form below:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + E$$

Where:

Y = Service delivery

β_0 = constant term

$\beta_1 - \beta_4$ = Coefficients of Independent Variables

X_1 = Leadership style

X_2 = Employee promotion

X_3 = Employee training

X_4 = Employee reward

E = the error term

3.9 Ethical consideration

The study ensured that all the equal concerns were addressed before, during, and after the research process. For instance, necessary permission and authorizations were obtained from all the relevant authorities, including Kenya's National Commission for Science, Technology and Innovation, and Kenyatta University's graduate school. Informed consent was also obtained from all respondents before questionnaires were administered to them. The research ensured respondents' personal information was treated with utter confidentiality to avoid any disclosure unauthorized parties. The study was ultimately compiled with strict adherence to the regulations of intellectual property. As such, any idea or concept borrowed from published or unpublished literature has been duly acknowledge

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF RESEARCH FINDINGS

4.0 Introduction

This chapter is aimed at providing analysis of the collection as well as their findings in accordance with the study objectives. The chapter begins by presenting demographic characteristics of the sampled respondents before giving detailed descriptive and inferential statistics from the analysis.

4.1 Response Rate

The study realized an impressive response rate of 93.7% as indicated in table 4.3.

Table 4.3: Response Rate

Respondents' Category	Sample Size	Responses	Response rate (%)
HR manager	69	69	100
General manager	69	57	82.6
Hotel Manager	69	68	98.5
Total	207	194	93.7

Respondents from all categories of the respondents recorded perfect response, with the least active category (General Managers) recording 82.6% individuals who completed the questionnaires and returned for data analysis. This relative low return rate from the general managers can be explained by their busy schedule as they oversee daily operations of their respective hotels.

4.2 Reliability of instrument

The researcher measured the reliability of the questionnaire to determine its consistency in measuring the five study variables. The study made use of Cronbach's Alpha co-

efficient to determine internal reliability of the research instruments before they were used for data collection. Determining the extent of the instruments' reliability was very important since it ensured the instrument was internally consistent. The Alpha Cronbach was computed by SPSS, and the out was as given in Table 4.4:

Table 4.4: Reliability Statistics

Variables	Cronbach's Alpha	N of Items
Leadership style	.821	5
Employee promotion	.836	4
Employee training	.784	6
Employee reward	.819	4
Service Delivery	.828	4

The reliability statistics in Table 4.4 indicates that the instrument was reliable in measuring all the five variables since the lowest Cronbach's Alpha was 0.784, measuring the aspects of employee training. According to the interpretation by Field (2005), coefficient of at least 0.7 indicates reliable data collection instrument. Therefore, the study's reliability statistics in Table 4.4 shows that the data collection questionnaire was adequately reliable.

4.3 Demographic Findings

The study sought to determine socio-demographic composition of the sampled respondents in order to ascertain whether they actually fit into the characteristics of the study's target population. Analysis of the respondents' socio-demographic characteristics was also meant to find out their suitability to provide required information for the study. Table 4.5 contain summary of the respondents' socio-demographic composition.

Table 4.5: Socio-Demographic Composition of the Respondents

		Count	Sub table N %
Gender	Male	109	55.9
	Female	86	44.1
	Total	195	100.0
Age	Below 25 years	13	6.7
	26-30 years	45	23.2
	31-35 Years	49	25.3
	36-40 years	35	18.0
	41-45 years	27	13.9
	46 years and above	25	12.9
	Total	194	100.0
Highest academic qualification	O level	48	24.6
	Diploma	96	49.2
	Master's degree	26	13.3
	Bachelor's Degree	17	8.7
	Others	8	4.1
	Total	195	100.0
Hotel size	0 rooms	32	16.4
	1-10 rooms	63	32.3
	11-20 rooms	57	29.2
	21-30 rooms	7	3.6
	31-40 rooms	13	6.7
	41-50 rooms	5	2.6
	51 rooms and above	18	9.2
	Total	195	100.0
Job designation	HR manager	69	35.6
	General manager	57	29.4
	Hotel Manager	68	35.1
	Total	194	100.0

The table indicates that respondents were almost balanced in terms of gender though there was a difference of 11.8% between male and female respondents. Whereas male respondents made up 55.9% of all respondents, female respondents made 44.1% of the same. In terms of age, majority of the respondents were in the age bracket of 31-35 years at 25.3%, followed by those in the age group 26-30 years, which comprised 23.2% of all respondents. Respondents on extreme ends of the ages were the minority, with the youngest group forming 6.7% and the oldest 12.9% of the total study's respondents. Academically, majority of the respondents were diploma holders, followed by O'Level certificate holders who made up 49.2% and 24.6% of all respondents, respectively. It is important to note that 13.3% and 8.7% of the respondents were Masters and Bachelors' degree graduates respectively, while 4.1% of the respondents were holders of other academic qualifications. The respondents were mainly composed of senior members of staff. Whereas 35.6% of the respondents were Human Resource Managers, 35.1%, and 29.4% of the respondents were Hotel Managers and General Managers, respectively. In terms of years of service, most of the respondents have served for less than a decade. While only 17.2% of the respondents had served for more than ten years, 31.8%, 29.7%, 16.7%, and 4.7% of all respondents had served for 5-7 years, 2-4 years, 8-10 years, less than two years respectively.

4.2 Descriptive Findings

4.2.1 Leadership Styles and Service Delivery within Hotel Industry

The first objective of the study was to establish whether there is any relationship between leadership style and quality of service delivery within hotel industry. However, it was important to first establish some of the leadership styles that were being exhibited in the

sampled hotels. Leadership style was gauged on a number of factors such as clarity of organizational direction among the leaders, provision of relevant resources to hotel employees, the level to which professional needs of employees are being met, frequency of giving feedback to employees about their performance, and the extent to which hotel leadership has influenced employee retention. Table 4.6 shows respondents' perceptions of their managers' leadership traits.

Table 4.6: Leadership Styles within the Sampled Hotels

		Count	Column N %
There is a clear sense of direction	Very low extent	1	.5
	Moderate low extent	1	.5
	Neutral	6	3.1
	Moderately high extent	82	42.7
	Very high extent	102	53.1
	Total	192	100.0
Hotel management provide enough resources to hotel employees	Very low extent	1	.5
	Moderate low extent	1	.5
	Neutral	11	5.7
	Moderately high extent	114	59.1
	Very high extent	66	34.2
	Total	193	100.0
Hotel management provide employees' professional needs	Very low extent	2	1.0
	Moderate low extent	0	0.0
	Neutral	6	3.1
	Moderately high extent	129	67.2
	Very high extent	55	28.6
	Total	192	100.0
Hotel management provide regular feedback on employee job performance	Very low extent	0	0.0
	Moderate low extent	1	.5
	Neutral	14	7.3
	Moderately high extent	113	58.5
	Very high extent	65	33.7
	Total	193	100.0
Hotel leadership has influenced employee retention	Very low extent	1	.5
	Moderate low extent	0	0.0
	Neutral	3	1.6
	Moderately high extent	97	50.3
	Very high extent	92	47.7
	Total	193	100.0

The table indicate that most of the study respondents highly regarded each of the listed leadership traits among their leaders. For instance, 53.1% of the sampled respondents reported that their leaders have a sense of organizational direction to a very high extent, while 59.1% of the respondents acknowledged that they are provided with enough resources to a moderately high extent. It is also observable that leadership of the sampled hotels are very concerned about professional advancement of their employees as evidenced by 67.2% of the respondents who reported that management of their respective hotels provide for their professional needs to moderately high extent and 58.5% who acknowledged that management of their hotels provide regular feedback about their job performance to moderately high extent. Consequently, almost all the sampled respondents reported that leadership styles exhibited within their respective hotels have influenced their employee retention to some extent. Whereas 50.3% of the respondents agreed with the statement that their hotel leadership has influenced employee retention to moderately high extent, 47.7% of them agreed with the same statement to a very high extent. The findings are in conformity with previous studies, as reported by Lyu et al. (2016) and Ferguson (2010). Lyu et al. (2016) recommended that a good leader should be the vision bearer of his organization and champion the employees into improved performance by meeting their professional needs and giving regular feedback on their job performance. Ferguson (2010) also affirms the above findings by noting that managers whose leadership styles encourage professional development, motivation, can influence employees' performance and learning among employees.

Additionally, the findings confirm an observation by Combs et al. (2006) on the relationship between leadership styles and employee retention of an organization. Combs

et al. (2006) reported that organization's leadership styles have positive correlation with their organization's rate of employee retention and productivity. It is, therefore, permissible to link organization's leadership style to an organization's employee retention rate that can further be associated with the organization's service delivery as reported by Chew (2005).

4.2.2 Employee Promotion and Service Delivery

The second objective of the study was to find out whether any relationship existed between the sampled hotels' employee promotion practices and their service deliver. The first part of the assessment involved establishing the respondents' perception of their hotels' employee promotion practices. Employee promotion practices within the sampled hotels were assessed in terms of employee screening during hiring, frequency of promoting employees, and influence of employee promotion on the hotel's retention of employees and the presence of any recent promotions within the respondents' departments. Table 4.7 shows the findings.

Table 4.7: Employee promotion practices

		Count	Column N %
Company performs employee screening during hiring	Very low extent	1	.5
	Moderate low extent	0	0.0
	Neutral	11	5.7
	Moderately high extent	107	55.4
	Very high extent	74	38.3
Total		193	100.0
Company conducts regular employee promotions	Very low extent	1	.5
	Moderate low extent	0	0.0
	Neutral	18	9.3
	Moderately high extent	117	60.6

	Very high extent	57	29.5
	Total	193	100.0
Hotel promotion practices have influenced employee retention	Very low extent	1	.5
	Moderate low extent	0	0.0
	Neutral	13	6.7
	Moderately high extent	137	70.6
	Very high extent	43	22.2
	Total	194	100.0
There have been promotions from my department	Very low extent	2	1.0
	Moderate low extent	1	.5
	Neutral	6	3.1
	Moderately high extent	100	51.5
	Very high extent	85	43.8
	Total	194	100.0

Table 4.7 indicates that employee promotion practices within the sampled hotels were very impressive. Whereas only one percent of the respondents expressed negative opinions about the hotels' employee promotion practices, more than 50% agreed to each of the study questions to moderately high extent. For instance, 55.4% and 38.3% of the respondents agreed to the statement that their respective companies perform employee screening during hiring to moderately high extent and very high extent, respectively. Additionally, 60.6% and 29.5% of all the respondents acknowledged that their company conducts regular employee promotion to moderately high extent and to a very high extent, respectively.

It is important to note that 70.6% and 22.2% of the respondents acknowledged that employee promotion practices within their respective hotels had influenced employee retention to moderately high extent and to very high extent. A positive way to conclude this assessment is to note that 51.5% and 43.8% of the sampled respondents reported that there had been employee promotions within their department to a moderately high extent

to very high extent, respectively. The use of these factors in the determination of the hotels' promotion practices and employee retention was supported by various scholars as highlighted in the literature section of this report. For instance, Huselid and Becker (1999) recommended screening employees during the hiring process in order to ensure that only competent individuals are employed and retained in the organization.

4.2.3 Employee Training and Service Delivery

The study also sought to establish employee training practices and their relationship with service delivery within the sampled hotels. The first step in the analysis was to examine the respondents' perception of their hotels' employee training practices, after which a chi-square test was computed to establish interference of the variables. Employee training practices within the sampled hotels were assessed in terms of their frequency, inclusivity, satisfactory level, influence on employee retention, relevance to employees' daily activities, and impact on employees' career development. Table 4.8 presents a summary of the findings.

Table 4.8: Employee Training practices

		Count	Column N %
Company trains non-managerial employees regularly	Very low extent	1	.5
	Moderate low extent	0	0.0
	Neutral	18	9.3
	Moderately high extent	124	64.2
	Very high extent	50	25.9
Total		193	100.0
Hotel management provides educational programs to its employees	Very low extent	0	0.0
	Moderate low extent	0	0.0
	Neutral	16	8.3
	Moderately high extent	127	65.8
	Very high extent	50	25.9
Total		193	100.0
Training level is satisfactory	Very low extent	1	.5
	Moderate low extent	1	.5

	Neutral	15	7.8
	Moderately high extent	131	67.9
	Very high extent	45	23.3
	Total	193	100.0
Training has influenced employee retention	Very low extent	1	.5
	Moderate low extent	1	.5
	Neutral	2	1.0
	Moderately high extent	122	63.9
	Very high extent	65	34.0
	Total	191	100.0
Company offers relevant training to the daily activities of the employees	Very low extent	2	1.0
	Moderate low extent	1	.5
	Neutral	9	4.7
	Moderately high extent	108	56.0
	Very high extent	73	37.8
	Total	193	100.0
Training has enabled career development	Very low extent	1	.5
	Moderate low extent	0	0.0
	Neutral	4	2.1
	Moderately high extent	87	45.1
	Very high extent	101	52.3
	Total	193	100.0

Table 4.8 shows that the sampled hotels had very impressive trends as far as employee training is concerned. Majority of the respondents were adequately satisfied with the employee training programs within their respective hotels. For instance, 64.2% and 25.9% of the respondents agreed with the statement that their company undertakes training of non-managerial employees on a regular basis to moderately high extent and very high extent, respectively. On the statement on provision of educational programs, 65.8% and 25.9% of the respondents agreed to moderately high extent and to very high extent that their hotel management provides educational programs to all its employees.

The level of training offered by the sampled hotels was also noted to be satisfactory by 67.9% and 23.3% of the respondents who expressed satisfaction to moderately high extent and to very high extent, respectively. Just one percent (1%) of the respondents

expressed either moderately low or very low levels of satisfaction with the quality of training offered within their respective hotels. However, 7.8% of the respondents expressed neutral opinion in regard to their satisfaction level with the training offered within their respective hotels.

In addition to establishing respondents' level of satisfaction with their hotels' training practices, the study also sought to establish whether the sampled hotels offered training programs relevant to the daily activities of their employees. Most of the respondents acknowledged that the training programs offered are relevant to their daily activities within the organization. The positive observation is indicated by 56% and 37.8% of the respondents who agreed with the statement that the training offered by their hotels are relevant to a moderately high extent and to a very high extent, respectively. A few of the respondents were either undecided or disagreed with the statement on the relevance of their hotels' training programs. For instance, 4.7%, 0.5%, and 1% of the respondents were neutral, convinced to a moderately low extent, and to a very low extent, respectively, that their training offered were relevant to their daily activities.

Respondents were also asked to indicate whether training practices have influenced employee retention within their respective hotels. Majority of the respondents are of the opinion that their hotels' training practices have influenced their retention of employees. For instance, 63.9% and 34% of the respondents agreed with the statement to moderately high extent and to very high extent, respectively. However, two percent (2%) of the respondents were either neutral or had low opinions on the influence of their hotels' training practices on employee retention. These findings are in conformity with Devines and Sugrue (2004), who reported that an organization's investment in training and

development of its employees is more likely to successfully retain members of its workforce.

The other question was on whether training programs offered by the sampled hotels have contributed to career development of their employees. Majority of the respondents (52.3%) agree with the statement to a very high extent, while 45.1% of the respondents were in agreement to a moderately high extent. The impact of hotels' training practices on the employees' career development is also observable by the minimal number of respondents who either expressed neutral opinion (2.1%) or low opinion (0.5%) on whether hotels' training practices have enabled career development among the employees. These findings on the significant role played by employee training in boosting service delivery within hotel industry is supported by Vallen (2009), which observed that the hospitality industry considers training of employees as an investment to an organization rather than a cost. A study by Brannick et al. (2002) established a close relationship between employee training and improvement of service delivery within an organization.

4.2.4 Hotels' Employee Reward Practices and Service Delivery

The final objective of this study was to examine how employee reward practices relate to service delivery within the sampled hotels. Employee reward was conceptualized as one of the human resource management practices established to facilitate employee retention within an organization. Therefore, it was important for the study to prioritize the analysis of the prevailing employee reward practices within the sampled hotels before testing the level of dependence between the said variables. Employee reward was considered in four

dimensions, including competitiveness of the company's pay package, provision of incentive plans, and employees' satisfaction with the reward offered, and the respondents' opinion on whether their loyalty to the organization is caused by the reward they receive. Table 4.9 provides a summary of the respondents' opinions of their companies' employee reward practices.

Table 4.9: Hotels' employee reward practices

		Count	Column N %
Company offers competitive pay package	Very low extent	0	0.0
	Moderate low extent	2	1.0
	Neutral	42	21.8
	Moderately high extent	113	58.5
	Very high extent	36	18.7
	Total	193	100.0
Company provides incentive plans to employees	Very low extent	2	1.0
	Moderate low extent	1	.5
	Neutral	28	14.5
	Moderately high extent	115	59.6
	Very high extent	47	24.4
	Total	193	100.0
I am satisfied with the reward offered	Very low extent	1	.5
	Moderate low extent	1	.5
	Neutral	24	12.4
	Moderately high extent	133	68.9
	Very high extent	34	17.6
	Total	193	100.0
Rewards offered is a reason of employee loyalty	Very low extent	1	.5
	Moderate low extent	1	.5
	Neutral	11	5.7
	Moderately high extent	112	58.0
	Very high extent	68	35.2
	Total	193	100.0

In comparison to other employee retention practices analysed in the previous sections of this chapter, higher number of respondents were neutral about their company's reward practices. For instance, 21.8% of the respondents were neutral on the statement whether the pay package offered by their respective companies was competitive. However, 58.5%

and 18.7% of the respondents agreed with the statement that their respective companies offered competitive pay packages to moderately high extent and to a very high extent respectively. Just 1% of the respondents agreed with the statement to moderately low extent as shown in Table 4.9. The respondents were also asked to indicate whether they support the statement that their company provide employees with incentive plans. Majority of the respondents supported the statement as shown by 59.6% and 24.4% of them who agreed with the statement to moderately high extent and to a very high extent respectively. However, 14.5% of the respondents were neutral on the statement while other 0.5% and 1% agreed with the statement to moderately low extent and to a very low extent respectively

On the statement whether employees were satisfied with the reward offered by their respective companies, 12.4% of the respondents were neutral while 68.9% and 17.6% of the respondents were in support of the statement to a moderately high extent and to a very high extent respectively. However, 0.5% of the respondents agreed with the statement both to moderately low extent and to a very high extent. The other assessment was to establish whether employees' loyalty to the sampled hotels was due to the rewards offered by the hotels.

4.3 Inferential Analysis

The study sought to establish quantifiable relationships between the dependent and independent variables through a multiple regression analysis.

4.3.1 Relationship between Leadership Styles and Service Delivery

In order to realize the first objective of this study, a chi-square analysis was done between leadership styles exhibited within the sampled hotels and quality of service delivery as perceived by the study respondents. Results of the analysis are presented in Table 4.10.

Table 4.10: Leadership Styles and Service Delivery

		Leadership structure has improved service delivery	Promotion of staff has improved service delivery	Employee training has improved service delivery	Reward has improved service deliver
There is a clear sense of direction	Chi-square	223.693	195.616	35.877	22.889
	df	12	12	12	8
	Sig.	.000*	.000*	.000*	.004*
Hotel management provide enough resources to hotel employees	Chi-square	227.960	209.726	56.088	30.837
	df	12	12	12	8
	Sig.	.000*	.000*	.000*	.000*
Hotel management provide employees' professional needs	Chi-square	109.777	119.601	72.077	33.300
	df	9	9	9	6
	Sig.	.000*	.000*	.000*	.000*
Hotel management provide regular feedback on employee job performance	Chi-square	69.128	20.245	24.158	9.083
	df	9	9	9	6
	Sig.	.000*	.016*	.004*	.169

Hotel leadership has influenced employee retention	Chi-square	195.852	207.532	42.192	38.590
	df	9	9	9	6
	Sig.	.000*	.000*	.000*	.000*

*. The Chi-square statistic is significant at the .05 level.

Table 4.10 of Chi-square test indicates that there are significant relationships among leadership styles exhibited in the sampled hotels and the hotels 'service delivery as marked by Asymptotic Significance of less than 0.05. Most of the leadership traits tested had Significance value of 0.000 except leaders 'sense of direction and their frequency of providing performance feedback to the employees. The Significance value of between 0.000 and 0.050 indicates that the compared variables were significantly dependent on each other while variables with Significance values more than 0.05 are interpreted as being independent. For instance, there is 0.169 chances that hotel management's frequency of giving performance feedback to employees is unlikely to influence service delivery.

4.3.2 Relationship between employee promotion and service delivery

Chi-square analysis was used to establish whether a hotel's employee promotion practices influence its service delivery. Results of the analysis are contained in Table 4.11.

Table 4.11: Employee promotion and service delivery

		Leadership structure has improved service delivery	Promotion of staff has improved service delivery	Employee training has improved service delivery	Reward has improved service deliver
Company performs employee screening during hiring	Chi-square df Sig.	241.753 9 .000*	207.572 9 .000*	51.958 9 .000*	24.405 6 .000*
Company conducts regular employee promotions	Chi-square df Sig.	197.088 9 .000*	197.333 9 .000*	41.264 9 .000*	19.275 6 .004*
Hotel promotion practices have influenced employee retention.	Chi-square df Sig.	227.777 9 .000*	220.168 9 .000*	56.454 9 .000*	33.435 6 .000*
There have been promotions from my department.	Chi-square df Sig.	108.490 12 .000*	118.211 12 .000*	53.508 12 .000*	19.471 8 .013*

*. The Chi-square statistic is significant at the .05 level.

As in the case of leadership styles and service delivery, the chi-square test for hotels' employee promotion practices and service delivery indicates that the variables are significantly dependent. The asymptotic significance value of each component of hotels' employee promotion practices are less than 0.05. Therefore, hotels' service delivery practices are significantly dependent on the hotels' employee promotion practices, as confirmed by significance values ranging from 0.00 to 0.013.

4.3.3 Employee training practices and service delivery

Besides establishing employee-training trends within the sampled hotels, the study sought to establish an empirical relationship between hotels' training practices and their service delivery. Chi-square was used to relate different aspects of the variables, as shown in Table 4.12.

Table 4.12: Employee training practices and service delivery

		Leadership structure has improved service delivery	Promotion of staff has improved service delivery	Employee training has improved service delivery	Reward has improved service deliver
Company trains non-managerial employees regularly	Chi-square df Sig.	29.819 9 .000*	40.004 9 .000*	46.611 9 .000*	31.268 6 .000*
Hotel management provides educational programs to its employees	Chi-square df Sig.	18.556 6 .005*	18.375 6 .005*	18.240 6 .006*	21.641 4 .000*
Training level is satisfactory	Chi-square df Sig.	37.115 12 .000*	30.761 12 .002*	235.146 12 .000*	44.216 8 .000*
Training has influenced employee retention	Chi-square df Sig.	41.700 12 .000*	40.370 12 .000*	245.074 12 .000*	32.603 8 .000*
Company offers relevant training to the daily activities of the employees	Chi-square df Sig.	130.836 12 .000*	136.065 12 .000*	122.163 12 .000*	41.245 8 .000*
Training has enabled career development	Chi-square df Sig.	195.024 9 .000*	202.381 9 .000*	40.543 9 .000*	32.333 6 .000*

*. The Chi-square statistic is significant at the .05 level.

The Chi-square tests in Table 4.12 indicates that all aspects of service delivery variable included in the study are significantly dependent on the hotels' training practices. All measures of the hotels' training practices had significant level of 0.000, except on the question of hotels' provision of education program to all its employees. Significant value of 0.000 indicates zero probability that the observed relationship between the variables were accidental. Therefore, any change in the hotels' service delivery can significantly be attributed to the effort exerted in employee training.

Nevertheless, the Chi-square statistics indicates that service delivery within the sampled hotels still depends on the hotels' provision of educational programs to a 0.005 and 0.006 significant levels. This indicates that there are 0.005 and 0.006 chances of the hotels' service delivery being affected by accidental factors besides the hotels' provision of education program to its employees. However, the relationship between the two variables remains significant, given that the significant level is substantially below the 0.05 mark. The exact value of influence between the hotels' training practices and level of service delivery will be ascertained by a regression analysis to be presented in the later section of this chapter.

4.3.4 Employee reward practices and service delivery

The study also sought to establish whether there is a relationship between the sampled hotels' employee reward practices and their service delivery. The relationship was assessed by the use of Chi-square analysis presented in Table 4.13.

Table 4.13: Employee reward practices and service delivery

		Service Delivery				
		Leadership structure has improved service delivery	Promotion of staff has improved service delivery	Employee training has improved service delivery	Reward has improved service delivery	
Employee Reward Practices	Company offers competitive pay package	Chi-square df Sig.	26.186 9 .002*	25.461 9 .003*	17.506 9 .041*	19.478 6 .003*
	Company provides incentive plans to employees	Chi-square df Sig.	115.105 12 .000*	108.993 12 .000*	116.114 12 .000*	50.769 8 .000*
	I am satisfied with the reward offered	Chi-square df Sig.	223.310 12 .000*	224.175 12 .000*	45.814 12 .000*	29.705 8 .000*
	Rewards offered is a reason of employee loyalty	Chi-square df Sig.	228.636 12 .000*	225.338 12 .000*	43.698 12 .000*	28.763 8 .000*

*. The Chi-square statistic is significant at the .05 level.

According to Table 4.13, all components of the two variables, employee reward practices, and hotels' service delivery, are perfectly dependent. The dependence among the variables is indicated by the Asymptotic Significance values less than 0.05. Significance value of all the variables are 0.000 except those on the companies' provision of competitive packages. However, it is encouraging to note that the highest significance value is 0.041.

4.4 Regression Analysis

A linear mathematical model presented in the following sections of the paper was used to illustrate the computed relationship.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + E$$

Where:

Y = Service delivery

β_0 = constant term

$\beta_1 - \beta_4$ = Coefficients of Independent Variables

X_1 = Leadership

X_2 = Promotion practices

X_3 = Training practices

X_4 = Reward practices

E = the error term

4.4.1 Summary of the model

Before using the model to explain the presence and magnitude of a linear relationship between the dependent variable (service delivery) and independent variables (employee retention practices), it was important for the study to establish suitability and overall fit of the model. Model suitability was established by examining the value of R-squared and F-test provided in tables 4.14.

Table 4.14: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.659 ^a	.434	.422	.28764	.434	35.123	4	183.000	

a. Predictors: (Constant), Reward Practices, Promotion Practices, Training Practices, Leadership

b. Dependent Variable: Service Delivery

The table lists reward, promotion, and training practices as well as leadership styles as the model's predictor or independent variables while service delivery is the dependent variable. The value of R-square and adjusted R-square indicate the level to which the linear regression explains the variance of the data. Since R-square computed in Table 4.14 is 0.434, and the value of adjusted R-square is 0.422, it can be said with 95% confidence level that the regression analysis models explain at least 42.2% of the variation in the study data. The model summary also supports the previous Chi-square findings on the relationships between the study's dependent variable and the independent variables as indicated by the overall significance value of 0.000.

Another significant assessment to be done on the suitability of the regression model is the F-test. The test allows for rejection or non-rejection of the null hypothesis. The null hypothesis, in this case, is that the regression model explains zero variance in the sampled hotels' service delivery, that is $R^2=0$. However, the model summary provided us with an F value of 35.123. There, the null hypothesis was rejected. Hence, the model was sufficiently established to be fit for use to compute the magnitude and direction of the relationships between hotels' employee retention practices and service delivery.

4.4.2 Computation of the coefficients

As suggested in the previous section of the inferential analysis, the magnitude and direction of the relationships between dependent variable and the predictor variables are given by the coefficient table of the linear regression analysis. Table 4.15 provides both the coefficients and significance level for each of the predictor variables.

Table 4.15: Coefficients of the predictor variables

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.219	.265		4.597	.000
Leadership	.169	.067	.192	2.531	.012
Promotion Practices	.115	.063	.129	1.828	.069
Training Practices	.316	.068	.338	4.678	.000
Reward Practices	.129	.050	.166	2.584	.011

Table 4.15 shows that all employee retention practices significantly contribute to service delivery in the sampled hotels except promotion practices whose p-value is 0.069. Contribution of a predictor variable can only be considered significant if its p-value is equal to or less than 0.05 (Finch et al., 2016). However, the analysis indicates that service delivery within the sampled hotels is positively and significantly being influenced by the leadership styles, training, and employee reward practices of the hotels. Therefore, above relationships can be mathematically presented by the use of the previously mentioned model;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + E$$

Where:

Y = Service delivery

β_0 = constant term

$\beta_1 - \beta_4$ = Coefficients of Independent Variables

X_1 = Leadership

X_2 = Promotion practices

X_3 = Training practices

X_4 = Reward practices

E = the error term

Replacing the beta values with the actual values obtained from Table 4.15, the magnitude and direction of the relationship is computed as;

$$Y = 1.219 + 0.192X_1 + 0.129X_2 + 0.338X_3 + 0.166X_4 + 0.265$$

The model is interpreted to mean that service delivery in the sampled hotels is likely to be constant at 1.219 level when no positive or negative change is effected on any of the employee retention practices. However, change in any of the predictor variables is likely to cause a similar change on the level of the hotel's service delivery. For instance, the model indicates that the hotels' are likely to improve the level of their service delivery by 0.192 units if they improve the style of their leadership by one unit. This means that the level of service delivery is also likely to drop by 0.192 if the hotels reduce the quality of their leadership by one unit. Section 4.2.1 of this study provides the measures through which quality of leadership within hotel industries can be improved or reduced.

Employee training standouts as the major contributing variable to the level of service delivery within hotel industry. It has a beta coefficient of 0.338. This indicates that hotel's service delivery level is likely to go up by 0.338 units if the hotel increases its employee training efforts by one unit. The opposite would also be realized if the hotel decides to

reduce its employee training efforts by one unit. The third most influential determinant of hotels' service delivery is employee reward practices, whose beta coefficient is 0.166. Just like with the previous predictors, a unit increase in the hotels' efforts of rewarding employees is estimated to improve service delivery by 0.166. Hotels' employee promotion practices are likely to produce the least contribution of 0.129 to the overall level of service delivery. A unit improvement in the hotels' employee promotion efforts would be expected to increase service delivery in the hotels by 0.129. However, the expectation can be said with substantial level of confidence since the study did not establish significant relationship between hotels' employee promotion practices and service delivery.

Additionally, a 0.265 margin of error should be expected when applying this model in the hotels' decision making. This implies that a provision of ± 0.265 units should be made when forecasting hotels' service delivery on the basis of the above model. The margin of error is mathematically acceptable since it is substantially lower than the recommended ± 1 threshold.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

Having gone through the process of data collections and analysis, the study sought to provide comprehensive summary of the findings in comparison with relevant literatures reviewed in chapter two of this report. This chapter also provides informed conclusions of the study as well as appropriate recommendations to the relevant decision-makers, stakeholders, academicians, and researchers for further exploration of the study topic.

5.2 Summary of the Findings

Analysis of the collected data revealed impressive relationships between employee retention practices and service delivery within hotel industries. Employee retention was conceptualize as a compound of four major human resource management practices such as employee promotion, training, and reward as well as leadership styles exhibited by top leadership of the organization.

5.2.1 Leadership styles and service delivery

The first objective of the study was to establish the relationship between leadership styles and service delivery within the sampled hotels. The study found that the hotel management exhibited good leadership qualities such as having clear sense of direction for the organizations, provision of adequate resources required for daily activities of the hotel employees, catering for the employees' professional needs, facilitating improvement of employees' performance by giving them regular feedback on the job performance.

The study also established that leadership styles have influenced rate of employee retention within the sampled hotels. Majority of the responded reported that organization's leadership styles have positive correlation with their organization's rate of employee retention and productivity. It is therefore, permissible to link organization's leadership style to an organization's employee retention rate which can further be associated with the organization's service delivery.

In an effort to assign a quantifiable value on the contribution of organization's leadership styles to the quality of service delivery, the study established that leadership style is the second most contributors to the level of service delivery within the sampled hotels. The study established that leadership styles exhibited within an organization contributes 0.192 units to the overall service delivery level within the sampled hotels.

5.2.2 Employee promotion and service delivery

Contributions of employee promotion practices to the quality of service delivery within hotel industry was established by observing factors such as screening of employees when they are being hired, and frequency of promoting employees within the organization. Most of the study respondents acknowledged that top management of their respective hotels practiced positive employee promotion exercises like promoting employees on a regular basis. Most of them also acknowledged that some employees within their departments had been promoted. Chi-square analysis also revealed significant relationship between hotels' employee promotion practices and level of their service delivery. However, this relationship was not confirmed by the multiple regression analysis whose results are presented in section 4.4.2 of this report. The analysis forecasts

that employee promotion practices can contribute about 0.129 units to the overall service delivery of an organization. However, the employee promotion variable should be refined further in another study in order to verify its real contributions to the quality of service delivery.

5.2.3 Employee training practices and service delivery

Employee training was conceptualized by the study as one of employee retention strategies practiced by managers within hotel industry. Components of employee training assessed by the study included hotels' frequency of training of employees in non-managerial positions, provision of education programs to their employees, the level to which employee training has influenced employee retention within the sampled hotels, relevance of training programs to employees' daily activities, and employee training's contribution to employees' career development.

Majority of the respondents acknowledged that all the components of employee training considered in the study were impressively practiced within their respective hotels. The respondents were equally satisfied with level of training being by their respective hotels. The level of respondents' satisfaction with their organization's training effort is evidenced by the majority of them who acknowledged that their organization's training programs have influenced employee retention.

The study also established significant relationship between components of employee training variable and service delivery within the sampled hotels. Multiple regression analysis also confirmed that hotels' employee training practices had positive significant correlation with service delivery level within the sampled hotels. Additionally, this study

established that employee training practices within an organization is likely to contribute 0.338 units to the overall level of service delivery within an organization.

5.2.4 Employee reward practices and service delivery

The final objective of the study was to establish the relation between employee reward practices and service delivery within the sampled hotels. More respondents were found to be relatively less impressed with reward practices of their respective hotels as compared to other employee retention practices included in the study. More respondents were neutral about their organization's reward practices in comparison to other practices such as leadership, promotion, and training. Even though majority of the respondents expressed moderately high level of optimism about employee reward practices of their respective hotels, the increased number of dissatisfied respondents indicates the sensitivity with which the sampled employees consider their remuneration. It is also important to note that majority of the respondents highly acknowledged that loyalty of employees to their respective organizations is caused by the reward system within the organization.

On the relationship between hotels' employee reward practices and service delivery, the study established significance dependence of hotels' service delivery on employee reward practices. The Chi-square analysis revealed that all components of employee reward practices included in the study had significance of less than 0.05. Hence, the observed dependence of the service delivery variable could not be attributed to chance. The relationship between the variables was further by linear regression analysis which revealed that hotels' employee reward practices influence their overall service delivery

by 0.166 units. That is, a positive increase in a hotel's employee reward system is likely to improve its overall service delivery by 0.166.

5.3 Conclusions

The first and foremost conclusion of this study is to note that employee retention practices have significant influence on service delivery within hotel industry. The four-employee retention practices including leadership styles, promotion, training, and reward have been found to have direct influence and quantifiable contributions to the overall service delivery within the sampled hotels.

Training stands out as the most influential employee retention practice on the level of service delivery within hotel industry in Machakos County. Hotels in Machakos County offer training programs which are in tune with employees' expectations and interests. The influential status of hotels' training programs among employees may be attributed to good leadership styles within the hotels as supported by majority of the respondents. Hotels' leadership styles were established as the second most influential determinants of service delivery within the sampled hotel industry.

Hotels' employee promotion practices were established to have the least influence on overall service delivery within the sampled hotels. Promotion practices scored the least Beta coefficient of the four-employee retention practices included in the study. Hotels' reward practices also had relatively low influence on hotels' overall service delivery as compared to leadership and training practices. However, hotels' reward practices can be significantly linked to hotels' service delivery as opposed to promotion practices. The study did not establish significant empirical relationship between hotels' employee

promotion practices and overall service delivery within hotel industry in Machakos County.

5.4 Recommendations

In light of the above findings, the study has a number of recommendations both to policymakers and stakeholders in the hotel industry. Appropriate recommendation has also been made for further research to be done on the study topic.

5.4.1 Recommendations to policymakers and stakeholders

Four major recommendations have been made for consideration by policymakers and stakeholders in the hotel industry according to the study's findings. To start with, the study recommends that investment in developing more relevant and regular training programs should be prioritized by top management within hotel industry. The prioritization of employee training is justified by the fact that training of employees equips them for better service delivery as compared to other employee retention practices. Therefore, additional investments in employee training is more likely to optimize the hotels' overall service delivery.

In terms of leadership styles, leaders at different management levels within the hotel industry should enhance their leadership skills by embracing regular provision of feedback to the employees under them. This is informed by the significant role played by leadership styles on service delivery within hotel industry. Therefore, enhancing the hotels' leadership effectiveness is likely to enhance their service delivery as well.

Additionally, the top managers within hotel industry need to refine their reward systems in order to meet the expectation of the employees. Many employees tend to be unsatisfied

by the kind of reward systems used within the hotels. This recommendation is supported by the realization that hotels' service delivery has mathematically significant dependence on the hotels' reward practices, yet the latter has minimal contribution to the former.

Equally important is that the top management of hotels in Machakos County should re-examine their employee promotion criteria and practices. There seems to be a mismatch between the hotels' promotion practices and service delivery goals. The mismatch is suggested by the existence of employees' promotion within the hotels, yet its relationship with service delivery could not be established empirically.

5.4.2 Recommendation for further research

Further research is recommended in two areas. The first area is a study contribution of employee promotion practices to overall service delivery within the hospitality industry in Kenya. Such a study is expected to pay more specific attention to the aspect of employee promotion practices and service delivery. The other area is on the relationship between employee retention practices and service delivery among hotels in other geographical locations. Undertaking a similar study in other geographical locations is likely to provide more insights on the study subject which might have not been present in Machakos County.

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APPENDICES

Appendix I: Cover letter

Augustine M. Mutisya

P.O. Box 337-90100

Machakos.

Dear Respondent,

RE: REQUEST TO FILL QUESTIONNAIRE

I am a student at Kenyatta University undertaking a research study for my MBA. The title for the research is "Employee Retention practices and Service delivery in the Hotel industry in Machakos County, Kenya."

The purpose of this letter is to request you to fill in the questionnaire herewith. I wish to assure you that the information that you will provide is intended for academic purposes only and will not be used for any other reason whatsoever. The same information will be treated with utmost confidentiality, and no unauthorized person will be allowed to access the information.

Thank you.

Yours sincerely,

AUGUSTINE MUTISYA

Appendix II: Research Questionnaire

Please respond by putting a tick (√) in the space provided. Do not write your name or the name of your hotel. Kindly be as honest as is possible.

SECTION 1: GENERAL INFORMATION

1. What is your gender? Male () Female()

2. What age category do you belong in?

Below 25 years ()

26-30 years ()

31-35 years ()

36-40 years ()

41-45 years ()

46 and above ()

3. What is your highest Academic Qualification?

‘O’ level ()

Diploma level ()

Post Graduate (Masters) ()

Others

(Specify).....

4. What is the size of your hotel in terms of number of rooms?

0 Rooms ()

1-10 Rooms ()

11-20 Rooms ()

21-30 Rooms ()

31-40 Rooms ()

41-50 Rooms ()

51 Rooms and Above ()

5. What is your designation?

Human Resource Manager? ()

General Manager ()

Manager ()

Hotel Owner ()

6. How long have you been working in this hotel?

Less than 2 years ()

2-4 years ()

5-7 years ()

3-10 years ()

Over 10 years ()

SECTION 2: RETENTION PRACTISES

In this section, please tick in the boxes provided according to the extent of your opinion in the following statements: Where 1=Very low extent 2=Moderate low extent 3=Neutral 4=Moderately high extent 5=Very high extent

Statements on leadership	1	2	3	4	5
7. There is a clear sense of direction in the hotel					
8. The management of my hotel provide enough resources to employees in the hotel.					
9. My hotel management provides employee professional needs.					
10. My hotel management provide regular feedback on employee job performance.					
11. My hotel’s leadership has definitely influenced employee retention					

Statements on promotion	1	2	3	4	5
12. My company performs employee screening during hiring					
13. My company conducts regular employee promotions					
14. My hotel’s promotion practises has definitely influenced employee retention					
15. There has been promotions from my own department.					

Statements on training	1	2	3	4	5
16. My company trains non-managerial employees regularly					
17. The management of my hotel provides educational programs to its employees					
18. In my opinion, level of training offered in the organization is satisfactory					
19. Training in my organization has definitely influenced employee retention					
20. Training given are relevant to the employees day to day activities					
21. Training has definitely enabled career development					

Statements on rewards	1	2	3	4	5
22. My company offers a competitive pay package to employees					
23. My company provides incentives plans to its employees					
24. In my opinion i am satisfied with the rewards offered by my organization					
25. Rewards offered by my firm is definitely a reason of employee loyalty					

Statements on service delivery	1	2	3	4	5
26. Leadership structure of my hotel has definitely improved service delivery					
27. In my opinion, promotion of staff has definitely improved service delivery					
28. Training of employees has resulted to improved service delivery					
29. Rewards as a retention strategy has improved service delivery					

Thank you for your participation

Appendix III: Work Plan

The event schedule and sequence in study time include.

PERIOD / TIME	ACTIVITIES
Jan 2019 – Aug.2019	Research proposal and project writing
Sept. 2019	Proposal discussion with supervisor. Preparation of questionnaires to be used during data collection.
Oct. 2019	Proposal defense and final submission / approval by supervisors and project panel.
Oct. 2018-Dec. 2019	<ul style="list-style-type: none">• Booking appointment and taking to various respondents from the various hotels the researcher intends to conduct the study.• Questionnaires actual distribution to the population of study• Collect and assemble the data.
Jan. 2020 –June 2020	<ul style="list-style-type: none">• Do Data analysis• Write and edit Report• Final research and conclusion• Present

Appendix IV: Budget Plan

To complete the research, a cost of Kshs. 26,500/= will be incurred, the costs involved will include questionnaires printing and continuous distribution and delivery to the parties concerned. Traveling costs will also be catered for by this budget. Other related costs will include printing costs will include printing costs and other miscellaneous expenses. The budget plan is as stipulated below:

Activity	Cost
Transport cost	6,000/=
Typing/photocopying of questionnaires	5,500/=
Secretarial Services	6,000/=
Typing and binding of final copy	7,000/=
Miscellaneous expenses	2,000/=
Total	26,500/=