

**MOTIVATIONAL FACTORS INFLUENCING EMPLOYEE RETENTION IN
THE HOSPITALITY INDUSTRY IN NORTH-WEST REGION OF NIGERIA**

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October, 2017

DECLARATION PAGE

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DEDICATION

This research thesis is dedicated to my Father Ado Magaji Matazu and Mother Zainab Ado Matazu.

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TABLE OF CONTENTS

DECLARATION PAGE	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENTS	v
LIST OF FIGURES	ix
LIST OF TABLES	x
OPERATIONAL DEFINITION OF TERMS	xi
ABBREVIATIONS AND ACRONYMS.....	xiv
ABSTRACT	xv
CHAPTER ONE - INTRODUCTION.....	1
1.0 Introduction	1
1.1 Background to the Study	1
1.2 Statement of the Problem	5
1.3 Purpose of the Study.....	8
1.4 General Objective.....	8
1.4.1 Specific Objectives.....	8
1.5 Research Hypotheses.....	9
1.6 Significance of the Study.....	9
1.7 Delimitation of the Study	10
1.8 Limitation of the Study.....	10
1.9 Assumption of the Study	11
1.10 Conceptual Framework	12
CHAPTER TWO – LITERATURE REVIEW.....	15
2.0 Chapter Introduction.....	15
2.1 Graduates Perceptions in the Hospitality Industry	15

2.2	Employee Retention	18
2.3	Employee Turnover	22
2.3.1	Measurement of Employee Turnover	24
2.5	Motivation and Employee Retention in Hospitality Industry	26
2.6	Organizational Practices and Employee Retention	27
2.6.1	Pay	29
2.6.2	Job Interest.....	31
2.6.3	Promotion Opportunities	32
2.6.4	Job attractiveness.....	33
2.6.5	Working Conditions	34
2.6.6	Job Security	35
2.6.7	Nature of Job	36
2.7	Human Resources Management Practices and Employee Retention	37
2.7.1	Employee Selection	41
2.7.2	Job Enrichment.....	42
2.7.3	Work Environment	43
2.7.4	Job Fairness & Treatment.....	44
2.7.5	Co-Workers Recognition.....	44
2.7.6	Managerial Relations.....	45
2.7.7	Training & Development.....	46
2.8	Demographic Factors.....	47
2.9	Strategies for Employee Retention	49
2.10	Theoretical Framework	50
2.10.1	Maslow theory of motivation (1943).....	51
2.10.2	Hertzberg's Two Factor Theory	51
2.10.3	Self Determination Theory (SDT).....	53
2.10.4	Social Cognition Career Theory (SCCT)	53
2.11	Summary of the Chapter.....	54
	CHAPTER THREE - METHODOLOGY	56

3.0	Chapter Introduction.....	56
3.1	Research Design	56
3.2	Study Area	57
3.3	Target Population	57
3.4	Sampling Techniques	58
3.4.1	Sample Size Determination	59
3.5	Research Instruments.....	60
3.5.1	Questionnaires	61
3.5.2	Focus Group Discussion Guides	62
3.6	Pre Testing of the Instruments.....	62
3.6.1	Validity	63
3.6.2	Reliability	64
3.7	Data Collection Techniques	64
3.8	Data Analysis.....	65
3.9	Techniques for Data Analysis	65
3.10	Logistical and Ethical Considerations	67
	CHAPTER FOUR - RESULTS AND DISCUSSIONS	68
4.1	Introduction	68
4.2	Survey Response	68
4.3	Demographic Characteristics of the Respondents	69
4.3.1	Age of the respondents	69
4.3.2	Gender of the Respondents.....	70
4.3.3	Monthly income.....	72
4.3.4	Place of Work.....	73
4.3.5	Nature of Work.....	74
4.3.6	Profession of the Respondent	75
4.3.7	Tribes of the Respondents	76
4.3.8	Profile of the respondents' religion	77
4.4	Descriptive statistics	77

4.4.1	Employee Retention in the Hospitality Industry	78
4.4.2	Identification of organizational practices for graduates still in the industry ..	82
4.4.3	Relationship between organizational practices and employee retention for graduate still in the industry	87
4.4.4	Identification of Human resource practices for graduate still in the industry	97
4.4.5	Relationship between Human resources practices and employee retention for graduates still in the industry.....	101
4.4.6	Descriptive analysis of the motivational variables.....	112
4.5.1	Focus Group Discussion A (graduates still in the hospitality industry).....	122
4.5.2	Focus Group B (Graduates already left the hospitality industry).....	124
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS		
128		
5.1	Summary.....	128
5.2	Conclusions	130
5.3	Recommendations	133
	Reference.....	135
Appendix: 1	Questionnaire (For graduate still in the hospitality industry).....	141
Appendix: 2	Questionnaire (For graduates who already left the hospitality industry)	145
Appendix 3	Group Focus Discussions Guide for Hospitality Graduates Still in the Hospitality Industry	149
Appendix 5	Focus group Discussions guide for Hospitality Graduates that have Left the Hospitality Industry	155
Appendix 7	Map of the Study Location (North-West region of Nigeria).....	161
Appendix: 8	Current Hospitality Education Structure in Nigeria	162
Appendix: 9	Polytechnics Offering Hospitality Management Courses in Nigeria	163
Appendix: 10	Universities Offering Hospitality Management Courses in Nigeria	164
Appendix 11:	Letter of Research Authorization by Kenyatta University	165
Appendix 12:	Letter of Approval of Research Proposal and Data Collection by Kenyatta University.....	166
Appendix 13:	Sample Letter for Head of Departments.....	167

Appendix 14: Sample Letter of consent from participating institutions 168

LIST OF FIGURES

FIGURE 1.1 INFLUENCES OF MOTIVATIONAL FACTORS ON EMPLOYEE RETENTION 12

FIGURE 4.1 AGE OF THE RESPONDENTS..... 70

FIGURE 4.2 GENDER OF THE RESPONDENTS 71

FIGURE 4.3 MONTHLY INCOMES OF THE RESPONDENTS 72

FIGURE 4.4 RESPONDENTS’ PLACE OF WORK 74

FIGURE 4.5 NATURE OF WORK..... 75

FIGURE 4.6 PROFESSION OF THE RESPONDENT 75

FIGURE 4.7 TRIBES OF THE RESPONDENTS..... 76

FIGURE 4.8 PROFILE OF THE RESPONDENTS’ RELIGION 77

FIGURE 4.9 OPEN ENDED RESPONSES..... 93

LIST OF TABLES

TABLE 3.1 SAMPLE SIZE.....	59
TABLE 3. 2 ITEMS DISTRIBUTION TO SUB-DIMENSIONS.....	61
TABLE 3.3 CRONBACH’S ALPHA COEFFICIENT	64
TABLE 3. 4 RESEARCH MATRIX.....	67
TABLE 4.1 EMPLOYEE RETENTION FOR GRADUATES STILL IN THE HOSPITALITY INDUSTRY	79
TABLE 4.2 EMPLOYEE RETENTION FOR GRADUATES ALREADY LEFT THE HOSPITALITY INDUSTRY	81
TABLE 4.3 ORGANIZATIONAL PRACTICES FOR GRADUATES STILL IN THE INDUSTRY.....	84
TABLE 4.4 ORGANIZATIONAL PRACTICES FOR GRADUATES ALREADY LEFT THE INDUSTRY	86
TABLE 4.5 CORRELATION ANALYSIS BETWEEN ORGANIZATIONAL PRACTICES AND EMPLOYEE RETENTION FOR GRADUATES STILL IN THE INDUSTRY	89
TABLE 4.6 CORRELATION ANALYSIS BETWEEN ORGANIZATIONAL PRACTICES AND EMPLOYEE RETENTION FOR GRADUATES WHO ALREADY LEFT THE INDUSTRY	90
TABLE 4.7 ONE-SAMPLE T-TEST FOR SIGNIFICANT RELATIONSHIP BETWEEN ORGANIZATIONAL PRACTICES AND EMPLOYEE RETENTION IN HOSPITALITY INDUSTRY	95
TABLE 4.8 HUMAN RESOURCES PRACTICES ON GRADUATES STILL IN THE HOSPITALITY INDUSTRY	99
TABLE 4.9 HUMAN RESOURCE PRACTICES FOR GRADUATES ALREADY LEFT THE INDUSTRY ..	101
TABLE 4.10 CORRELATION ANALYSIS BETWEEN HUMAN RESOURCE PRACTICES AND EMPLOYEE RETENTION FOR GRADUATES STILL IN THE INDUSTRY	102
TABLE 4.11 CORRELATION ANALYSIS BETWEEN HUMAN RESOURCES PRACTICES AND EMPLOYEE RETENTION FOR GRADUATES WHO ALREADY LEFT THE INDUSTRY	104
TABLE 4.12 ONE-SAMPLE T-TEST FOR SIGNIFICANT RELATIONSHIP BETWEEN HUMAN RESOURCE PRACTICES AND EMPLOYEE RETENTION IN HOSPITALITY INDUSTRY	105
TABLE 4.13 DETERMINATION OF EMPLOYEE TURNOVER.....	109
TABLE 4.14 ONE-SAMPLE T-TEST FOR SIGNIFICANT INCREASE IN EMPLOYEE TURNOVER IN HOSPITALITY INDUSTRY	110
TABLE 4. 15 ANALYSIS OF MOTIVATIONAL PREDICTOR VARIABLES BASE ON MEAN SCORE	113
TABLE 4.16 MODEL SUMMARY FOR MULTIPLE REGRESSIONS	114
TABLE 4.17 REGRESSION ANALYSIS FOR THE MOTIVATIONAL PREDICTOR VARIABLES	116
TABLE 4.18: ANOVA FOR MULTIPLE REGRESSIONS.....	120

OPERATIONAL DEFINITION OF TERMS

Employee: Employee is a person working for another person or a business firm for payment of wages/salary

Employee turnover: Employee turnover is the rate at which workers had to be replaced in a given time or period to the average number of workers in an organization for some reasons

Employee retention: Employee retention is a human resource function of enhancing job satisfaction to reduce substantial costs involved in employing and training new staff

Fairness: Fairness is equal treatment, receiving the same services and benefits as other people depending on their level of commitment.

Graduate: Graduate is a student who completed an approved program of studies in an organized and approved school setting.

Hospitality: Hospitality is to receive, welcomes, and caters for the needs of people temporarily away.

Hospitality Industry: Hospitality industry includes all businesses that provide food, beverages, and accommodation services, this includes restaurants, pubs, bars and clubs, contract catering, transport catering and hospital services.

- Human resource:** Human resource is a unit of company that focused on activities and management relating to employees. These include recruitment, hiring or employing of new employee, orientation, training, employee benefits, and retention
- Job satisfaction:** Job satisfaction is how people feel about their jobs and different aspects of their jobs including the extent to which employees like their work.
- Motivation:** Motivation is the inner driving force which explains employees' satisfaction on a particular job and asserts willingness to strive towards the achievement of organizational goals.
- Motivational factor:** Factors which are present at different levels within different industries which could influence decisions on employee retention.
- Pay:** Pay is remuneration as “payment for work, which can assume number of different forms, including a basic wage or salary, supplementary cash payments, such as shift pay and overtime pay, and benefits in kind
- Perception:** Perception is people's translation of sensory impressions into a coherent and unified view of the issues concerning hospitality domains.

- Promotion: Promotion is the act of moving an employee up the organization hierarchy, usually leading to an increase in responsibility and status and a better remuneration package
- Propensity: Propensity is an often natural inclination or preference or intention.
- Night trade: Night trade is dirty trade such as prostitution, arm robbery and many other unlawful acts.
- Organization: Organization is a social unit coming together coordinated for attainment of cooperate objectives.
- Snowball: Snowball is a referral sampling method used for gathering research subjects through the identification of an initial subject who is used to provide the names of other actors.
- Tourism: Tourism is movement of people from one place to another for a purpose, including what they does at the destination and the activities of those who provide them with the enabling environment for the sojourn.
- Turnover intention: For the purposes of this research study, turnover intention is treated as an employee intent to leave the hospitality industry.
- Work condition: Work condition is an employee's work place, work instruments, the work itself, organization policy, and organizational rules

ABBREVIATIONS AND ACRONYMS

BHA	British Hospitality Association
GNP	Gross Domestic Product
ILO	International Labor Organization
NBTE	National Board for Technical Education
NUC	National University Commission
SPSS	Statistical Package for Social Sciences
UNESCO	United Nation Educational Scientific and Cultural Organization
WTTO	World travel and Tourism Organization

ABSTRACT

Employee retention is one of the main challenges faced by hospitality industry. In today's growing competitive global economy, retaining the intellectuals is one of major concern encountered by most industries. However, it still remains one of the understudied issues by the organizations and human resource. Generally the employees leave the organization because of the job dissatisfaction of pay, job interest, job attractiveness, pleasant working condition, nature of job, job enrichment, work environment, good managerial relations, promotion opportunities, co-workers recognition, job fairness and treatment, employee selection, training and development, as well as several other variables are of great influence on the extent to which industry can retain graduate employees. This current study examined the influence of motivational factors on graduates' perception as they relate to employee retention in the hospitality industry in North-West region of Nigeria. Four specific objectives guided this study. Firstly, to identify the relationship between organizational practices and employee retention, secondly, to find out how human resource management practices influence employee retention, thirdly to determine the rate of employee turnover, and finally, to determine motivational predictor variables influencing employee retention in the hospitality industry in North-West Region, Nigeria. The study adopted cross-sectional exploratory research design, employing both quantitative and qualitative approach in form of survey, with data being gathered via two identical likert scale type self-administered questionnaires and focus group discussions guides for graduates working in the hospitality industry and those who already left the industry. The study was subjected to 5 hypothetical statements that were designed to give solutions to the research problems. This research used Exponential non-discriminative snowball sample of 266 employed graduate as participants who graduated from five institutions offering hospitality and related courses between 2010 and 2014. The research found that there were positive correlation between the motivational factors and employee retention in the hospitality industry which was statistically tested ($p < 0.05$). Findings also indicated that about 30 percent of employed graduates were found already left their employment within a period of five years. The most important motivational factors were 'good pay,' 'job security,' and 'Promotion opportunities.' Exploring the motivational predictor variables of employee retention, this research contributes that 'Pay' and 'promotion opportunity' are ranked among the high predictors of employee retention followed by 'employee selection' and 'work fairness'. Overall, the results demonstrated that employed graduates in the hospitality industry had low level of motivation that lead to employee retention. It was reiterated that highly motivated employees posed positive perception and tend to stay on their jobs, while poorly motivated employees developed negative perception and quit. Therefore, the study recommends hospitality industry should ensure proper motivation in terms of monetary and non monetary incentives because study shows that graduates require both monetary and non monetary motivations to remain in the industry.

CHAPTER ONE - INTRODUCTION

1.0 Introduction

The rationale of the study was to evaluate the influence of motivational factors on employee retention in the hospitality industry in North West Region of Nigeria. The study provides an insight into the motivational predictor of employee retention in the hospitality industry in Nigeria. This chapter gives background to the study, research problem, purpose and objectives that this study explores; research hypothesis, significance of the study and conceptual framework are all presented.

1.1 Background to the Study

Organizations are highly interested on skills and valuable employees, because of the value of skilled employees in achieving competitive advantages (Tavitiyaman, Qu, and Zhang, 2010). Employees with high knowledge of the industry are more likely to provide quality service, the processes through which an industry used to maintain those employees is called employee retention (Ghazali, Nasyuki and Xiao Yi, 2012). Employees in an organization have always been key assets as they drive the organization to its performance thereby gaining competitive advantage. Their exit could have significant effects on the implementation of the organization's strategic goals and objectives and may eventually cause a decline in productivity (Ofosuhene, 2013). As such it is believed that the cost involved in employee turnover is large as it includes loss of talent employees, poor quality services, poor job performance, difficulties of replacement and high cost of training new staff, and loss of business opportunities. As a matter of fact employee retention is a long term solution for achieving successful organizational objectives, improve investor's confidence and ensuring competitive advantage (Ofosuhene, 2013).

The globalization of the hospitality and tourism industry accelerated by economic prosperity, pressures of advances in technology, communication and transportation have resulted in an increase in demand of hospitality services (Tavitiyaman, et. al., 2010). Okoli (2010) noted that hospitality and tourism industry is one of the fastest growing industries worldwide. Parallel with this growth, consumer expectations and demands for quality services are rising while competitions among the firms, both nationally and internationally, have intensified (Ghazali et al, 2012).

The increase in competition in the hospitality industry has forced the industry to seek ways to achieve a competitive advantage; one of the many ways is through provision of quality services (Kotler, Bowen and Makens, 2010). This can be achieved by employing and retaining skilled and qualified manpower (Tavitiyaman, Qu, and Zhang, 2010). Skilled employees with high knowledge are more likely to offer professional services (Ghazali, et., al., 2012). It is against this background, that the need for hospitality organizations to determine the level of motivation of their employees is evident, whether positive or negative. Fortunately, these ingredients can be changed in a positive way through effective management of employee motivation as suggested by Tracy (2013). This is particularly important considering the contribution of hospitality to the world economy.

The hospitality and tourism industry is the world's largest industry and it plays a key role in the development of nation's economy (WTTC, 2014). According to the World Travel and Tourism Council (WTTC, 2014), the total contribution supported by travel, tourism and hospitality industry worldwide, was 8.9% (265,855, 000 Jobs) of the total employment in 2013 and 11.4% (272,414,000 Jobs) in 2014 which is expected to rise to 346,901,000 by 2024. Similarly, the

industry contributed about \$7trillion to global economy in 2014; which is projected to increase to about \$11 trillion by 2024. International Labour Organization (ILO) estimates in every new job created worldwide, the hospitality industry supports 1.5 jobs along the supply chain, with a proportionate economic boost to local communities (International Youth Foundation, 2013).

In the year ending May 2012 and 2013, hospitality industry contributed more than N33billion and N41 billion respectively to the Nigeria Gross Domestic Product representing 0.69 and 0.74 percent of the country's total GDP (National Bureau of Statistics, 2013). These figures and facts highlight the economic importance of hospitality both globally, regionally and in Nigeria. With the growing trends, it can be expected that job creation will occur and will reduce unemployment in Nigeria. For this reason, it is necessary that graduates have positive perceptions of the hospitality industry which encourage them to enter the industry to meet the growing demand of employment.

Despite this eminent contribution, the industry still lacks professionalism and is facing a lot of drawbacks, as Lashley (2012) outlines that, one of the most disturbing problems of UK hospitality industry is lack of professionals running the affairs of the industry, which in most cases, resulted to inefficiency and casting a negative image of the industry. Furthermore, in some instances, this could cast doubt in the minds of new employees who will take over the employment in the industry; this inculcates negative attitudes towards the profession, as a result, studies have found many hospitality graduates either never entered the industry, or left the industry early with no intent to return (Bamford, 2012; Blomme, Van Rheede, and Tromp, 2009; Brown, 2011 and Richardson, 2009).

A good number of hospitality and tourism organizations appear not to fully appreciate the critical role of employees in achieving standard service quality (Apaokagi, 2010). Manpower is one of the most critical resources for hospitality and tourism organizations in their endeavor to provide excellent services meet and exceed consumer expectations, achieve competitive advantage and exceptional organizational performance. Yet these organizations, probably to save costs, settle for unskilled and unprofessional employees. The failure of hospitality and tourism organizations to recruit and retain qualified hospitality and tourism graduates will, no doubt, have negative effect on their service quality, consumer satisfaction and the ability to gain competitive advantage through personnel (Apaokagi, 2010 and Okoli, 2010). Consequently, hospitality professional employees sometimes failed to take up jobs in the industry and were found looking for employment opportunities in other sectors other than the hospitality industry (Okoli, 2010; Kariru, Odhuno and Kambona, 2013 and Richardson, 2009).

The variables that are often associated with employee retention have been the subject of the debate, as a result researchers in different disciplines including hospitality and tourism, psychology, accounting and Human Source have extensively studied the variables that are often associated with retention (Ghazali, et., al., 2012). However, it has been argued that employee job motivation on the organizational factors, human resource such as Pay, Monetary incentives, Interesting Job, Job attractiveness, Pleasant working condition, Work hours, Nature of Job, Job Enrichment, Work Environment, Good Managerial Relations, Promotion Opportunities, Co-Workers Recognition, Job Fairness and Treatment, Employee selection, Training and Development as well as several other variables are of great influence on the extent to which industry can retain graduate employees (Ghazali, et., al., 2012; Tavitiyaman, et. al., 2010).

Graduate perceptions and propensity to stay or to leave his career are highly correlated with the variables constructs outlined above (Akrani, 2010). Numerous factors are found to influence employees' decisions to leave their jobs (Bamford, 2012; Blomme, Van Rheede, and Tromp, 2009; Brown, 2011 and Richardson, 2009) in which many scholars assert that satisfaction and dissatisfaction to both the organizational and human resource factors will influence employee motivation and employee retention. Researchers have suggested for more focus on the motivational predictors of employee retention in relation to job related characteristics (Bamford, 2012; Blomme, Van Rheede, and Tromp, 2009; Brown, 2011 and Richardson, 2009). There appears to be inconclusive findings regarding the extent to which organizational and human resource factors influence employee retention in the hospitality industry. It has been argued that employee positive perceptions to these motivational factors lead to employee retention.

1.2 Statement of the Problem

Economic development in the world has triggered the rapid development of the hospitality industry particularly, in developed and developing nations (Okoli, 2010). However, this rapid development generated a lot of internal problems in Nigerian hospitality industry. One important issue is high level of non-professionals running the affairs of the industry as professional employees were found to have abandoned jobs in hospitality for employment in other industries, such as banking and other service industries (Apaokagi, 2010 and Okoli, 2010). There has been an increase in the number of hospitality management graduates working in non-hospitality organizations in Nigeria. This trend has also been observed in other countries like Kenya (Kariru, Odhuno and Kambona, 2013) and Australia (Richardson, 2009).

The overall consequence is that, institutions in Nigeria were producing graduates in hospitality and related courses; yet the hospitality organizations are suffering from shortages of skilled manpower (Okoli, 2010). In addition, the hospitality industry suffers from shortage of qualified manpower as a result of high level of employee turnover.

Furthermore, research examining students' perception of hospitality as career choice and the effects of working conditions in hospitality industry was conducted (Bamford, 2012; Richardson, 2008, 2009 and 2010). Most studies were related to career choice. Very few studies were conducted focusing on retention of hospitality management graduates. The study will therefore, endeavour to find out why and what motivational factors employees need to remain in the hospitality industry.

Organizational practices and Human resource management practices affects competitive advantage in any firm, through its role in determining the skills and motivation of employees (Bamford, 2012; Blomme, Van Rheede, and Tromp, 2009). It appears to be the primary concern of organization and human resource commitment to enhance employees' ultimate work experience and create a good work environment capable of attracting and retaining professional and skilled employees (Tavitiyaman, et. al., 2010 and Tracy, 2013). Especially in hospitality industry, where employees are pivotal for the delivery of a consistent, quality and premium customer experience, customers are traveling more widely returning with a lot of experiences on the type of services they expect (Ghazali, et., al., 2012), the quality of service is embedded in the quality and skills of employees and also the performance of Human Resource (Tracy, 2013).

Researchers therefore, suggest on focusing on employees by considering them as valuable assets not servants (Akrani, 2010)

As a result of seasonality and transient nature of the hospitality industry and its accompanying uncertainties and fluctuations in demand of the industry and probably to save cost most hospitality organizations rely on casual and unskilled employees only. The performance of these casual and unskilled workers therefore appears to be a crucial Determinant of any hospitality organization's service quality (Ghazali, et. al., 2012). Having acknowledged the importance of seasonal employees in the hospitality industry, it seems rather surprising that researches identifies negative consequences of employing casual workers compared to permanent employees (Tavitiyaman, et. al., 2010). The levels of commitment, motivation and satisfaction were found to be rather low (Tracy, 2013). Moreover, the diverse cultural and religious work force of hospitality industry in the North-West Region of Nigeria makes it even more difficult to motivate and satisfy employees.

Unfortunately, little research has been conducted with regard to the working life and employee employed graduate retention in the hospitality industry, as well as rarely any empirical investigations have been directed towards seasonal employment in the hospitality industry, regardless of its importance, to date no study has combined the two topics motivation and retention and investigated or identified factors determining a positive perception of work life in the hospitality industry. The lack of research in this area, as well as the significance of employing and retaining skilled employees, constitutes the purpose of the present study.

1.3 Purpose of the Study

The purpose of this research was to examine the influence of motivational factors on graduate perception as they relate to employee retention in the hospitality Industry in North-West Region of Nigeria.

1.4 General Objective

To examine the influence of motivational factors on graduate perception as they relate to employee retention in the hospitality Industry in North-West Region of Nigeria.

1.4.1 Specific Objectives

To explore the aim of this study, the following specific objectives were outlined:

- i. To identify the relationship between organizational practices and employee retention in the hospitality industry in North-West region of Nigeria.
- ii. To find out how human resource management practices influence employee retention in hospitality industry in North-West region of Nigeria.
- iii. To determine the rate of employee turnover in the hospitality industry in the North-West Region of Nigeria.
- iv. To determine motivational predictor variables influencing employee retention in the hospitality industry in North-West region of Nigeria.

1.5 Research Hypotheses

- i. H₀₁: There is no significant relationship between the identified organizational Practices and employee retention in hospitality industry in North-West region of Nigeria.
- ii. H₀₂: There is no significant relationship between the human resources practices and employee retention in hospitality industry in North-West region of Nigeria.
- iii. H₀₃: There is no significant increase in employee turnover in hospitality industry in North-West region of Nigeria.
- iv. H₀₄: The independent variables are not statistically significant predictors explaining the variance in employee retention in the hospitality industry in North-West region of Nigeria.

1.6 Significance of the Study

The research will therefore, be significant to both hospitality graduates' and hospitality school managers to serve as a rationale for improving student's enrollment into hospitality and related courses. This could be achieved by removing negative perception among graduates, particularly career seekers, may be removed. In addition, Hospitality graduates may use the information to determine if their perceived career factors match the reality of the hospitality industry.

The benefits of employee motivation will be identified to hospitality managers and Government to serve as guiding principles for policy making and for enhancing job performance in the industry.

It will also contribute to academic literature in the field of hospitality by providing a clearer picture of the industry or putting more emphasis on hospitality employees motivation.

1.7 Delimitation of the Study

This study focused on the population of new graduates of hospitality management from the North-West Region of Nigerian Universities and Polytechnics offering hospitality management programmes. There are only six institutions, at present, offering courses in Hospitality, Tourism Management and related courses (NUC, 2014 and NBTE, 2014).

The researcher obtained contact information for recent alumni that graduated between 2010 and 2014 from the selected institutions and contacted them from their workplaces to participate in the survey. This restriction becomes necessary because it was very difficult to obtain contact information of older graduates.

A total of 870 populations of new graduates were identified in the study location and the entire population census was included in the study.

1.8 Limitation of the Study

The major limitation of this study was that, participants were sourced from their respective institutions heads and traced them from their respective work places. This is very stressful time-consuming and costly. However, snowball method of data collection (referral) was effective as respondents were followed one after the other until required number of respondent was obtained with 100 percent respond rate.

Another limitation of this study was that the study was carried out in hospitality industry only and the results were not generalized to other industries. However, generalization may be done with caution and suggestion for further research on the untouched areas.

The study also used purposive sampling method to select graduates from five institutions in North-west Region of Nigeria. Surveying other regions may provide much richer data. The research calculated large sample to improve the quality of the data.

The study only focused on the job related motivational factors, specifically organizational and human resources influence as suggested by (Brown, 2011). There could be other factors affecting employee motivation that may not be within the scope of this study. The research has suggested such areas for further study.

1.9 Assumption of the Study

The following assumptions were made as a guide to the study:

That information about the new graduates can be accessed from their respective institutions

That most new graduates were working in the hospitality industry with some working in non-hospitality organizations.

That there are perceptions about motivational factors that motivate or de-motivate employees in the hospitality industry;

That the information from the target population represents the diversity of the larger population;

1.10 Conceptual Framework

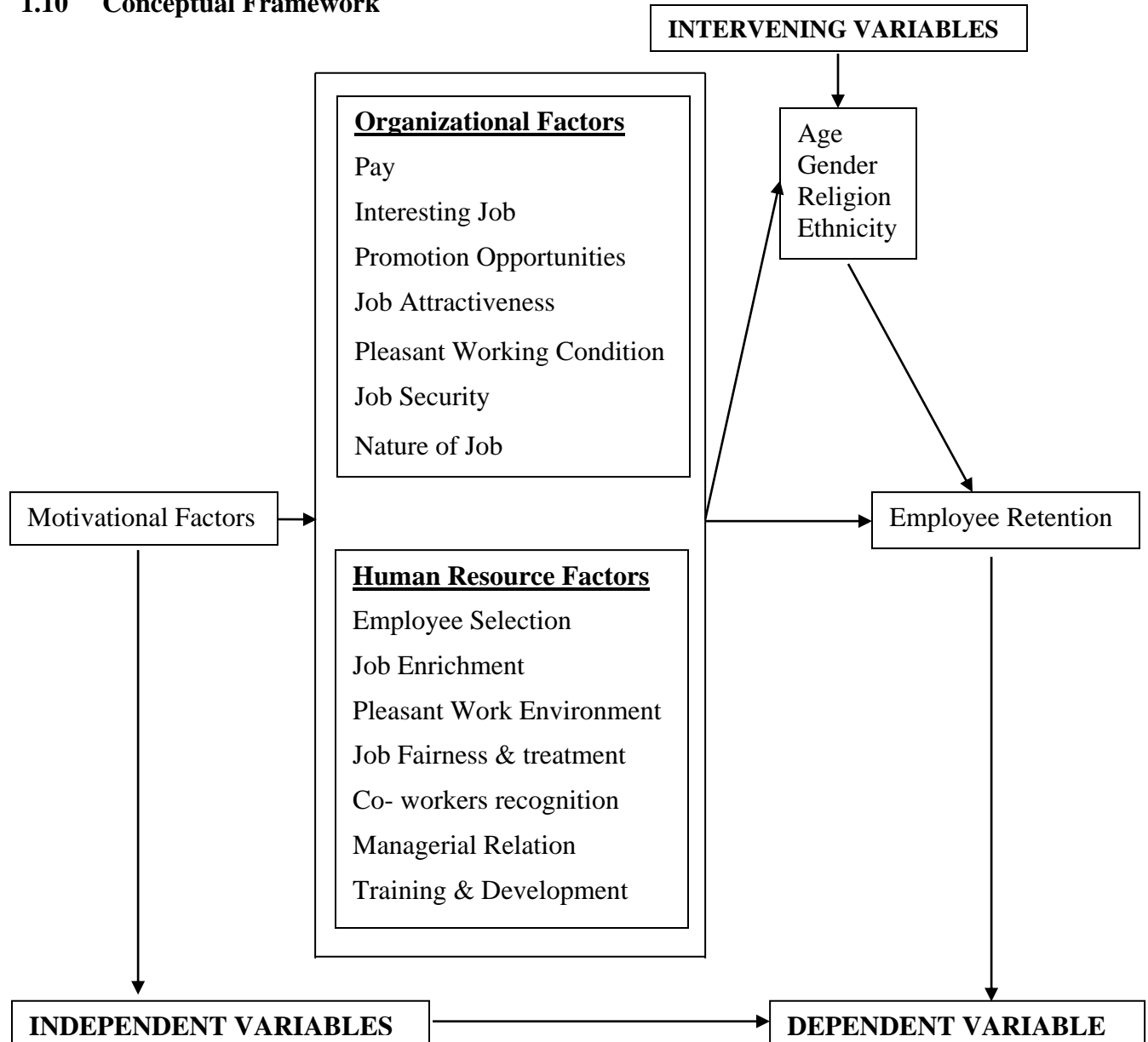


Figure 1.1 Influences of Motivational Factors on Employee Retention

(Source: Modified from Akrani, 2011)

The conceptual framework in Fig. 1.1 is crafted from the empirical literature in this study and by integrating elements of Maslow theory of motivation, racial formation theory and self-determination theory in order to describe the concepts of motivation that account for hospitality employed graduates perception that may account for employee retention. The integration of these

theoretical concepts is also based on the idea that needs as a component of employee motivation can be both organization and human resource factors.

It can be organizational in the sense that an organization can have a specific nature and factors prioritize which employee needs to meet first depending on the particular set of employees. It can also be human resource because employees are exposed to different human resource policy issues factors which influence employees' well-being at work. The graduate perceptions of these two important factors is expected to establish that with increased organizational practices (Pay, Interesting Job, Promotion Opportunities, Job Attractiveness, Pleasant Working Condition, Job Security, Nature of Job) and increased human resource practices (Employee Selection, Job Enrichment, Pleasant Work Environment, Job Fairness & treatment, Co-workers recognition Managerial Relation, Training & Development, Employee selection) there will be increased employee motivation which in turn will lead to improved employee retention.

On the other hand, with reduced organizational practices (Pay, Interesting Job, Promotion Opportunities, Job Attractiveness, Pleasant Working Condition, Job Security, Nature of Job) and reduced, human resource practices (Employee Selection, Job Enrichment, Pleasant Work Environment, Job Fairness & treatment, Co-workers recognition, Managerial Relation, Training & Development) there will be reduced employee motivation which may in turn lead to employee turnover. However, the demographic factors such as age, gender, ethnicity and religion of employees may tend to shape the level of satisfactions and propensity to stay in the hospitality industry.

The propensity to stay is only guaranteed when the organization behaviours are positive, human resource management practices are effective and there is right match between age, gender, ethnic and religious beliefs. Hence, the employee retention in hospitality industry is the dependent variable, depending on the organizational practices and human resources management practices which are the independent variables and demographic variables are the intervening variables.

CHAPTER TWO – LITERATURE REVIEW

2.0 Chapter Introduction

This chapter reviewed information from different text books, journals, academic papers and web articles to provide an overview of the study. It identifies the key issues and assumptions of the current study. It is divided into three sections; section one discusses theoretical model upon which the study was based, two the study variables to include the graduates' perception in the hospitality industry, organizational practices, human resources management practices and demographic variables as they influence employee retention in the hospitality industry. Finally, the chapter concludes with a brief summary of the research gap.

2.1 Graduates Perceptions in the Hospitality Industry

Numerous studies have examined the image of working life in the hospitality and tourism industry (Bamford, 2012; Richardson 2008, 2009 and 2010). A study conducted by Richardson (2009) identified the choice of careers in the industry changing from being positive to negative. The negative image and perception that prevail regarding working life in the industry was also emphasized by Richardson (2010) and Bamford (2012). Both studies identified low level of employees' job satisfaction as a result of poor work condition, long working hours, work pressure, poor working environment, few promotion opportunities, work practices, low pay, low employee retention and high staff turnover that appear common in the industry as the major causes of negative perception in the industry. The image of careers in hospitality is also affected by the transient nature of careers found common in the industry. There has been an increase in the number of

hospitality management graduates working in non-hospitality organizations (Richardson, 2010). This trend has also been observed in other countries like Kenya (Kariru, et al., 2013) and Australia (Richardson, 2009). Also, Blomme et al. (2009) and Brown (2011) identify pre-entry expectations of hospitality students. They explore distinct differences in expectations of work, family balance, salary, and development opportunities, performance related pay and career opportunities. They argue that, the discrepancies of what employee expected and important factors may lead to negative perception and consequently lead to employee turnover.

Brown, 2011 conducted a survey in United State of America on the Hospitality management graduates' perceptions of career factor importance and career factor experience and the relation with turnover intentions. The researcher found 29.1% of the recent, participating, graduates from hospitality programs had already left the hospitality industry. Similarly, Lu and Adler (2008) found 32% of hospitality graduates who did not intend to go into the hospitality industry after graduation. Reason given was attributed as a result of students' industrial internship experience. This is supported by the comprehensive study by Richardson (2008) who discovered that hospitality students, who experience the hospitality industry, such as through an internship, are more likely not to enter the hospitality industry. Richardson (2009) found students' expectations of the hospitality industry change significantly once they enter the hospitality industry because Robinson et al. (2008) assert that, graduates believe they had an unrealistic vision of what their career path would be upon graduation. On the other hand, Hinkin and Tracey (2010) found human resource management in the hospitality industry as lagging behind causing negative image to the new graduates.

Similarly, local perceptions concerning hospitality employment in Nigeria are that hospitality establishments are viewed as meeting points for the “night trade” for instance, dirty or rendezvous business, impacting negatively on recruitment of potential, quality employees (Apaokagi, 2010). This forces hospitality management graduates to seek employment in non-hospitality organizations. This might be one reason why graduates seek employment elsewhere. Graduates are the next cohort of employees set to join careers in the hospitality industry. It is extremely important for them to possess a positive perception that will influence career choice in hospitality industry but with the issues reviewed, it is hardly the case. Richardson (2010) suggests that research focusing on evaluating the overall perception of hospitality and tourism graduates on the interest and motivational factors toward their readiness to join and or remain in the industry is needed. In addition, Brown (2011) suggests that, research involving new hospitality graduates examining their ever-changing opinions of the industry and their desires for a career could assist in determining what needs to be done in both academia and the industry to keep the hospitality graduates in the hospitality industry.

The global perspective on students’ perceptions and attitudes toward hospitality career has generally identified that, students perceive the hospitality industry as having poor working conditions, long working hours, low wages, high turnover, high level of casual workers, and lack of promotional opportunities (Bamford, 2012; Brown, 2011; Chellen and Nunkoo, 2010; Kim, McCleary and Kaufman, 2010; Pang 2010; Richardson, 2008, 2009; Richardson, 2010; Roney and Oztin, 2007). In response to the research gap, the study will examine here, the combined ability of organizational practices and human

resource management practices to predicting employee retention in the hospitality industry in North-West Region of Nigeria.

2.2 Employee Retention

Employee retention can be defined as a talent to retain employees working for the company (Tiwari, 2015). It can also be defined as the percentage of employees who remain and continue with their jobs in an organization. It is important strategy for every organization to have a high level of employee retention (Richardson, 2009 and 2010). It has been difficult for the hospitality industry to attract and retain the employees; this is due to poor image of the industry and also because of the nature of job and low pay of the employees in the hospitality industry. One of the major strategies in attracting and retaining potential employed graduates is employee motivation through positive perception of both organizational and human resource factors (Akrani, 2010). On the other hand some hospitality organizations are challenging these traditional factors and trying to provide a good and encouraging experience for the employees. These organizations are well committed towards their employees and provide them with all the training and development program which includes team work, giving them respect and helping the employees to develop their skills (Tiwari, 2015).

Employee retention is one of the main challenges faced by hospitality industry. In today's growing competitive global economy, retaining the intellectual assets is one of major concern encountered by most of the industries. However, it still remains one of the understudied issues by the Organizations and Human Resource. Employee retention is the

most overlooked aspect of the hospitality organizations (Tiwari, 2015). Generally the employees leave the organization because of the job dissatisfaction, lack of supervisor assistant and feedback, lack of training and development and also ineffective pay (Blomme, Tromp, and Van Rheede, 2008). In another study Brown, (2011), employee retention is reliant on organization management and Human resource strategies for example, if the manager or supervisor is not well-paid, not properly compensated and not trained and have employees with poor skills will de-motivate the employees to leave the organization very quickly. The productive and talented employees of the organization are encouraged to stay whereas; the unproductive and poor performers are pressurized to leave the organization. However, if assessable an organization would keep all the employees, those who are beneficial and the ones who are detrimental as they know all the work and the company does not want to spend on employing and training new employees (Brown, 2011).

Employee retention helps towards the economic prosperity in several aspects job situation, it helps in improving profits maximization and reduces extra spending on cost of employing new employees. Motivating and Retaining professional graduate employees is crucial for the economic prosperity of the hospitality industry as an organization can give more time in creating and less time training them (Vasquez, 2014). Whereas attracting, retaining and engaging the employees produce quality results for the industry which leads to good customer satisfaction and consequence employee retention because well-trained and engaged staff has a substantial influence on the employee retention rate as observed by (Ghazali, et. al., 2012 and Whitcomb, 2012).

In the research conducted by Tiwari, (2015), viewed that those employees in the hospitality industry who have good relation with their managers and co-workers are more likely to work harder and stay in their job. If the employees are comfortable with the nature and working environment they feel as a part of the organization and intended to stay for a longer period and assert more effort which is an important aspect if a person is working in the hospitality industry. However, this industry has a status of offering primarily low skill employment, this is because of the normal rate of employees have a low skilled job as they have to help the customer in giving importance, pampering and spoiling them. The employees are expected to make the customer feel special and comfortable. On the other hand graduates employees are working in hospitality in an area below their skills acquired. Generally, most of the employees leave the organization early because they take it as an unpleasant and disrespectful work. Therefore, finding the right employees for this difficult work specification and retaining the old ones is challenging for the Human resource department. A professional graduate with wide knowledge of the nature of the industry is more likely to stay, but this is hardly the case. Because the average rate of employee working in the Hospitality industry working are casual workers which implies that their wages are less with minimal rights (Tiwari, (2015).

There are so many policies and practices which are performed by the Human Resource department. The managers use these policies in recruiting, selecting, developing, rewarding and utilizing the talent in order to benefit the organization. The most effecting factors on a firm's performance are compensation and benefits, reward scheme and training and development policy (Tiwari, (2015). However, Akrani (2010) suggested that

the establishments that can better invest on employees by providing them with training, working guides, work benefits and further basic knowledge about managing systems will improve the operational performance and this will also enhance the financial performance of the organization against competition.

The job satisfaction of an employee is important for the Human Resource Managers and the employers of the organization. Satisfaction can be defined as the emotion or feeling of an employee as they appraise their own job values. There are different studies done on the job satisfaction of employees which is effected by their gender, age and length of service. It has been found that the female employees are less satisfied than the male employees (Blomme et al., (2008). Whereas, a study done by Milman and Dickson (2014), shows that there is no gender difference in the satisfaction level of the employees. In their research they showed that the age, gender and length of service does not have an effect on the job satisfaction level. It is the major retention strategies which have an influence on the employees.

The hospitality industry makes every effort to keep the talented staff in the organization for a longer period. This also decreases the employee turnover rate of the organization and also there is less effect on the business. The organization always refers some employee retention factors which help them to retain good staff for a long time. This includes attractive work culture, professional development, team work, salaries/wages with good monetary incentives and also friendly human resource management practices (Tiwari, 2015). The study argues that the employee relationship with co-workers at

workplace has an indirect effect on the retention of employees and the key influence is the learning and development of the employees.

2.3 Employee Turnover

Employee Turnover is an important characteristic of organizations and Human Resource management. It is one of the important topics in the presence academic researchers on how organizations and human resource efficiently control the employee turnover (Tiwari, 2015). To achieve competitive advantage and cost effective business, organizations must recognize the significance of retaining skilled employee and reducing the turnover rate. Because, high turnover rate signifies employee dissatisfaction to the organizations and human resource commitment, and this create negative impact on other employees who are yet to enter the industry, and they can also be influenced to leave the career in the industry (Whitcomb, 2012).

Employee turnover creates a major problem for the organization well-being, influencing the value and quality of the goods and services, it also increases the cost of replacement and recruitment of new employees through employment procedures and training of new employee. Researcher found that high rate of employee turnover results in the loss of revenue, leads to employee dissatisfaction and subsequent loss of customers' loyalty (Blomme et al., 2009).

According to Whitcomb (2012) employee turnover rate is usually high in the hospitality industry, and therefore it is difficult for the hospitality organization to sustain the service

quality in most of the hospitality organizations like hotels and restaurants, it is challenging for the organizations and Human Resource to employ talented and train the employees and develop their skills. It is also difficult for them in retaining the talented staff by providing the employees with all the benefits like good pay, good working conditions, reward and recognition, and providing proper training and development program. These ingredients usually influences employee to stay or leave the organization which results in high employee turnover. The high rate of employee turnover affect many issues in the organization such as lost of service encounter, reduce employee performance, and reduce productivity.

According to Blomme et al., (2009) the hospitality graduates have negative image of this sector because of the deprived status of staff turnover and poor impact of employee retention strategies. The author suggests that it is very difficult for the hospitality industry to attract, recruit and retain graduate as compared to other industries. In today's business activities' employee turnover is one of the main concerns in all the business sectors and especially had a great influence on hospitality industry. Employee turnover causes high number of unemployment and reduces the economic growth of the country all around the world (Vasquez, 2014). In hospitality industry the turnover of employees depend on the staff capability of providing great customer service with the aim of the business. In any sector, the success of the business depends on the retention of employees which reduces the rate of staff turnover and also benefits the organization. Research suggests that an improved quality of work life may considerably reduce absenteeism and turnover, hence

tackle one of the major and most costly issues hospitality organizations are facing (Tracy, 2013).

2.3.1 Measurement of Employee Turnover

The term “turnover” is defined as the ratio of the number of employees who have left organization divided by the average number of people in that organization during the period being considered (Kotler et. al, 2010). Turnover rate is measured according to the employees who leave the organization or industry on definite time. The term is also often utilized to measure relationships of employees in an organization as they leave, regardless of the reason. Employee turnover also relates to the movement of human resources within organizations with employees moving from job to job, through transfer, promotion or relocation. This parameter can therefore indicate the efficiency of organizations behavior and effectiveness of the human resource management practices (Tiwari, 2015 and Vasquez, 2014). Employee Turnover is an important parameter which indicates the overall effectiveness of an industry or an establishment in terms of intrinsic and extrinsic factors that motivate or d-motivate employee in a job situation. Employee turnover is measured by multiplying number of job leavers in period by 100 and divided by the Average number of employees (Tiwari, 2015). These turnovers may be assessed monthly, quarterly, half-yearly or annually. Thus, if there were 30 employees leaving the industry during year and the average number of employees was 200, the turnover rate would be: $30 / 200 \times 100 = 15 \%$.

2.4 Employee motivation

The concept of motivation was defined by diverse scholars in different ways. Nasurdin, Ahmad and Tan (2014) defined motivation as “the processes that account for an

individual's intensity, direction, and persistence of effort towards attaining an organizational goal". Motivation is very important drivers that enhance employee efforts toward job satisfaction (Naeem, Ramzan and Riaz, 2013). Motivation is a human psychological distinctive that contributes to increase the person's level of trust. Motivation is also a procedure of satisfying individuals' expectations and needs. Motivation is a significant factor that influences job satisfaction among workers. It is of utmost importance for corporations to apply employee motivation within their organizations in order to improve the performance of the employees and reduce turnover rates (Nasurdin et al., 2014).

The literature revealed a positive relationship among employee motivation and, employee retention (Blommed et al., 2009; Pepra-mensah, 2010; Nasurdin et al., 2014). It suggests that organization and human resource management satisfies employee to improve their motivation and improve the retention. (Naeem, Ramzan and Riaz, 2013). As a labor-intensive industry, hospitality requires effective human resources management to motivate co-workers. Previous studies have shown that employees who feel motivated with their jobs provide a high quality of service, thus resulting in higher levels of employee retention (Naeem, Ramzan and Riaz, 2013).

Therefore, it is understandable that there is a relationship between motivation and employee retention. On the other hand, Nasurdin et al., (2014) noted that employees' dissatisfaction from the motivational predictors could reflect negatively on both the employee perception and lead to turnover intention in the hospitality industry. According

to Yang (2010) and Baker (2011), employee motivation leads to reduce both the absenteeism and turnover rates.

2.5 Motivation and Employee Retention in Hospitality Industry

The study previously discussed the ability of hospitality industry to provide high employment opportunities. Because of the global prosperity and rapid expansion of the industry, it is easy for graduates to enter the industry. However, career progression in the hospitality industry is not an easy task because it depends on other motivational factors that the industry should provide to maintain the employees in the industry, as there are long experienced difficulties in maintaining potential employees to establish long-term careers in the hospitality industry as reported by (Ghuangpeng, 2011). This has been a matter of concern in the hospitality industry. Most organizations nowadays, realize that employee motivation is the essential element to maintain or increase employee satisfaction which will keep him/her in the organization, dissatisfied employee will usually quit.

Akrani (2010) grouped motivational factors into two broad terms namely; the monetary factors and non-monetary factors. Unless these factors are adequately managed by organizations, employees may be dissatisfied. Monetary factors may be offered in terms of money incentives to employees. Such incentives are extremely attractive to employees, particularly to lower level management. However, those at higher levels of management are found to be more positive to non- monetary incentives (Akrani, 2010).

Although, motivational factors are grouped into monetary and non-monetary factors, the effects are believed to be caused by the action of either the organizational behavior or the human resources practices as Naeem, Ramzan and Riaz (2013) relate the influence of organizational commitments, employee satisfaction and turnover intention while Ghazali et al., (2012) found important relationships between human resource practices and intention to stay in the employment. Therefore, motivational factors can also be sub grouped into organizational practices and human resources practices.

2.6 Organizational Practices and Employee Retention

An organization is a social unit of people structured and managed to pursue common goals under a management structure that determines relationship between the different activities and the members, and assign roles, responsibilities and authority to carry out different task within an organizational set up (Kotler, Bowen and Makens, 2010). In order to carry out its mission, global and departmental goals and objectives, every industry shall build a formal structure depicting different hierarchy of management, supervision, and employee levels (Kotler, et al., 2010). The hospitality organizations comprises a group of people in a hierarchical order, managed and coordinated under several units and departments and the responsibilities and task expected to accomplish by each member of employee and departments. The purpose of organization is to produce quality service of the highest standard by the most effective use of staff, equipment, materials, finance and time. The effectiveness of organizational activities determines the employee wellbeing and the success of the entire organization.

Liu (2013) asserts that, organization can be only as effective as its people. This phrase is particularly true for hospitality and related organizations, which are characterized by constant interaction with the client/customers. However, this interaction between customers and personnel in service organization has a strong effect on customer satisfactions on the service quality of that organization.

For the hospitality organizations to secure and retain skilled, professional, motivated, and satisfied employees to cope with the lucrative nature of the hospitality business environment, management should place more concern towards possible factors that contribute to employees' motivation and job satisfaction (Kotler, et al., 2010). Employee motivation has been found to occupy a highly significant position in attracting potential graduate and retaining employees, it tends to play a significant role in influencing a worker's decision to stay or quit a particular employment (Pepra-Mensah, 2010). The organizational commitment should always focus on employee motivation and job satisfaction, which are the two personnel management concept. Employee motivation and job satisfaction is linked with organizational achievement. Pepra-Mensah (2010) conducted a Study on factors that contribute to employees' motivation and job satisfaction examining the extrinsic and intrinsic factors that are expected to shape the employee satisfactions. The study concludes that, graduates were very conscious on the intrinsic and extrinsic factors when deciding on a career.

Woodward's (1976) Push/Pull Theory as cited in Pepra-Mensah (2010) viewed that, the choice of career is connected with the factors that are present within an organization which to a greater or lesser extent make an employee or job seeker satisfied or

dissatisfied with a particular job. That is, for a graduate to take a career or leave his present career there must be factors pulling/pushing him out. The theory suggested that there must be either a need or motive or intention, which a graduate seeks to fulfill before taking up an employment (Pepra-Mensah, 2010; Martin, 2011; Sindhu and Sharma, 2014). As he/she progresses in the job, he/she begins to build a profile of the level of his/her satisfaction of those needs. It is the perception and selection of outcome that could trigger off action as whether to stay in the old career or go to where he/she will realize his/her vision. The organizational factors have to be favorable for graduate to get positive perception that will lead him/her to join the career or unfavorable which yields negative perception leading graduate to abandon the career in the industry. The consequences will lead to shortage of skilled employee and bad reputation as a result of poor work ethics from unskilled and none professional employee.

2.6.1 Pay

Research appears to be equivocal regarding the influence of pay on employee motivation. No one works for free, nor should they. Employees want to earn reasonable salary/payment and employees desire their employers to feel that is what they are getting. Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value (Naeem, et., al. 2013). It has the supremacy to magnetize, retain and motivate individuals towards higher satisfaction. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Singh and Loncar, 2010) and empirical literature on pay for example Akrani (2010) found that pay satisfaction is positively related to employee motivation and subsequent

employee retention. However, Singh and Loncar (2010) assert that in some jobs, employees may be more motivated by their jobs than they are by their pay level, such as in nursing profession where nurses are more motivated by their jobs than the pay level. This indicates that in nursing jobs, even if the pay is either high or low, employees would still feel motivated and involved. Though, research suggests that salaries and financial incentives are among the top motivators and they positively affect job motivation, and thus, positively affect employee retention.

According to Brown (2011) there is lack of empirical evidence to indicate that pay alone improves worker satisfaction or reduces dissatisfaction. The author opined that highly paid employees may still be dissatisfied if they do not like the nature of their job and feel they cannot enter a more satisfying job. In another study conducted by Bamford, (2012) there is a significant relationship between pay and rank of employees and their level of job satisfaction was established.

Research has suggested that reward causes motivation of the employee which directly influences performance of the employee (Naeem, et. al. 2013). Rewards are management tools that hopefully contribute to firm's effectiveness by influencing individual or group behavior. There is no doubt that monetary rewards may play a very influential role in determining job satisfaction all businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees. To use salaries as a motivator effectively, managers must consider salary structures which should include the importance and nature of the organizations and skills of the employee, payment

according to performance, personal or special allowances, fringe benefits, pensions etc (Naeem, et. al. 2013). Furthermore, a desire for money stems from people trying to satisfy their physical and security needs, whilst employee in search of greener pasture view pay as a status and recognition symbol. Therefore, the concept of pay or money may have different meanings to different individuals. Akrani (2010) also remarks that if salaries are not market related, this can lead to dissatisfaction and discontent. Skilled employee may be grieved by the fact that their experience and qualifications are not consistent with the salaries they earn.

2.6.2 Job Interest

There have been a lot of acquaintances questions regarding what motivated employee to pursue a career in the hospitality industry. It all depends on what a person seeks from choosing to work in hospitality industry. Firstly job in the hospitality is usually viewed to be interesting as perceived by undergraduate student as observed by (Richardson, 2009, 2010) in his study Richardson 2010) observed that employees are attracted by the aesthetic and lucrative nature of the industry. The reason why most employees are interested in hospitality organization is fun and enjoyable working condition in the industry. The hotel industry is a pretty interesting and pleasant domain to get involved in. on entrance into the industry the encounter between the human resource management and co-workers tend to have a positive effects or otherwise. The motivations received on the basic employment condition tend to shape the motivation level of the employee (Tracy, 2013). As such it is imperative when evaluating job applicants; employers should be sure that they choose the right person for the job. Many employers will ask prospective employees to complete extensive tests and questionnaires to get a better sense of what

those employees might be like in an office setting, to match the interest of the potential employee with the expected job. Research suggests that a different factor required by employee to motivate his interests on the job that may be a better way to predict who will stay in the job over long period (Tiwari, 2015).

2.6.3 Promotion Opportunities

Promotion opportunity is a positive motivating tool in ensuring that the employee attains goals at a higher level. Promotional opportunities affect employee motivation considerably. The desire for promotion is generally strong among employees as it involves change in job content pay, responsibility, independence and status among others. A number of researchers are of the opinion that job satisfaction is strongly related to promotion opportunities (Ghazali, et al, 2012; Akrani 2010; Tracy, 2013 and Tiwari, 2015). An average employee in a typical government organization can hope to get two or three promotions in his entire service, though chances of promotions are better in private sector. It is no surprise that the employees take promotion as the ultimate achievement in their career and when it is realized, he/she feels extremely satisfied (Brown, 2011). If an organization provides employees the necessary factors for promotion such as facilities, ability and skills, then employees will be automatically motivated and satisfied. Promotion and satisfaction have a direct relationship. Ghazali, et. al., (2012) assert that Maslow's hierarchy of need theory also described that when esteem needs (autonomy, power, recognition and status) of people are fulfilled, they will be more satisfied with their job. Herzberg theory of motivation states what employees demand from their job. The need theory indicates that there is a need of achievement and need for power in

people. People will be more satisfied and motivated when their needs are fulfilled (Tiwari).

2.6.4 Job attractiveness

Researches argued that job attractiveness and involvement is one of the most influential and impacting attitudes that influence the employee decisions, productivity, and their job-related decisions (Akrani, 2010). The author argues that such employee attitude influence the organizational performance. Some personal traits such as psychological constructs also influence the job involvement, including the dispositions (Pepra-Mensah, 2010). It is also believes that researchers have begun to explore the relationships between personal traits and organizational factors (Martin, 2013; Pepra-Mensah, 2010). Moreover, scholars have been interested in how individuals' decisions are related to turnover intention.

Organizational attractiveness is said to impact organizations' ability to attract and keep highly skilled employees, which in turn leads to improved service quality by such unique human resource and create a competitive advantage for organizations (Martin, 2011; Sindhu and Sharma,2014). Organizations need to consider that such skilled employees are competed for, they are likely to have the propensity to stay if the job is attractive, safe, and competitive, and also have a good reputation that make them proud of being members of such organizations ((Pepra-Mensah, 2010; Martin, 2011; Sindhu and Sharma,2014).

The person's perception of the job as being attractive and reputable is very important. It is critical that employees view their job as good job, appealing to their personal characteristics, contributing to their self-esteem, and also to their personal feeling of pride

and achievement. However, this may be mixed with the person organizational value. The person organization value is another related area of interest in the personnel psychology, as well as the human resource field. For instance, Liu (2013) argued that such area have a huge impact on the contextual performance, as well as the job satisfaction. As such, it may be the case that this fit would influence the employee motivation. Therefore, it is reasonable to assume that employees who view their jobs as being attractive will most likely have developed passion towards their jobs in these organizations, and thus will be more motivated and are more likely to retain their employment.

2.6.5 Working Conditions

Good working condition is another variable that needs to be discussed and should not be ignored by human resource managers in employee motivation (Pynes, 2009). The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact negatively on the worker's motivation (Liu, 2013). Pepra-mensah (2010) asserts that working conditions will influence job satisfaction, as employees required a comfortable physical work environment. Consequently, if the ingredients required for good working conditions are missing will affect a more positive level of job motivation. In a study conducted by Martin (1013) factors such as temperature, working hours, lighting, ventilation, physical hygiene, acoustic noise, shift hours, and resources are some ingredients for effective working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding. However, Martin (1013) warned that if working conditions are too favorable or the extreme, this could be taken for granted or ignored by most employees.

In such a case the employee does not really appreciate his good working conditions, or if it is the contrary, this may not bother or affect him. Moreover, the employee may use poor working conditions as an excuse to get back at management because they may feel that management does not appreciate or acknowledge their efforts or work done, Martin (2013) have identified why, it is necessary to examine how these work condition factors influence an individual's behavior. This can be an essential aspect for the employees, as the variations in job satisfaction levels can impact negatively or positively on their jobs motivations. In the ever-changing society, hospitality industry may need to update their concepts on employee work environment to remain competitive in the dynamic environment (Pynes, 2009).

2.6.6 Job Security

Job security refers to employee's expectations with regard to continuity in a particular job. According to Nasurdin, Ahmad and Tan (2014), 'job security refers to the degree to which employee could expect to stay in the job over an extended period'. This would encourage employees to develop better and positive perceptions of their job security which will improve their propensity to stay in the organization for as long as they wish.

Employee job security signals an organization's long-term commitment, which will motivate employees to reciprocate in the form of commitment and performance to the organization consistent with social exchange relationships (Pepra-mensah, 2010). In support with this view, Nasurdin, et al., (2014), claimed that when employees observed that it is difficult for the organization to dismiss them from their job, they may experience a sense of being valued and cared for by the organization. This, in turn, will make

employees feel obligated to repay the organization through commitment and performance. Despite the importance of job security in today's working environment, particularly in hospitality industry most employers tend to neglect employee job security (Blomme, et al 2009). Researchers (Nasurdin, et al, 2014) suggest that offering job security would incur higher costs and labor rigidity to employers. Empirical evidence on the positive effect of employee job security on behavioral outcomes, it showed that job security fosters positive attitude such as organizational commitment, positive perception and job satisfaction. In another research Martin (2011) the study revealed that job security increases employees' trust toward the organization, which in turn, enhances motivation.

2.6.7 Nature of Job

Research in different areas of employee motivation and jobs satisfaction have shown that nature of job itself is a dominant factor of job employee job motivation, when employees assess different aspects of their work, like supervision, promotional opportunities, salaries, and co-worker and so on and when the job performed by an employee is perceived to be important, will increase motivation level of that employee. Work challenges influence employees to utilize their skills, knowledge and intelligence to deal with complexities involved in their job. Researches suggests that there is a negative relation between employee skills, intelligence and motivation when complications in jobs are persistent because most of the jobs are not challenging or interesting, hence if the job doesn't have the perceived element of interest it may de-motivate skilled employees (Pynes, 2009).

2.7 Human Resources Management Practices and Employee Retention

Human resources are people employed in an organization to maintain daily activities of an organization for fixed payment of rewards, and it represents the formal system that includes policies, philosophy and practices in an organization to ensure that it effectively utilizes the knowledge, skill, abilities, and other characteristics of the employees to achieve the organizational objectives (Pynes, 2009). To compete favorably, management of human resources has to be effective in area like the recruitment and selection, training and development, compensation and benefits, retention, evaluation and promotion of employees, staff and management relations and general management commitment to ensure good practices always been carried out and have become key elements in an organization. Hayes and Ninemeie (2009) posit that, it is particularly important to recruit right employee who will provide excellent and required service, in order to maintain service standard of an organization.

Furthermore, Ghazali, et al (2012) observed that, in today's businesses, to remain standing in competitive environment, organizations need both to increase their employees' motivation and to be in effort of continuous development of their businesses facilities provided for their customers. One of the most important and having the most variables sources of businesses, particularly, in the service sector is employee. Employees' performance and efficiency is among the factors that affect the success of these businesses. The nature and work required in the industry will determine the kind and caliber of employees required by that industry (Heywood, 2009). Heywood considered hospitality industry amongst the service sectors that provides paid

accommodation on a short-term basis. He further indicates that the provision of basic accommodation, in times past, consisting only of a room with bed, cupboard, small table and wash hand basin has largely been replaced by a modern rooms with facilities, including climate control, en-suite bathrooms and other common features, such as television, telephone, mini bar, safe deposit boxes and private facilities for making tea and coffee. In larger organizations, other facilities such as swimming pool, fitness center, business center, childcare, conference facilities and social function services may be provided.

Hospitality industry employs staff with a wide variety of educational levels and skills set for young graduate and those who have little academic preparation. Regardless of the units and types of jobs, the hospitality employment can help develop skills and experience that will help advance in the sector. Hospitality industry is also believed to provide an important source of work for internal and international migrants seeking temporary or permanent employment opportunities away from their home communities (International Youth Organization, 2013). Improvement to working conditions in any organization, particularly hospitality industry, is considered to benefit men and women but the efforts to improve working conditions are more likely to benefit women, given that they account for a slightly larger share of the workforce and many are employed on a part-time basis in the low-value core jobs (Bamford, 2012; Brown, 2011; Okoli, 2010 and Richardson, 2009).

The high employee turnover associated with hospitality jobs are attributed to their conditions which are often not considered by the organizational policy and not at the top

of management agenda. Furthermore, the perception of these roles as jobs rather than careers means investment in training and human development is often only just enough for the individual and the organization to survive. There is an issue of causality, but the challenge is for organization in the sector to take proactive measures to improve conditions for such workers in the hope of benefiting from lower staff turnover (Ghazali, et al, 2012).

Before the global downturn, Africa as a dynamic environment for hospitality business, suffered a setback due to political uncertainty caused by regional conflict and instability. Foreign investors have become cautious about hotel investment in Africa (Zhao and Jing, 2009). The feature characteristics of work in hotels and catering long hours out of normal work hours, low pay, instability and low status, make it unattractive as a career choice, and as a result the sector continues to suffer from high employee turnover and difficulties in recruiting suitable and qualified human resource (Martin, 2011; Okoli, 2010; Richardson, 2009). Researches in the field of hospitality and tourism industry advised to ensure that they employ and retain guest service employees who are professionals in their own vocation to provide efficient and qualitative services. This is because specialized knowledge and skills are required for effective quality service in the industry. Human resource is one of the most, if not, the most critical resources for hospitality and tourism organizations in their endeavor to provide excellent service, meet and exceed consumer expectation, achieve competitive advantage and exceptional organizational performance. The failure of hospitality and tourism organizations to recruit and retain qualified hospitality tourism graduates will, no doubt, have negative effect on their service quality, consumer satisfaction and the ability to gain competitive advantage through personnel

(Apaokagi, 2010 and Okoli, 2010). This tends to perpetuate the skills gaps that currently exist. Together, with the negative factors that damage the reputation and perception of the sector, the primary challenge is to reverse this negative perception, first by improving working conditions to attract suitable graduates and retain them, and second by investing in their development, improving in their level of treatment, reducing number of casual workers, designing appropriate work hours and taking interest in their well-being.

In Nigeria, most of the hotel employments lack a regulatory body that defines job structure and remuneration policy (Apaokagi, 2010). This has impacted negatively in hotel business sustainability due to high costs of training new employees, replacement and separation for the departing employees as well as affecting customer satisfaction. Apaokagi, (2010) indicates that, majority of hospitality workers in Nigeria are without necessary qualification required by the jobs. This confirms that, about two thirds of jobs in the hospitality industry are either unskilled or semiskilled. The nature of hotels employment with working odd hours, working in shifts and the social stigma of working in the industry prevent many females in joining the industry (Okoli, 2010). As a result, hotels jobs favored male employees than their female counterparts in this sector of the economy.

However, the greatest challenge of the hospitality industry in Nigeria has remained to be the shortage of suitably qualified and experienced human resource. As a result, the industry tends to rely on unskilled labor; as such the industry has generally struggled to retain good professionals. This study will therefore, try to respond to the question of why

hospitality industry is losing qualified staff and to find out what human resource practices do employees want to stay in an organization.

2.7.1 Employee Selection

In the hospitality industry, recruiting and selecting individuals to fill the positions is critical for the Human Resource department as they have to hire the most talented and qualified candidates within less time and resource (Tracy, 2013;. Recruitment plays an important role in retaining skill and decent employee. Particularly in Nigeria, if the recruitment team gives emphasis on employing the skill and quality employee then it will also benefit the quality of services rendered by the employee of the organization; this can be done through strategic approach by handling the roasters for the employees and decreasing their workload. The employers should give emphasis to the skills and professional graduates of the hospitality management and abilities which are essential for the industry. While selecting potential employee in the hospitality industry the recruiter must give importance to the characteristics that are important for the job and also to those features which will be required in the future. In the hospitality industry, it is important to employ a highly talented employee, at the same time considering other demographic features such as age, gender and nature of the job in the hospitality industry. In a research conducted by Okoli (2010) reveals that, many hospitality organizations in Nigeria settled for unskilled and nonprofessional employee to save cost. This resulted to low service quality and negative image of the industry. This is the extent to which a particular job requires a variety of employee competencies to carry it out (Hinkin and Tracey, 2010). For example, lower skill selection exists when an-line employee performs the same two tasks over and over again. The more skill involved, the more meaningful the work

becomes for an employee. Kotler, et. al. (2010) suggests that one way that employees may develop a sense of competency is by working in a job with high skill variety. Skill variety relates to feelings of belonging, as well as a sense of attachment to the organization.

2.7.2 Job Enrichment

Job enrichment is a technique used to redesign job that allows employees to have autonomy of performing their assigned tasks, assigning them more responsibility as an alternative to job specialization, organizations using job enrichment usually experience positive results by increasing employee motivation, increased productivity, increased employee retention and reduced turnover (Hinkin and Tracey, 2010).. This may be because employees who have full autonomy over their own work can be more efficient, and this helps eliminate unnecessary and undesirable tasks, take the easiest way of performing jobs, and overall increase in their task performance. Consequently, evidence shows that job enrichment may sometimes result in employees' dissatisfaction (Nasurdin, et al, 2014). The reason may be that employees who enjoy full autonomy and responsibility in their job may expect greater levels of pay or other types of remuneration, and if their expectations are not met, they may feel frustrated and dissatisfied. It is important to remember that job enrichment may not be suitable for all employees. Not all employees desire to have control over how they work, and if they do not have this desire, they may feel dissatisfied in an enriched job (Tiwari, 2015).

2.7.3 Work Environment

Employee level of motivation is also influenced by the quality of the working environment both its physical attributes and the degree to which it provides good and meaningful job. While a comfortable physical environment is correlated with employee motivation, the relationship is not merely as strong as the relationship between motivation and managerial behavior (Ghazali, et al., 2012). Work environment plays an essential role since it influences employee motivation. Employees are concerned with a comfortable physical work environment that will ultimately provide extra optimistic level of motivation. Lack of favorable working conditions, amongst other things, can affect badly on the employee's mental and physical well-being. According to Akrani (2010) factors such as working hours, temperature, ventilation, noise, hygiene, lighting, and resources are all part of working conditions. Negative performance will be provoked by poor working conditions since employees job demand mentally and physically tranquillity. In a study conducted by Ofosuhene (2013) the study examines the relationship between work environment, career development opportunities and employee retention. The study found that work environment and career development opportunities significantly affect employee retention. Moreover, they warned that if working conditions are two extreme ends i.e. either too favorable or too extreme, this could be taken for granted or ignored by most employees. Furthermore, when employees feel that management does not appreciate or acknowledge their efforts or work done they may use poor working conditions as an excuse to get back at management (Ofosuhene, 2013; Akrani, 2010).

2.7.4 Job Fairness & Treatment

Leadership style and well-being is about influencing people to do things the right way and ensuring co-workers are treated fairness in the job situation. To achieve that you need employees to follow and to have them trust you, and if you want them to trust you and do things for you and the organization, they need to be motivated through fair treatment (Nasurdin, et al., 2014). Theories imply that leader and followers raise one another to higher levels of morality and motivation. Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Nasurdin, et al., (2014) observed that in evaluating employee fairness treatment, human resource management should first assess the ratio of individual contribution toward the resulting economic or social compensation and then compare the ratio with that of other employee. Receiving comparatively both high reward and too little reward is evaluated as unfair, according to equity theory. Individuals try to reduce the unfairness by reducing employee task. According to the equity theory Nasurdin, et al., (2014) observed that the main drawback for organizational behavior researchers was that equity theory does not provide specific predictions about people's reactions to inequity. This limitation of equity theory promoted the shift of prominence in organizational justice research towards procedural justice (Nasurdin, et al., 2014).

2.7.5 Co-Workers Recognition

A co-worker is a person who holds a position or rank similar to that of an employee in the same organization. Co-workers are a distinct part of the working environment, and employees are expected to work harmoniously with other employees (Tiwari, 2015).

People seek friendly, warm and cooperative relationships with others, not only for what these relationships produce in the immediate present, but also for what they provide in those times of need, such as social support. Pynes (2009) assert that employees should be technically, emotionally and socially supportive of one another. Good interactions between employees, as well as relations between other fellow employees with each other, have a positive influence on an individual's level of organizational commitment and motivation (Tiwari, 2015). Harmonious interactions with co-workers within organization have been found to have a positive influence on employee's level of motivation. According to Pepra-mensah (2010) rewards and recognition are essential ingredients in enhancing employee job satisfaction and work motivation which is directly related to organizational well-being. The work group does serve as source of motivation to individual employees. It does so primarily by providing group members with good communication opportunities with one another. It is well-known that for many employees work fills the need for social interaction.

The work group is even stronger source of motivation when members have similar attitudes and values as it causes less friction on a daily basis. Employees with similar attitudes and values can also provide some confirmation of a person's self-concept (Liu, 2013).

2.7.6 Managerial Relations

A good managerial relation is an important factor in increasing employee motivation. Those who work toward maintaining good relations with their employees exhibit the following behaviors: help with job related problems, awareness of employee difficulties,

good communication, and regular feedback about the performance so that employees always know where they stand (Ghazali, et al, 2012). Employees want to have input into decisions that affect them, to feel important and appreciated. They want to be informed and involved at work place. When a job brings recognition and respect, employees are motivated with it. This is an easy condition to create with feedback (Tiwari, 2015). The evidence that “good management” plays a part in affecting employee motivation puts a responsibility on both the managers and the supervisors in the organization. Management needs information on employee motivation in order to make sound decisions, both in preventing and solving employee problems. A typical method used is employee motivation surveys, also known as a morale, opinion, attitude, or quality of work life survey. An employee motivation survey is a procedure by which employees report their feelings towards their jobs and work environment. Individual responses are then combined and analyzed (Ghazali, et al, 2012).

2.7.7 Training & Development

Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job (Kotler, Bowen and Makens,(2010). Training is one of the key factors in employee motivation and retention. It is the opportunity employees want to continue to grow and develop job and career enhancing skills. In fact, this opportunity for employees to continue to grow and develop to certain level through training is one of the most important factors in employee motivation (Tracy, 2013). According to Hinkin and Tracey (2010) Training provides chances to employee growth and enhances their knowledge and skills for effective personal development. Trained workers are more motivated with their job as compared to

untrained employees. These training programs positively raise employees' advancement that is good for competencies (Tracy 2013). By getting these training programs employees are able to get self-assured, evolution of career, and have positive thought for their organizations.. The aim of these trainings and management programs is to amend employees' skills and organization potentialities (Kotler, Bowen and Makens (2010). Usually when employees are trained their performance and motivation levels will be increased, training and development programs are needed to increase the performance and motivation of employees. So it will also result in the maximized performance which will be help to achieve the institutional goals effectively. If employees are given training and development programs they feel some betterment in their own motivation and performance, so work more hard to achieve personal and institutional goals. Training and development programs have helped them grow the business and improve customer service by providing employees with the knowledge and skills they need.

2.8 Demographic Factors

Numerous studies were conducted regarding the relationship between demographic factors and career choice. Factors like age, gender, personal choice, family economic status and educational level, were found to have significant influences on individual career choice. According to UK Essay (2013) gender difference is one of the contributory factors that bring disparities in career aspirations and pursuits, given the fact that women are increasingly making up the workforce, yet only a minority of them set up careers in scientific and technical fields. Wong and Liu (2010) found that parental influence such as economic, welfare, prestige, barriers and support are the major predictors of career choice in hospitality and tourism industry, other factors identified by the study includes age,

gender, parental income, educational level and work experience. Pang (2010) claims that hospitality industry is still struggling to battle out to reduce negative perception of hospitality graduates. In addition, Watson et al. (2010) view that, beliefs of the peoples' living environment, personal attitudes and educational attainment are highly influential factors in the process of career choice, in his study, he found that the social type occupations attracted the majority of aspirations; followed by investigative type occupations, with male inclining more to investigative and female more to another. The study also indicates that 80 percent of respondents favored high status occupations with those students under poor financial conditions moving toward careers that were less costly and shortest time, avoiding careers which requires long period of training because their finance cannot support their aspiration. Parental influence, family size and their socioeconomic status also appear to be influential career choice in which career seekers from the most privileged family tend to be more liberal and have more varied choices than those from less privileged who always depend on scale of preference.

Numerous studies has investigated employee motivational factors related to demographic variables such age, gender and socio-economic characteristics DiPietro, Kline and Nierop, 2014; Nasurdin et al., 2014). Dipietro et al. (2014) observed that, in general, the younger employees ranked as having the feeling of being in on things as less significant. Also, the study found that younger employees were inclined to be less satisfied with career advancement and development they obtained and the job security they experienced compared to elder employee who are more sensitive to job security and intellectual development. On the other hand, Tracy (2013) asserts that there were no important

differences between age groups in his study. Blomme et al. (2009) mentioned that employees aged between 16 to 35 ranked opportunities for advancement and development to be most important, while employees aged between 16 and 25 ranked interesting work as the most important motivational factor.

According to Kukanja (2013) older employees ranked social security factors as the most important, while younger employees were more motivated by flexible working hours. He concluded that the motivation of older employees requires a different approach than the motivation of younger employees. In another study Martin (2011), younger and older employees rated wages as the most significant factor. However, older workers placed greater priority on job security and favorable working conditions. For the younger generation of workers, after-wages development opportunities and interesting work were their top motivational factors. Dipietro et al. (2014) assert that men were less motivated than women by both interesting work and employee recognition for a good job. Martin (2011) observed that male employee placed more value on interesting job, while female employee placed more emphasis on employee recognition for good work. Tracy (2013) reported that, both male and female employees ranked job motivational factors as most important for them.

2.9 Strategies for Employee Retention

Employee retention is a serious and important strategy that need to starts right from the initial stage of employee interviewing, selecting and employment process (Kukanja, 2013). The purpose of employee retention strategy is to avoid the loss of talented and

trained employee from the industry (Nasurdin et al., 2014). Management and co-workers support is relevant and important to achieve employee retention (Dipietro et al., 2014). The reason is that hospitality employees have stressful jobs because their job involves dealing with customers who have different behaviors and emotions some customers are difficult to cater for (Nasurdin et al., 2014). Co-workers and managerial relations are imperative in reducing job related stress in the hospitality industry. In order to comply with customer desires, employees often have to make fast decisions that involve risk. Based on this work environment, managerial relation, work fairness and encouragement are some of the motivational factors that allow workers to become proactive and motivated to retain their job (Dipietro et al., 2014)

Blomme et al (2009) mentioned that employees' motivation has a significant correlation with working hours. Consequently, the employees with less working hours have better performance than those with extra working hours. This is because employees with higher working hours are under pressure, which has a negative effect on the work performance, and tend to lower their job morale and resulted in turnover. Furthermore, suggested that providing employee training and development enhances employee motivation.

2.10 Theoretical Framework

Different scholars developed theories on the employee motivation and career development; some of these theories have long tenure, others are newly emerging addressing the issues that gender, race and social class present. The purpose was to provide a framework for understanding, not just the factors influencing employee

retention, but also the reasons for such attitudes. Thus, this study integrated different theoretical models to clearly explain the effects of the variables starting with theory proposed by Maslow (1943)

2.10.1 Maslow theory of motivation (1943)

Maslow theory states that, ‘employee motivation is based on a force that pushes people to make a particular job choice, remain at the job, and put in effort’. A research conducted by Maslow determined what employees actually perceived as motivator in their jobs. They had to describe work situations in which they felt good or bad in their employment. The outcomes received were then categorized into satisfaction or dissatisfaction. The characteristics related to job motivation include salaries and wages, work condition, employee welfare, work pressures, training and development and promotional opportunities which are referred to as the ‘motivators’.

According to Issa (2006) Maslow theory of motivation focuses on factors that are responsible for employee motivation. There are some factors that would encourage employee retention if they were present, but leave when they are absent. This study also considers another theory Hertzberg’s Two Factor Theory.

2.10.2 Hertzberg’s Two Factor Theory

Hertzberg determined what people actually want from their jobs. They had to describe work situations in which they felt satisfied or dissatisfied with their jobs. The outcomes of their perception received were then categorized into motivation or de-motivation. The characteristics related to job satisfaction included advancement, recognition, the work

itself, achievement, growth and responsibilities (Issa, 2006). Herzberg referred to these characteristics as 'motivators'. The variable characteristics related to dissatisfaction which included co-workers relationship, working conditions, supervision, human resource policy and administration were referred to as 'hygiene' factors. Herzberg's two factor theory is effectively a theory of job satisfaction. Furthermore, Blomme et al. (2009) state that Herzberg's Two Factor Theory, also known as the Motivator –Hygiene theory, focuses on factors that are responsible for job satisfaction and job dissatisfaction. There are some factors that would encourage job satisfaction if they were present, but feelings of dissatisfaction when they are absent. According to Herzberg's Two-Factor theory, job satisfaction and dissatisfaction actually originates from divergent sources Blomme et al. (2009). These factors or characteristics were referred to as hygiene factors or maintenance factors. They do not actually contribute to work satisfaction and therefore have a negligible motivational value (Issa, 2006).

Although Herzberg's model has contributed very positively towards research, critics have been unable to empirically prove the model with any reliability. Furthermore, critics have indicated that the model does not specify how motivators and hygiene factors can be measured. However, Pepra-mensah (2010) Herzberg's two-factor theory is an important frame of reference for managers who want to gain an understanding of job satisfaction and related job performance issues. He asserts that Herzberg's two-factor theory is a useful reminder that there are two important aspects of all jobs: what people do in terms of job tasks, and the work setting in which they do it. Research suggests that managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the

workplace and ensure building satisfies factors into job content to maximize opportunities for job satisfaction.

2.10.3 Self Determination Theory (SDT)

Self Determination Theory (SDT) is a macro theory of human development, motivation, personality, and well-being. The theory focuses on self-determined behavior and the social and cultural conditions that affect people's behaviors at work. 'It also postulates a set of basic and universal psychological needs, namely those for autonomy, competence and relatedness, the fulfillment of which is considered necessary and essential to vital, healthy human functioning regardless of culture or stage of development' (Ryan, 2009).

2.10.4 Social Cognition Career Theory (SCCT)

Another theory by Lent, Brown and Hackett's Social Cognitive Career Theory – 1987 which was first developed from Albert Bandura's social cognitive theory that addresses issues of gender, genetic endowment, culture, social context and unpredictable life events that may interfere and tend to influence and supersede the effects of career-related choices. The SCCT emphasizes on the connection of self-efficacy, outcome expectations and personal goals that influence an individual's career choice. SCCT proposes that career choice is influenced by the beliefs the individual develops and refines through four major sources: personal performance accomplishments, vicarious learning, social persuasion and physiological states and reactions.

2.11 Summary of the Chapter

Previous research on career choice has focused on students' expectations on the important factors required, such as job related and psychological factors (Bamford, 2012; Brown, 2012; and Richardson, 2009, 2010). And with the rising cases of employee turnover within the hospitality industry, 32 percent (Brown, 2011) 29 percent (Kariru et al, 2012), it is pertinent to examine the causes of turnover in the industry to predict what will retain potential employee.

Study conducted by Ofosuhene (2013) on the relationship between work environment, career development opportunities and employee retention in Vodafone Ghana. The study again recommends that future studies should be directed towards investigating how variables like work/life balance, organizational commitment, supervisor support, financial reward and job satisfaction can influence employee retention.

Liu (2013) views that; organization can be only as effective as its people. Employee satisfaction has a strong effect on customer satisfactions and the service quality of that organization. Pang (2010) claims that hospitality industry is still struggling to battle out to reduce negative perception of hospitality graduate. Leaders from the industry should take proactive step to addressing these important issues to avoid losing experienced professionals. The study also finds out that undergraduates are very much ignorant about the nature of the industry before enrolling into hospitality program, some of which are either undecided about their career or choice to deviate from the course in the future.

While similar studies were conducted in Europe, Asia, USA, Australia, Kenya and many others developed and developing nations, it is neglected in Nigeria (Okoli, 2010 and Apaokagi, 2010). Finally, this study had looked into the influence of the organizational commitment, human resources practices and demographic variables to predict what should be done by the hospitality industry to retain employees.

This study had therefore tried to integrate organizational practices, human resource management practices and demographic influences on employee retention in the hospitality industry in North-West, Region of Nigeria. The possible causes of negative perception of the hospitality industry may be as a result of nature of the organization and the level of non-professional running the top management position, thereby, impacting negatively to the management efficiency in the industry.

CHAPTER THREE - METHODOLOGY

3.0 Chapter Introduction

This chapter provides the general description of the research processes and methods used in gathering and analyzing data for the research conclusion. The chapter is divided into ten subheadings: it deals with the research design, gives the general description of the study area, describes the characteristics of the target population, provides the sampling techniques and procedure, describes the research instruments for the study, and gives the pilot study for the research instruments that includes validity and reliability of the instruments. The chapter also deals with data collection techniques, presents the methods of data analysis, and provides the ethical issues and the final sub heading gives the general conclusions to the chapter.

3.1 Research Design

Cross-sectional exploratory research design was used, employing both the quantitative and qualitative approach (Creswell, 2009). This design allow for a detailed description and statement of the general research strategy and approach used for the problem (Carroll, 2010). It gives the overall operational pattern or framework of the project that specifies what information is to be collected from which sources and by what procedures. Therefore, this design is suitable for this study because its main purpose was to determine and explore the challenges of hospitality industry on employee retention. In other words, Avugla (2011:72) suggests the use of survey ‘for cross-sectional, longitudinal and pooled studies using questionnaires or structured interviews for data collection with the intent of generalizing from sample population’. The study explores and explains conditions of the

present by using many subjects and questionnaires to fully describe the phenomenon (Carroll, 2010). However, mixed method was considered suitable structure for this study. Bryman (2004) suggested that, integrating the qualitative and quantitative approach is more likely to produce better result, in terms of the scope and quality of the project.

3.2 Study Area

This study was conducted in North-West Region of Nigeria. North-West Region is one of the Geopolitical Regions constitutionally established in 1999. The region is made up of 7 States namely; Jigawa, Kano, Kaduna, Katsina, Kebbi, Sokoto and Zamfara. The region is densely populated heterogeneous community, majority of which are Hausa/Fulani with minority tribes being immigrants in major towns. It has been chosen because it is an inclusive region that mostly posed high prevalent of negative perceptions of hospitality industry as a result of dominant cultural and religious beliefs in the region (Okoli, 2010). Appendix 7 gives the location Map. Six institutions offering hospitality management courses abound within the region, the study sourced the participants from the employed graduates of these institutions.

3.3 Target Population

The population of this study was employed graduates who studied hospitality management at North-West Region of Nigerian schools. Hospitality programs were identified using universities and colleges programs guide to Hospitality Management Data Base (National University Commission, (2014) and National Board for Technical Education, (2014). In order to participate, the participant has to be a graduate of

Hospitality Management from North-West Region of Nigeria, who graduated between 2010 and 2014, without any special discrimination of male, female, race and age. A total of 870 graduates were identified from the institutions across the 5 years. Appendices 8-11 give tables of Nigerian structures of the educational system.

3.4 Sampling Techniques

Exponential non-discriminative snowball sampling method was used to reach the target population. Snowball sampling is especially useful for this study because the study is interested in population of recent hospitality graduates that are hard to find in a specific organization (Brown, 2011). Employed graduates from the sampling frame consisting of recent graduates who graduated between the years 2010 and 2014 were the target population (Gravetter and Forzano, 2011). The researcher was able to approach 6 institutions to seek their participation and request records of their recent graduates. These 6 institutions were chosen because they are the only institutions offering hospitality courses within the study location.

Babbie, (2014) observed that, when the population is large it is necessary to select a representative of that population. But for the purpose of external validity of the research, the sample should be as large as possible depending on the time for the research and its purpose. Similarly, when the population is not too large, it is better to work with the entire population (Castillo, 2009).

Therefore, for the purpose of external validity of this study, the study purposively selected a total of five institutions offering hospitality and related courses within the

study location for the research findings and uses the remaining institution for pretest. Even though Purposive sampling method has been criticized of high level of subjectivity and limited to a representative of wider population, Babbie, (2014) views that, purposive sampling provides opportunity for more precise representative of target population, saves time and only suitable respondents are targeted.

3.4.1 Sample Size Determination

To get a sample size of the population of recent graduates in the study area, the study considers sample size formula proposed by Fisher, Laing, Stoeckel and Townsend (1998) the formula to determine sample size for populations less than 10, 000 is:

$$nf = 1 + \frac{n}{N}$$

$$\text{Where } n = \frac{Z^2 pq}{d^2}$$

$$\text{Therefore, } n = \frac{(1.96)^2 (0.5) (0.5)}{0.05^2} = 384$$

Thus; the sample size now is calculated in table 3.1 below:

$$nf = \frac{384}{1 + \frac{384}{870}} = 266$$

Table 3.1 Sample Size

State	Institutions in the north-west offering Hospitality course	Population	Sample size (n x 266/N)
Kaduna	Kaduna Polytechnic	260	79
Kano	Kano State Polytechnic	200	61
Zamfara	Federal Polytechnic K/Namoda	130	40
Katsina	HUK Polytechnic	160	49
Jigawa	HusainiAdamu Polytechnic Kazaure	120	37
Total		870	266

Source Authors construct 2014

Based on this calculation, a sample of 266 respondents was targeted.

3.5 Research Instruments

Two semi structured questionnaires were used to draw information for the study. A questionnaire on 20 important factors influencing students' choice of career questionnaire was developed by Kyriacou and Coulthard (2000). Richardson (2009) adapted the questionnaire for use with tourism and hospitality students and later Brown (2011) used for collecting data from hospitality management graduates. This study also adapt similar questionnaire with some modifications and additions. The questionnaire is a researcher developed factor analytically derived questionnaire using five-point Likert scale type. The most common Likert scale is presented as 1 to 5. Interpreted as 1=strongly disagree, 2=disagree, 3=not sure, 4=agree, and 5=strongly agree (Richardson, 2009 and Brown, 2011). It consists of three sections A-D. Section (A) deals with demographic data; section B with the employment retention, section C with organizational practices and D with the Human resource management practices that influence graduates perceptions and propensity to stay in the hospitality industry.

As the research was intended to explore more issues on the graduates' perceptions affecting employment in the hospitality industry and evidences show that there are few studies made on the subject. The research also had two focus group discussions with 10 employed graduates in the industry and 10 who had already left the industry. Brown (2011) conducted focus group discussion with 20 graduates and established their perception of hospitality management in United State. Moreover, Focus Group discussion

checklist was used to collect qualitative data from a cross section of the focus group discussion (Brown, 2011). Appendix 5 shows copy of focus group observation check list.

3.5.1 Questionnaires

Two identical questionnaires were designed, each for the graduates working in the industry and those who already left the industry. The two questionnaires had similar wordings, with each modified to fit the category of respondents. The instruments were personally administered to the respondents.

The instruments contain forty six (46) responsive questions; all the 46 items were stated in English Language. Table 3.2 shows the 46 items distributed into 4 sub-dimensions namely: the demographic variables, employment retention, organizational commitment and human resource management practices. The sub-dimensions details were then coded for statistical analysis.

Table 3. 1 Items Distribution to Sub-dimensions

Sub-dimensions	Items code
Demographic factors	DMF1, DMF2, DMF3, DMF4, DMF5, DMF6, DMF7, DMF8
Employment retention	EMR9, EMR10, EMR11, EMR12, EMR13, EMR14, DMR15, EMR16, EMR17, EMR18, EMR19
Organizational commitments	OGC20, OGC21, OGC22, OGC23, OGC24, OGC25, OGC26, OGC27, OGC28, OGC29, OGC30, OGC31, OGC32, OGC33, OGC34
Human resource management practices	HRP35, HRP36, HRP37, HRP38, HRP39, HRP40, RP41, HRP42, HRP43, HRP44, HRP45, HRP46.

Source: Authors construct 2014

In the first section of the questionnaire eight questions were asked on the demographic variables of the respondents. A question regarding the place of work was included to determine turnover in the hospitality industry within five years, from 2010-2014. The second section of the questionnaire, eleven questions regarding employee retention were

included to determine an individual's intention to stay or leave a hospitality industry based on motivational factors. The third section of the questionnaire measure employee retention based on organizational factors career and final section of the questionnaire presents questions on employee retention based on human resource factors.

3.5.2 Focus Group Discussion Guides

Data collection through the use of focus group discussions accords the opportunity to be in direct contact with the respondents in a face to face interaction. A focus group discussion guide was set of questions that a focus group interviewer asks when discussion with participants (Orodho, 2009). The researcher introduces the schedules to the participants. The focus group discussions was used in gathering some information about the employed graduates reasons of leaving or staying in their employment; including the motivational determinant of employee retention in the hospitality industry. The focus group discussion guide is divided into two. The first feature series of questions for employed graduates still working in the hospitality industry the second guide presents questions for graduates who already left the hospitality industry. This focus group guides enables the research to respond to research objectives through triangulation. The qualitative responses from the focus group discussions were corroborated with the quantitative responses. The two focus group discussion guides for those still in the hospitality industry and those that have left the hospitality industry can be found in Appendix 3 and Appendix 5 while their checklists in appendix 4 and 6 respectively.

3.6 Pre Testing of the Instruments

To identify ambiguous, vague questions, make wording clear provide enough time and options for respondents, the questionnaires for this study were pre-tested on 20 hospitality graduates. Dillman (2007) recommended that, questionnaires be pre tested to detect problems with understandability and wording of the survey. The researcher personally distributed the instruments to 20 graduates who were purposively selected. The pretest group consists of graduates who recently completed hospitality management courses from one institution that was not part of the sample but within the study location.

The pre testers were asked to complete the questionnaires as well as provide feedback regarding the construct and understandability of the instruments. The questionnaires were also tested on peers and critique regarding the items and finally, supervisor's observations comments help improve data collection.

3.6.1 Validity

Validity is the appropriateness of the instrument in measuring whatever it is intended to measure. Therefore, content validity for the instruments of this study were checked to determine the extent to which the instruments for this study were appropriate to achieve the purpose of this study. This was done through expert judgment technique and peer critique, where the instruments were given to experts to judge whether all items in the instruments are really related to and representatives of the intended objectives. Their opinions and judgments were incorporated before administering the instruments for data collection process (Babbie, 2014). In addition, the item validity was also measured using test and retest.

3.6.2 Reliability

The reliability for internal consistency of the instrument was tested using Cronbach Alpha coefficient. This measure the extent to which the measurement is without bias (error-free) and offers consistent measurement across time and across the various items in the instrument (Brown, 2011 and Sekaran and Bougie, 2010). The reliability coefficient ranges from 0.6-1.0, the most acceptable factor is 0.67 and above, the more the coefficient gets to 1.0, the more reliable of the instrument. Table 3.3 shows, the overall reliability of the study variables to be 0.886 which satisfied the required level of reliability. The reliability of the variables on employee retention was 0.831, the variables on organizational practices was 0.782 while the reliability on human resource practices was 0.799.

Table 3.2 Cronbach's alpha coefficient

Reliability Statistics

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Employee retention	.831	.831	11
Organizational practices	.782	.782	15
Human resource practices	.799	.799	12
Overall item scale	.886	.885	38

Sources: Field Survey, 2015

3.7 Data Collection Techniques

Universities and colleges offering hospitality programs were identified using universities and colleges programs guides to hospitality management data base (National University commission, 2014 and National Board for Technical Education, 2014). After identifying the universities and colleges, the contact information were retrieved from program heads

and make an initial contact inquiring about willingness to participate in the research study Appendix 11 gives sample letter to the head of departments. The researcher using referrals (snow balling) was able to contact recent Alumni via their program heads.

3.8 Data Analysis

The data collected were analyzed using mixed method. This is integrating both quantitative and qualitative methods (Creswell, 2009). Qualitative and quantitative analysis can be done preserving the procedures and processes for each method (Creswell, 2009). Cooper and Schindler (2006) suggested that, a wise decision for researchers is to combine both approaches (triangulation). For Quantitative methods, descriptive statistics, comparison of means and regression analysis were used to analyze quantitative data while open-ended responses were analyzed through broad content analysis and the identification of key themes. For qualitative data, thematic analysis approach was used to analyze the information generated from the focus group discussion/interviews.

3.9 Techniques for Data Analysis

Different statistical methods were used to analyze the data obtained from the respondents. The data was extracted from questionnaires. For easy analysis all items and variables were coded (Table 3.2 shows how the variables were coded) and then input into the SPSS version 21 software. The results were tested using statistical techniques such as descriptive statistic, frequency distribution, and correlation analysis (Pearson product moment correlation) and multivariate (multiple regressions) analysis. Descriptive statistics such as frequency, percentages, means, standard deviation and variance, values

for interval-scaled for independent and dependent variables were obtained and interpreted. For objective one and two Pearson product moment correlations was used which identified the association between the dependent and independent variables, and for objective three simple frequencies and percentage was used to describe the rate of employee turnover while multiple regression analysis was used for objective four.

The research used various statistical analyses to prove the hypotheses. Among the statistical analyses used was one sample t-test to determine the statistical significant difference between the dependent and independent variables for hypothesis one, two and three while independent t-test was used for hypothesis four. The study identified and analyzed the nature, direction and signification of the relations between the variables that were measured on interval and ratio data using correlation analyses and used the results to prove the research hypotheses.

The open-ended questions regarding employee retention based on motivational factors and focus group discussions were used to determine the common theme and examined for consistent themes. The qualitative responses were used to compare the qualitative and quantitative responses.

Table 3. 3 Research Matrix

Research objectives	Method of data analysis
1. To identify the relationship between organizational practices and employment retention in the hospitality industry.	Bivariate (Pearson moment's) correlation. This measure the association of two variables and determine the strengths of the association
2. To investigate how human resource management practices influence employment retention in hospitality industry.	Bivariate (Pearson moment's) correlation. This measure the association of two variables and determine the strengths of the association
3. To determine the rate of employee turnover in the hospitality industry in the North-West Region in Nigeria.	Descriptive statistics (means score, frequencies and percentages)
4. To determine motivational predictor variables influencing employee retention in the hospitality industry in North-West region of Nigeria.	Multiple regression analysis (interdependence technique which consider all independent variables to determine their association with dependent variable)
Hypotheses	Significant one sample t-test and independent t-test

Source: Authors construct 2014

3.10 Logistical and Ethical Considerations

The main ethical consideration is the use of human subject. Informed consent for the use of human subject was obtained from the appropriate government agencies. In addition, there is the use and manipulation of secondary data. Where necessary all articles or information used were fully acknowledged in the way of quotation and references. Appendix 12 and 13 are authorization letter and permission for data collection by Kenyatta University, while appendix 14 was the sample of written consent obtained from the participation institutions.

CHAPTER FOUR - RESULTS AND DISCUSSIONS

4.1 Introduction

The data collected and analyzed are presented and discussed in this chapter according to the research objectives. The chapter also highlights and discusses the results and findings based on the analysis done on the data collected from respondents. This research focuses on the motivational factors influencing employee retention in the hospitality industry in North-West Region of Nigeria. The discussion then tried to accomplish all the objectives outlined in Chapter 1, and also attempted to answer the research hypotheses. For clarity and simplicity of analysis of findings, the chapter was divided into two parts: Demographic characteristics of the respondents and analysis of the research objectives based on quantitative and qualitative findings.

4.2 Survey Response

Five (5) head of departments were contacted personally and agreed to participate on the survey. All the five (5) head of departments provides the list and contact details of their recent Alumni.

Some graduates were unreachable because they come from long distance places and their contact details were not active at the time of the study. The participants were then contacted via mobile call and referral 'snow balling'. A total of 266 questionnaires were

distributed and personally collected from the respondents using snow balling, representing a response rate of 100%. The nature of participants sample is shown in Figure 4.5 of which 187 were found in the hospitality or related industry and 79 were found to be working in other industries.

4.3 Demographic Characteristics of the Respondents

This segment analyses the profile of the respondents surveyed. Demographic results were obtained and analysis made as shown in Figure 4.1 – 4.8.

4.3.1 Age of the respondents

Figure 4.1 presents composition of the sample with reference to age groups. Five categories were defined for age description ranging from less than 18 years to more than 35 years. There is no valid Percentage of respondents' age less than or equal 18 years. The percentage of respondents' aged 19-23 years is 20 per cent (n=52), 24-29 years is 24 per cent (n=65), 30-34 years is 39 per cent (n=105) and more than or equal 35 years is 17 per cent (n=44). Data on age distribution deduced that, age category 30-34 have the highest frequency of 105 with 39 percent. This corresponds with the finding of Pepramensah (2010) who found 61.3% as the highest age distribution aged between 21-30years.

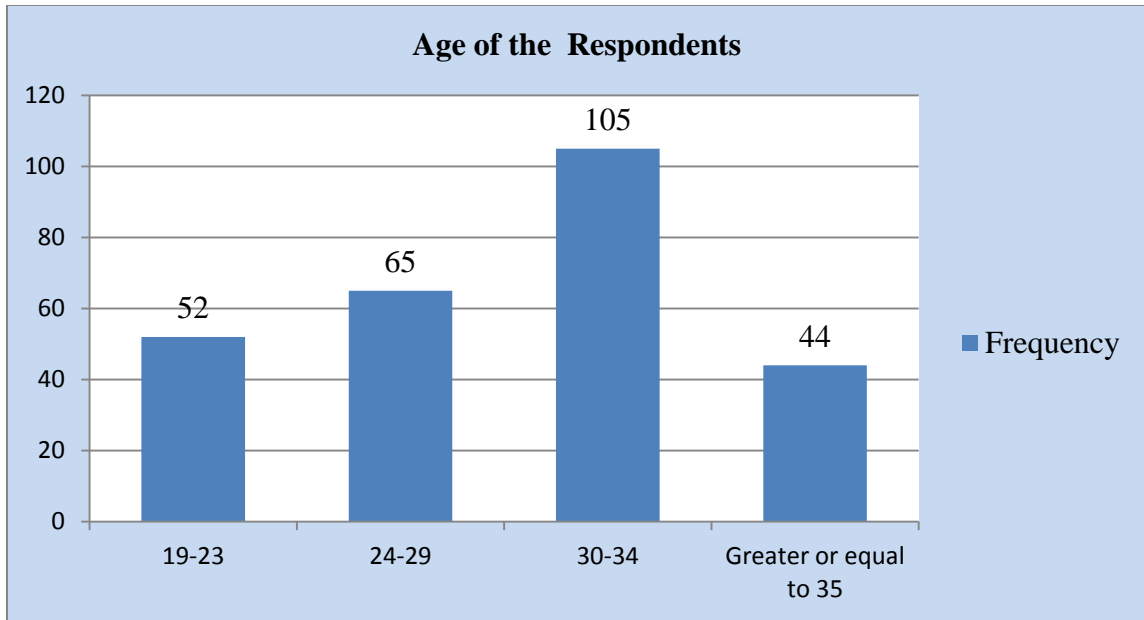


Figure 4.1 Age of the respondents

This is important age category because it constituted the very active working population. Previous studies established that the young adults tend to change jobs for greener pastures than the older employee. Young adult were classified as aged between 21 to 40 and older age 41 and above. In addition, young adult were more sensitive to satisfaction variables, which include attractive salary, nature of work, and job supervision Pepramensah (2010). This finding implies that the population of this thesis was very prone to quit in unfavorable job condition.

4.3.2 Gender of the Respondents

Figure 4.2 represents composition of the sample with regards to gender. In gender variable, this study found that majority of the respondents were female, 62 per cent (n=164) were female and 38 per cent (n=102) were male. Based on the literature reviewed, that female employee was more negative to hours of work as a result of family balance (Richardson, 2009). Hospitality industry should have to redesign hours of work

to motivate the teaming female employees improve employee retention. The sample of gender distribution for hospitality graduate was similar to that of Brown (2011), who found 60.7% were female while 39.3% were male, Kim et al' (2010) who found 59.8% were female while 40.2% were male, Pepera-mensah (2010) who found 52.2% were female and 47.8% were male and Richardson (2009) who found 66% were female while 34% were male.

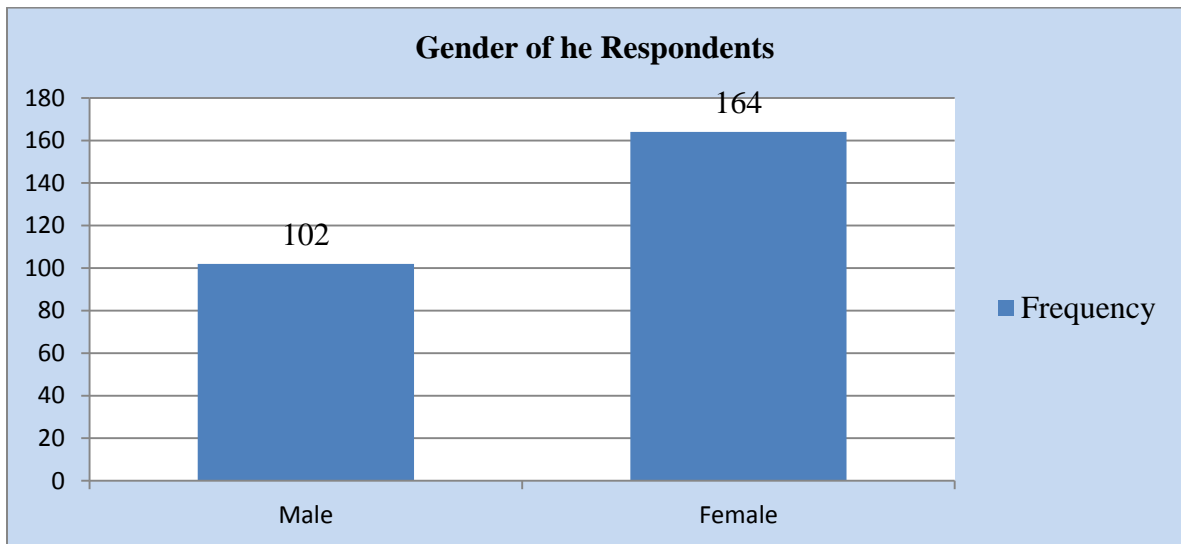


Figure 4.2 Gender of the respondents

This finding was supported by the literature reviewed which stated that gender difference is one of the contributory factors that bring disparities in career aspirations and pursuits, given the fact that women are increasingly making up the workforce (UK Essay, 2013). However, the finding contradicted Okoli (2010) who view employment into hospitality industry in Nigeria suffer set back as a result of working odd hours, working in shifts and the social stigma of working in the industry prevent many females in joining the industry. This implies that gender is significant in employee retention in hospitality industry. Chuang et al. (2007) found gender to be a predictor of retention, while Brown (2011) suggests that gender does not lay any role in employment retention.

4.3.3 Monthly income

While determining the monthly income of respondents, Figure 4.3 shows more percentage was observed of monthly income of more than or equal N40, 000 with 60 percent (n=156), 15 percent (n=40) were earning between N30, 000 – N39, 000 a month, 15 percent (n=41) were earning between N20, 000-N29, 999 and 10 per cent (n=26) were earning between N10, 000- N19, 999. No score were recorded on categories earning less than or equal N9, 999.

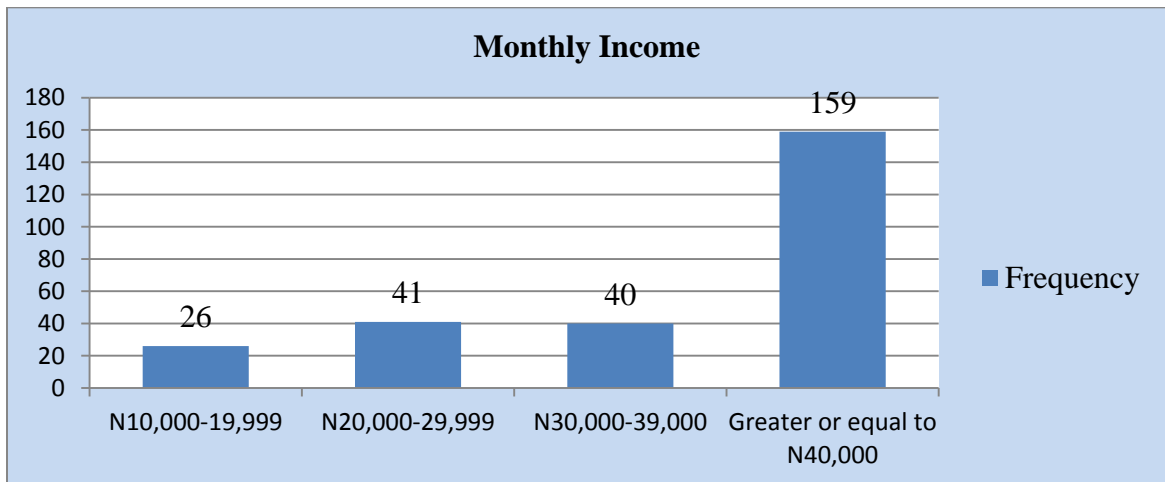


Figure 4.3 Monthly incomes of the respondents

The finding from the respondents' monthly income indicates that more responses were observed on greater or equal to N40, 000. This shows that hospitality employees were being paid adequately, yet hospitality employees were looking for other motivational incentives as suggested by Akrani (2010) who grouped motivational factors into two broad terms namely; the monetary factors and non-monetary factors. Monetary factors may be offered in terms of money incentives to employees in terms of wages and compensations. Non-monetary factors in terms of conditions of work, training and developments, general employee welfare and job security, unless these factors are

adequately managed by organizations, employees may be dissatisfied. Such incentives are extremely attractive to employees, particularly to lower level management. This thesis found that 198 respondents (74 percent) were working as operational or lower level management.

4.3.4 Place of Work

Another demographic component in Figure 4.4 is associated with sample with reference to respondents' place of work. 70 per cent (n=187) were found working in hospitality and related establishments, while 30 percent (n=79) have already left hospitality establishments. This determined the number of employees who quitted their job within the last five years, which indicates that 79 employees (30 percent) had left their job in the past five years. This is a very significant figure, if 30 percent skilled employees will continue to leave, hospitality industry would suffer from shortage of skilled employee that will subsequently affect the service quality and increase negative perception of the industry.

However, the distribution of respondents who are still in the industry and those that had already left the industry was similar to that of Brown (2011), who found 60.4% and 39.6% respectively.

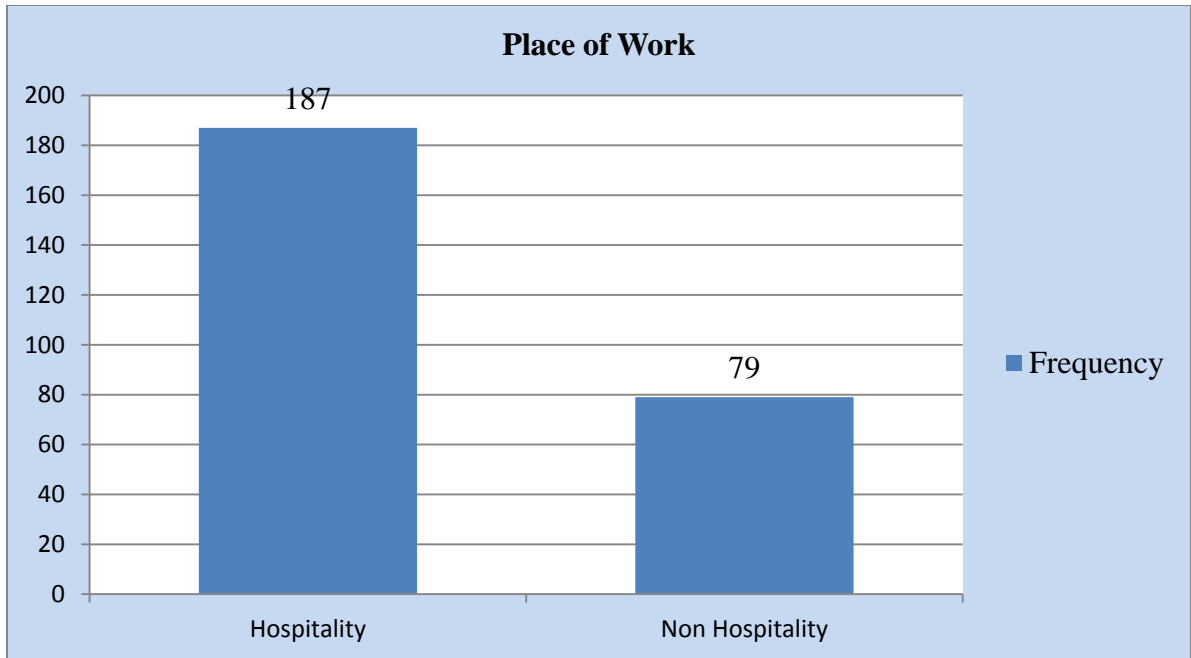


Figure 4.4 Respondents' place of work

4.3.5 Nature of Work

Figure 4.5 shows that in the nature of work category only 26 percent (n=68) were working at managerial or supervisory level and 74 percent (n=198) were working as operational or technical staff. It was not surprising this study found only 26 percent respondents working at operational level in the hospitality industry. Literature reviewed suggested that hospitality management graduates were working as non-managerial employees and were working at idle level and operational or technical section in position below their educational level (Okoli, 2010). Hence this could cast negative image to the industry. The implication is that employees may be stagnant in a particular job description without promotional opportunities. In the focus group discussions held with hospitality graduates, they reiterate their willingness to work as managers.

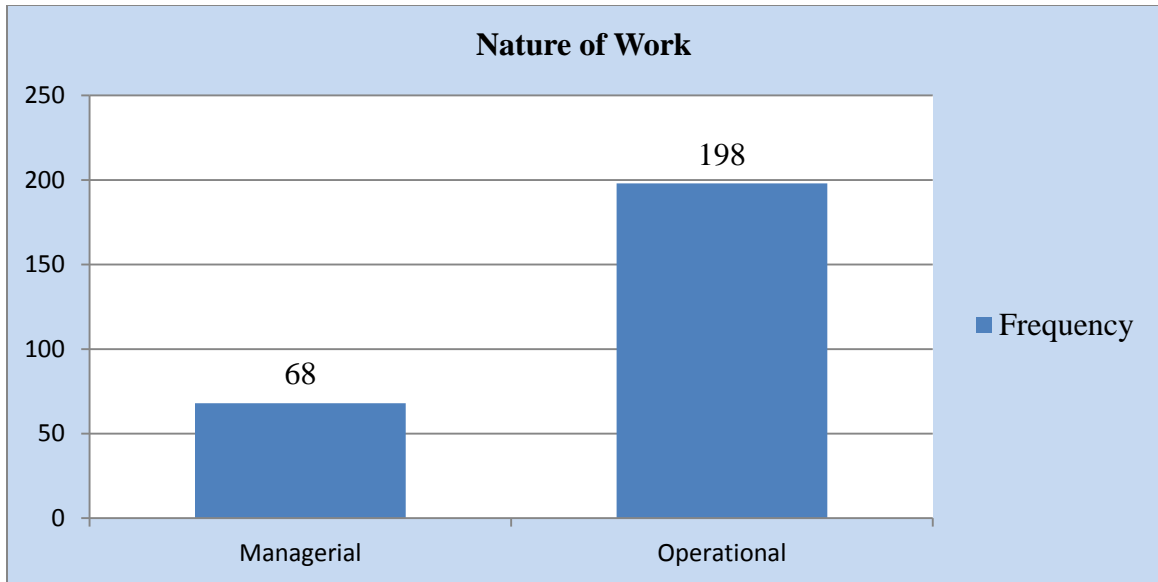


Figure 4.5 Nature of work

4.3.6 Profession of the Respondent

Observation of respondents' professions indicates that 100 per cent (n=266) were hospitality graduates as shown in Figure 4.6. This finding gives the scope of the thesis that targeted only hospitality professionals.

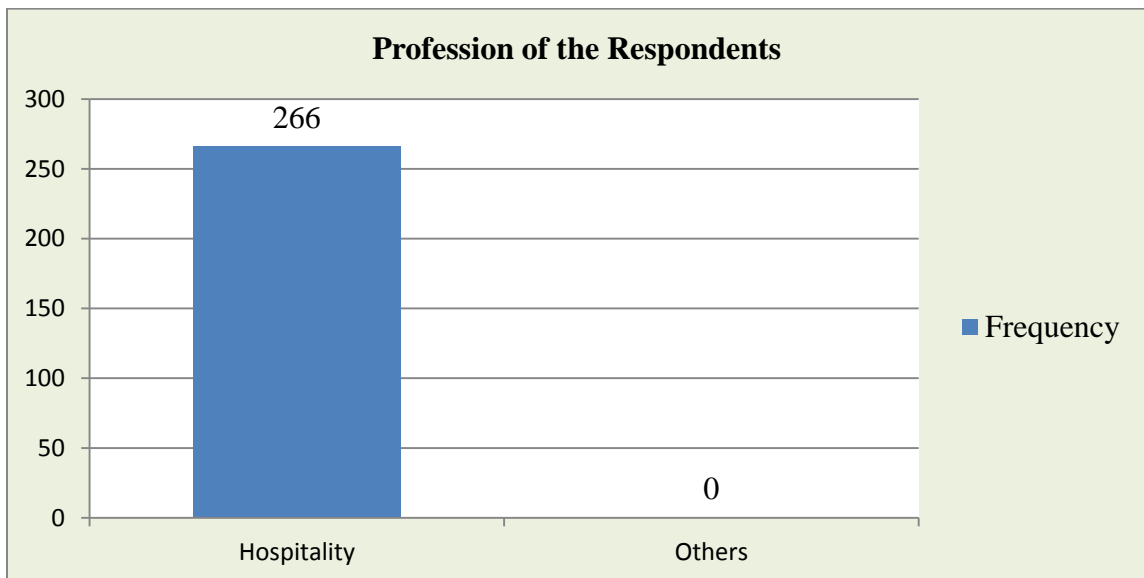


Figure 4.6 Profession of the Respondent

4.3.7 Tribes of the Respondents

Figure 4.7 represent tribes of the respondents which showed that 75 per cent (n=199) were Hausa, 9 per cent (n=23) were Yoruba, 11 per cent (n=29) were Igbo and 6 per cent (n=15) falls from one minority tribe or the others.

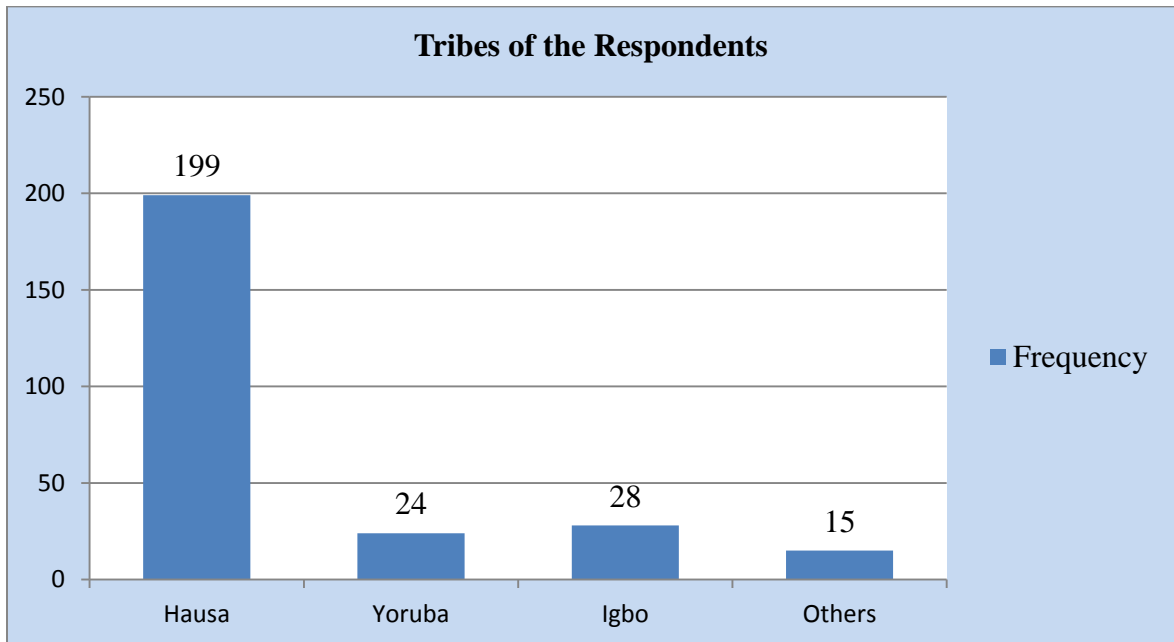


Figure 4.7 Tribes of the Respondents

Tribe is an important variable in this study, as location of the study is North West Region of Nigeria with dominant Hausa tribe that posed negative perception of hospitality industry as observed by (Apaokagi, 2010) who argues that, local perceptions concerning hospitality employment in Nigeria are that hospitality establishments are viewed as meeting points for the “night trade” for instance, dirty or rendezvous business, impacting negatively on recruitment of potential, quality employees. This perception is mainly posed by Hausa tribe. In addition, Okoli, (2010) held that, the negative perception of hospitality in Nigeria dated back to the colonial time when indigenous people were used as servants thereby providing hospitality services to their colonies in the then rest or guest

houses. The socio historical inequality of a group affects their success and contributes to their “Oppositional identity”.

4.3.8 Profile of the respondents’ religion

Figure 4.8 gives the profile of the respondents’ religion. 81 per cent (n=216) were Muslims while 19 (n=50) were Christians. As the location of this thesis is North West Region of Nigeria with predominantly Muslim posed the highest negative perception of the industry.

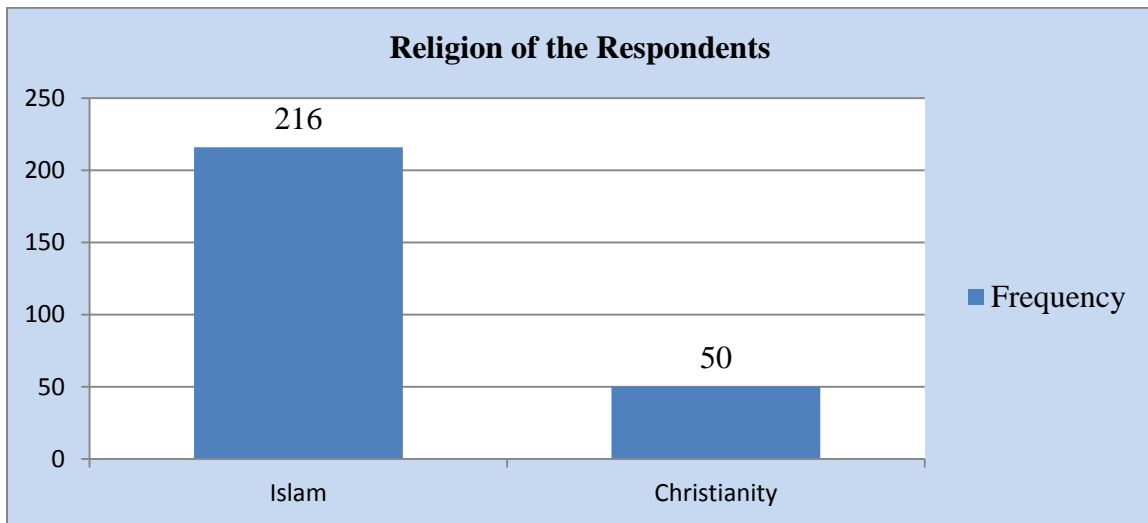


Figure 4.8 Profile of the respondents’ religion

4.4 Descriptive statistics

Descriptive statistics involve transformation of raw data into a form that would provide information to describe a set of factors in a situation. This is done through ordering and manipulation of the raw data collected (Sekaran, 2000). Descriptive statistics is used in this segment to derive frequencies, percentages and to determine the mean and standard deviation.

The purpose of the study was to examine the influence of organizational practices, and human resource practices on hospitality management graduates perception of hospitality as it relate to employee retention. The study outlined four objectives:

- i. To identify the relationship between organizational practices and employee retention in the hospitality industry.
- ii. To find out how human resource management practices influence employee retention in hospitality industry.
- iii. To determine the rate of employee turnover in the hospitality industry in the North-West Region of Nigeria.
- iv. To determine motivational predictor variables influencing employee retention in the hospitality industry in North-West Region of Nigeria.

The final study population sample included 266 employed hospitality management graduates who graduated from tertiary institutions offering hospitality courses in North-West Region of Nigeria. The respondents were sourced from their former institutions using snow balling and contacted in their place of work.

The ratings are based on a scale of one to five. : (1-1.5) strongly agree, (1.6-2.5) Agree, (2.6-3.5) not sure (3.6-4.5) disagree, (4.6-5) strongly disagree. For the purposes of interpretation, ratings will be summarized as agree and disagree as follows: (1-2.5) agree and (2.6 – 5) disagree.

4.4.1 Employee Retention in the Hospitality Industry

The first section of the graduate perception questionnaire was composed of eleven statements regarding general graduates' perceptions of employment on employee retention in hospitality industry. Table 4.1 indicates the results from 187 respondents still in the industry. About 91% (Mean score ranges from 1.22 to 2.56) of each item agreed or

strongly agreed that all the motivational factors influenced employee retention in the hospitality industry.

Table 4.1 Employee retention for graduates still in the hospitality industry

Parameter	N	Mean	Std. Deviation
I chose to remain in the hospitality industry because of the good organizational practice	187	1.78	.95
I chose to remain in the hospitality industry because of the good human resource practice	187	1.52	.91
I chose to remain in the hospitality industry because the entire motivational factors are favorable	187	1.73	.86
If I am to remain in the hospitality industry organizational practices must be favorable	187	1.56	.82
If I am to remain in the hospitality industry human resource practices must be favorable	187	1.49	.71
If I am to remain in the hospitality industry all the motivational factors must be favorable	187	1.64	.92
I would accept almost any job to keep working for hospitality industry	187	2.56	.92
I find that my values and organization's values are very similar	187	2.40	.65
I am proud to be part of hospitality industry	187	1.40	.66
Hospitality industry really inspires the very best in me in the way of job performance	187	1.22	.49

Source: Field Survey, 2015

For the respondents who already left the industry Table 4.2 shows that about 81 percent (mean score ranges from 1.75 to 2.61) of each item were agreed or strongly agreed that lack of good motivational factors accounts for their turnover intention. This finding

shows that graduates posed high aspiration of the motivational factors on entering into the hospitality industry, the industry should have to provide enough motivation to retain employees.

This finding corresponds with the previous research (Akrani, 2013; Bamford, 2011; Brown, 2011). And supported by Maslow (1943) theory of motivation, which states that, employee motivation is based on a force that pushes people to make a particular job choice, remain at the job, and put in effort. Hospitality organization is required to provide employee with all the motivational factors to retain employee.

Table 4.2 Employee retention for graduates already left the hospitality industry

Parameter	N	Mean	Std. Deviation
I quit hospitality industry because organizational practices was not good	79	2.16	.81
I quit hospitality industry because human resource practices was not good	79	2.25	1.15
I quit hospitality industry because the entire motivational factors was not good	79	2.6	1.36
If I was to remain in the hospitality industry organizational practices must be favorable	79	2.13	.55
If I was to remain in the hospitality industry human resource practices must be favorable	79	2.39	.79
If I was to remain in the hospitality industry all the motivational factors must be favorable	79	2.29	.74
I would not accept almost any job to keep working for hospitality industry	79	2.20	.74
I find that my values and organization's values are not similar	79	2.59	1.13
I am proud to be part of present organization	79	1.99	.56
My new job really inspires the very best in me in the way of job performance	79	1.78	.49
I am extremely glad that i left hospitality industry	79	2.14	.79

Source: Field Survey, 2015

Objective 1
To identify the relationship between organizational practices and employee retention in the hospitality industry

The purpose of objective one was to describe the hospitality management graduate's experience of organizational practices and its relationship with employee retention in the hospitality industry. Table 4.3 shows a summary of the frequency, means, and standard deviations of hospitality management perception of organizational practices and their level of agreement with statements about various organizational practices. Fifteen statement related to organizational practices was transformed and recomputed to represent total hospitality management graduates perception of organizational practices.

4.4.2 Identification of organizational practices for graduates still in the industry

This part aimed to examine what organizational variables influence employee retention in the hospitality industry. Table 4.3 examines the extent of hospitality graduate perception in relation to organizational practices. It presents the means scores and standard deviations on all the items relating to the respondent's perception of the organizational practices. From Table 4.3, agreement and the overall influence of the organizational practices have a mean score range from 1.74 – 4.16. Based on the criterion set that, 1-2.5 will be considered as agreed and 2.6 – 5 disagree. The study found that graduates who are still in the industry were not satisfied with pay in the industry with mean scores (MS) 3.37 and standard Deviation (SD) 1.34.

The study also found that graduates still in the industry were not satisfied with monetary incentive MS 2.89 (SD1.15, medical allowance MS 4.16 (SD 0.91), work fairness MS 2.871 (SD1.14), job security MS 2.6203 (SD 1.37), job description MS2.59 (SD 0.93)

and monetary incentive for a job well done MS 2.679 (SD 1.23). While the results indicates that, graduates were satisfied that job in the hospitality industry is interesting MS 1.77 (SD 1.17), good promotional opportunity MS 2.48 (SD 1.11), high graduate aspiration MS 2.48 (SD 1.11), job attractiveness compared to others MS 1.99 (SD 1.23), Fulfillment MS 2.48 (SD 0.99), pleasant working condition MS 2.09 (SD 1.27) and opportunity to gain skills MS 2.055 (SD 1.51).

These results are similar to the findings of Richardson (2009) found enjoyable job and pleasant working environment as the most important factors required by the hospitality graduates. In another study conducted in Australia by Richardson (2010) the study found that students perceived a job that is enjoyable as the most important factor that would influence their employment decision. In addition, hospitality students perceived a high paying, secure job, Good promotion prospects and a job with responsibilities to be important influence to predict career decision. The finding also correspond to that of Pepra-mensah (2010) his research found that In general 'organizational practices has a direct relationship with low employee turnover and productivity'.

Table 4.3 Organizational practices for graduates still in the industry

Parameter	N	Mean	Std. Deviation
The pay in the hospitality industry is attractive	187	3.37	1.34
There is good monetary incentive in the industry	187	2.89	1.15
Work in the hospitality industry is interesting	187	1.74	1.17
I have free medical allowance including my family	187	4.16	.91
Hospitality industry provides good promotional opportunities and prospects	187	2.48	1.11
There is work fairness in the hospitality industry	187	2.87	1.14
My aspiration when i graduated from college is high	187	2.21	1.09
Hospitality jobs are very attractive compared to others	187	1.99	1.23
I feel I am close to my aspiration	187	2.48	.99
Job in the hospitality industry provides intellectual challenges	187	2.28	1.53
There is pleasant working conditions in the hospitality	187	2.09	1.27
The job in the hospitality industry is very secured	187	2.62	1.37
There is opportunities to gain skills in the hospitality industry	187	2.05	1.51
The work/job description, status and subordination is adequate	187	2.59	.93
Monetary incentive for a job well done	187	2.68	1.22

Source: field Survey, 2015

For graduates already left the industry, the descriptive findings on organizational influence as presented in Table 4.4 presents the means scores and standard deviations on

all the items relating to the respondent's perception of the organizational practices. The overall influence of the organizational practices for graduates already left have a mean score range from 1.87 – 3.72. Based on the criterion set that, 1-2.5 will be considered as agreed and 2.6 – 5 disagree. Thus, graduates already left the industry were satisfied with the statement “pay was not attractive in the hospitality industry” which shows their dissatisfaction with the pay, score (MS) 2.19 standard deviation (SD) 0.82. The results also indicates that graduates were agreed with no medical allowance MS 2.34 (SD 1.15), no promotional opportunity MS 2.11 (SD 0.89) no work fairness MS 2.22 (SD1.06), no high aspiration MS 2.21 (SD 0.83) job was not attractive compared to others MS 2.46 (SD 1.22), aspiration not realized MS 2.01 9SD 0.69), no intellectual challenges MS 2.09 (SD 1.03), no pleasant working condition MS 2.08 (SD 1.05), no job security MS 2.06 (SD 1.19), no opportunity to gain new skills MS 1.87 (SD 1.11), no job description and subordination MS 2.06 (SD0.93) and no extra remuneration for overtime or for a job well done MS 2.25 (SD 1.21).

While the results indicates that, graduates already left the industry disagreed that job in the hospitality industry was not interesting MS 3.72 (SD 0.98). Perceptions of organizational practices of those still in the industry were not different from those already left the industry except for graduates still in the industry who perceived good promotional opportunity, high graduate aspiration, job attractiveness compared to others, Fulfilment, pleasant working condition and opportunity to gain skills.

Table 4.4 Organizational practices for graduates already left the industry

Parameter	N	Mean	Std. Deviation
I left hospitality industry because the pay was not attractive	79	2.20	.81769
There was no good monetary incentive in the hospitality industry	79	2.13	.80650
Work in the hospitality industry was not interesting	79	3.72	.96
There was no free medical allowance in the hospitality industry	79	2.34	1.15
Hospitality industry do not provides good promotional opportunities and prospects	79	2.11	.89
There is no work fairness in the hospitality industry	79	2.22	1.06
My aspiration when i graduated from college was not high	79	2.22	.83
Hospitality jobs are not very attractive compared to others	79	2.45	1.22
I feel my aspiration will not be realistic in the hospitality industry	79	2.01	.69
Job in the hospitality industry do not provides intellectual challenges	79	2.09	1.03
There was no pleasant working conditions in the hospitality	79	2.08	1.05
There was job insecurity in the hospitality industry	79	2.16	1.19
There was no opportunities to gain new skills in the hospitality industry	79	1.87	1.11
The work/job description, status and subordination was not adequate in the hospitality industry	79	2.06	.95
There was no extra enumeration and compensation for overtime in the hospitality industry	79	2.25	1.21

The statements in relation to employees still in the industry and those already left the hospitality industry which affects motivation; the least shows that hospitality employees give more importance to non-monetary incentives and psychological needs than monetary incentives. It can be said that among the factors that affects this situation can be the levels of necessities. Pepra-Mensah (2010) conducted a Study on factors that contribute to employees' motivation and job satisfaction examining the extrinsic and intrinsic factors that are expected to shape the employee satisfactions. The study concludes that, graduates were very conscious on the intrinsic and extrinsic factors when deciding on a career.

Additionally, employees are connected with the factors that are present within an organization which to a greater or lesser extent make an employee or job seeker satisfied or dissatisfied with a particular job. Martin (2011) for a graduate to take a career or leave his present career there must be factors pulling/pushing him out. The theory suggested that there must be either a need or motive or intention, which a graduate seeks to fulfil before taking up employment. Sindhu and Sharma (2014) as the employee progresses in the job, he begins to build a profile of the level of his satisfaction of those needs. It is the perception and selection of outcome that could trigger off action as whether to stay in the old career or go to where he will realize his vision.

4.4.3 Relationship between organizational practices and employee retention for graduate still in the industry

This section analyses results obtained from 187 respondents still with the hospitality industry. It investigated the graduates' perception of the organizational practices and its influence on the employee retention in hospitality industry. The findings show that there is significant association between graduates' perception of organizational practices and

employee retention. Findings from the graduates' responses showed that they usually consider all the motivational factors very well to stay or quit their job and that the organization should be organized in such a way that employees have favorable working environment to boost their morale and confidence to keep working in the industry as presented in Table 4.5.

A Pearson product-moment correlation was run to determine the relationship between graduate perception of organizational practices and employee retention in a hospitality industry for graduates still in the industry and those who already left the industry. The data showed no violation of normality, linearity or homoscedasticity. Table 4.5 is the correlation result between organizational practices and employee retention for graduates still in the industry. The finding shows that there was a strong, positive correlation between organizational practices and employee retention in hospitality industry, which was statistically significant ($r = .560, n = 187, p < .0005$) implying that, calculated sig. (2-tailed) is less than the critical value 0.05 at 95 percent confidence interval. This finding indicates that the more motivation an employee received on organizational factors the more they posed positive perception and retained their employment in the hospitality industry. Kotler, et al. (2010) suggests that for hospitality organizations to secure and retain skilled, professional, motivated, and satisfied employees to cope with the lucrative nature of the hospitality business environment, management should place more concern towards possible factors that contribute to employees' motivation and job satisfaction.

Table 4.5 Correlation analysis between organizational practices and employee retention for graduates still in the industry

Correlations		Total graduate perception and employee retention in hospitality industry	Total influence of organizational practices on graduate perception and employee retention in hospitality industry
Total graduate perception and employee retention in hospitality industry	Pearson Correlation Sig. (2-tailed) N	1 187	.560** 187
Total influence of organizational practices on graduate perception and employee retention in hospitality industry	Pearson Correlation Sig. (2-tailed) N	.560** 187	1 187

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2015

Table 4.6 present the correlation analysis for graduates who already left the industry. The finding shows a weak positive correlation between organizational practices and employee retention in hospitality industry, which was not statistically significant ($r = .147$, $n = 79$, $p > 0.05$) implying that, calculated sig. (2-tail) value is more than the critical value 0.05 at 95 percent confidence interval. The finding from the graduates already left the industry indicates a weak relationship between organizational practices and employee retention. This finding from employee already left hospitality industry indicates serious concern about the nature of hospitality organizations.

As seen from the analysis, the most important factors for those that are still in the industry and those already left were similar with some exceptions. For those that are in the industry, they would stay because they enjoy the industry, feel they are being compensated fairly, and have work that is enjoyable, promotion prospects. However, for

those that had already left, the reasons they would return include if there is a better pay, promotional opportunity, minimum working hours.

Table 4.6 Correlation analysis between organizational practices and employee retention for graduates who already left the industry

Correlations		Total graduate perception and employee retention in hospitality industry	Total influence of organizational practices on graduate perception and employee retention in hospitality industry
Total graduate perception and employee retention in hospitality industry	Pearson Correlation Sig. (2-tailed) N	1 79	.147 79
Total influence of organizational practices on graduate perception and employee retention in hospitality industry	Pearson Correlation Sig. (2-tailed) N	.147 .195 79	1 79

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey, 2015

The findings from quantitative data are expected to corroborate with qualitative data to give clear explanations of the research objectives. The part shows that there are numerous reasons why graduates chose to stay or quit their employment. And they recognized the motivational factors as important predictors of employee retention in hospitality industry. Graduates' perceptions have also been studied which indicates a range of negative and positive perceptions which have slight difference between the graduates still in the industry and those already left the industry.

After the close ended questions in the questionnaire, both sets of respondents were asked open ended question. This open ended question was used to explore additional information that may not be included in the main survey and to detail common themes as

to why respondents chose to stay in the industry and what would make them leave the hospitality industry.

Figure 4.9 shows results from open an ended question which indicates main causes of negative perception of hospitality graduates which lead to turnover intention were attributed to many factors by hospitality graduates still in the industry and those already left. Both groups in the study areas considered lack of good pay as the major cause of employee turnover with about 10 percent (n=26) responses. The second major cause was lack of promotional opportunity with 8 percent (n=20) followed by long hours out of normal work schedule 7 percent (n=18), next were work condition and human resource management lapses both with 5 percent (n=13). Other responses were lack of adequate staff welfare and poor employee selection process with 5 and 4 percent (n=12 and 10) respectively.

In addition, respondents were also agreed to lack of adequate training opportunity, recognition of good work, performances and compensation with 3 percents (n=8) on each of the variables. However, graduates who responded to the open ended question were less concerned with aspiration, work fairness, co-workers, societal influence, work enjoyment and nature of organization with responses ranging from 2, 1 and 0.4 (n= 5, 4,3 and 1 respectively). Negative perceptions of these factors deterred graduates from joining or staying in the hospitality industry. Inability to satisfy employee on these motivational factors makes the graduates begin to develop negative perception before finally deciding on to stay in a job or quit.

In a related research in New Zealand by Bamford (2012) found that students work experiences, have a much greater influence on their perceptions. Whether this experience is negative or positive seems to have influence on their decision to enter the industry after graduation or even quit the industry after employment. In addition, a study conducted by Brown, (2011) in America found significant differences between hospitality graduates experience and perceptions of the motivational factors and how these led to turnover intention. To make final conclusion the hypothesis was further tested.

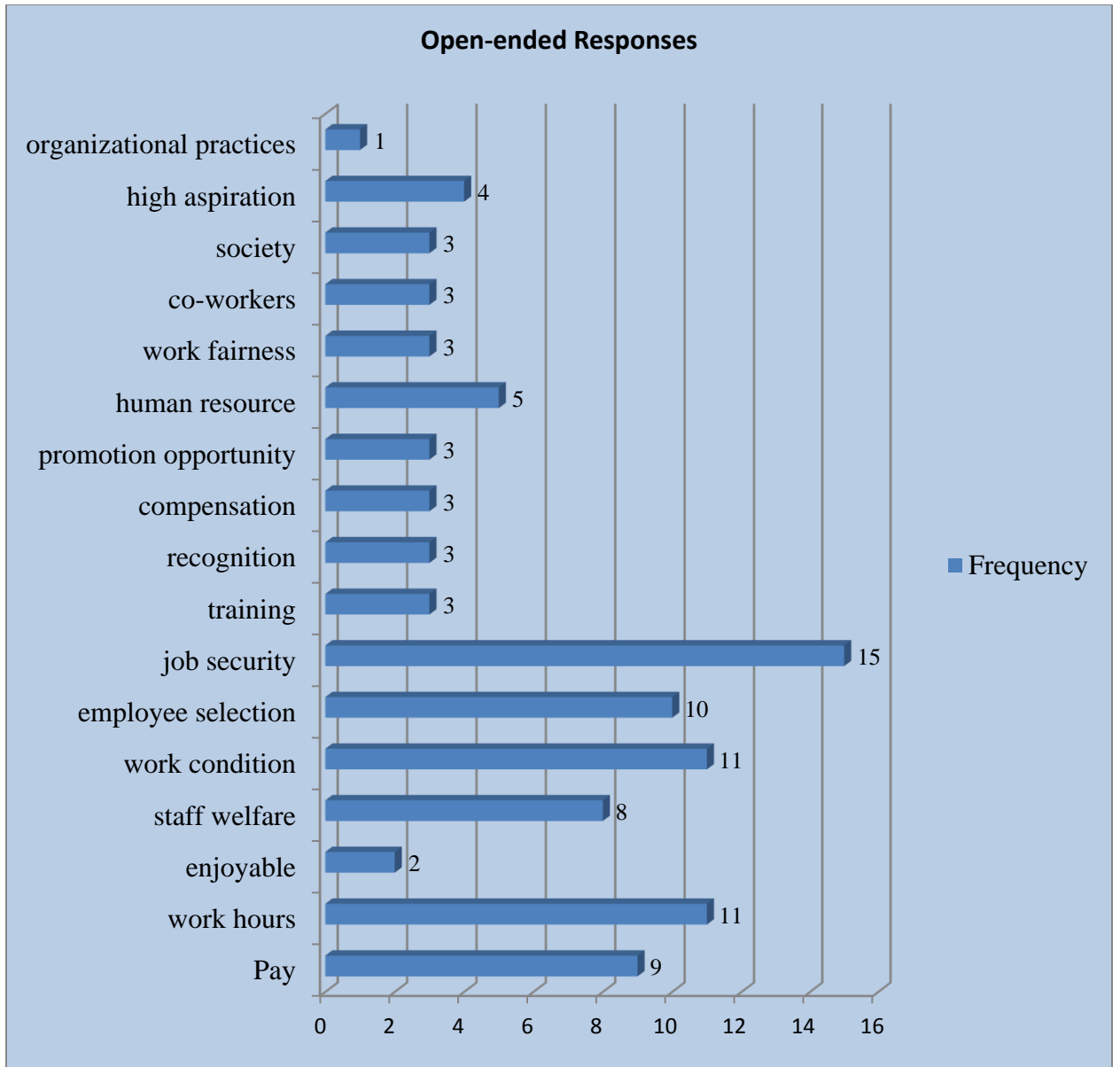


Figure 4.9 Open ended responses

Hypothesis 1

There is no significant relationship between the identified organizational practices and employee retention in hospitality industry

One sample T- test was computed to compare a sample mean and hypothesized mean to determine the likelihood that the observed difference between the sample and hypothesized mean occurs by chance. The chance is reported as the p-value. This assumed that p-value close to 1 means that it is very likely that the hypothesized and sample means are the same. And a small p-value less than 0.05 indicate means is unlikely, that such a difference would occur by chance. Therefore, the lower the p-value the more certain that there is a statistically significant difference between the observed and hypothesized mean (Mirrabella, 2006).

Table 4.7 shows the results of one sample t-test for significant relationship between the identified organizational practices and employee retention in hospitality industry. Finding indicates an N 266 and a mean 33.14, sig. (2-tailed) p-value of 0.000. A p - value of 0.000 indicate that it is unlikely for the test variable to occur by chance and is more likely that the mean is not as hypothesized. Therefore, the null hypothesis which state that, there is no significant relationship between the identified organizational practices and employee retention in hospitality industry is rejected (p-value less than 0.005). Thus, there is sufficient evidence to accept the alternate hypothesis which state that there is significant relationship between organizational practices and employee retention in hospitality industry.

Table 4.7 One-Sample t-test for significant relationship between organizational practices and employee retention in hospitality industry

	Test Value = 4					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Organizational practices	57.161	266	.000	33.14662	32.0049	34.2884

Source: Field Survey, 2015

This objective set out to assist in explaining why hospitality management graduates choose to stay or quit their employment based on their perceptions of organizational influence in the hospitality industry. Observing the overall responses the reasons graduates chose to remain in the hospitality industry can be attributed to six organizational factors. These were wages, work hours, job security, work condition and promotional opportunity. The amount of wages paid is important because graduates consider pay that meet their financial needs as supported by Bamford (2012) who found students of New Zealand had the desire to work in hospitality industry in Australia as they have experienced better wages there, while they would not like to work in New Zealand due to poor wages.

Work hours is the next influential factor explaining reasons for graduates staying in the hospitality industry because they recognize time is the most precious of all, their family balance is also important. This was also a major influence found by Brown (2011) and Chellen and Nunkoo (2010). Job security is another important motivational factor considered by graduates, they are interested in how long, secured are they in a particular

job as Bamford (2012) observed that graduates were lured to work in Australia for better wages have also believed there are better opportunities for them in Australia where they have job security and can acquire experiences. Furthermore, graduates were very reactive on the work condition and promotional opportunity, because safe and conducive working atmosphere encourages performance at work. In addition, good performance led to promotional opportunity. It is therefore, important to consider condition of work and promotional opportunity for safety and future progression Akrani (2010) found that the decision on employee retention is attributed to the monetary and non-monetary motivation, and Naeem, Ramzan and Riaz (2013) generally relate the influence of organizational commitments, employee satisfaction and turnover intention.

These findings suggest that there are numerous reasons for graduates retention in the hospitality industry as seen in previous research (Akrani, 2010; Bamford, 2012; Brown, 2011; PepraMensah, 2010 and Naeem, Ramzan and Riaz (2013). However, this thesis concludes there are strong association between the organizational practices and employee retention in hospitality industry hypothesis one confirmed the finding.

Objective 2
To find out how human resource management practices influence employee retention in hospitality industry

4.4.4 Identification of Human resource practices for graduate still in the industry

The purpose of this objective was to examine how human resources variables influence employee retention in the hospitality industry. Table 4.8 examines the extent of hospitality graduates perception in relation to human resource practices. It presents the means scores, ranges and standard deviations on all the items relating to the respondent's perception of the human resource practices. From Table 4.8, agreement and the overall influence of the human resource practices had a mean score range from 2.14 (SD1.03) to 3.02 (SD 1.21). Based on the criterion that, 1-2.5 will be considered as agreed and 2.6 – 5 disagree.

The study may deduce that graduates who are still in the industry were not satisfied with Management of personnel problems with mean scores (MS) 2.85 and standard Deviation (SD) 0.99. The study also revealed that graduates still in the industry were not satisfied with ethical consideration in employee selection MS 3.02 (SD1.21), reasonable working hours MS 3.16 (SD 1.21), remuneration and compensation for good work MS 2.65 (SD 0.9001), provision of bonus on special occasion MS 2.71 (SD0.99), good supervisors' loyalty to employee MS 2.57 (SD 1.05) and opportunities to participate in management activities and decision-making MS2.79 (SD1.15). While the results indicate that graduates were satisfied that job in the hospitality industry is enjoyable and management recognizes good work MS 2.14 (SD 1.03), management are committed to organizational success MS 2.36 (SD 1.01), management provides pleasant working environment MS

2.35 (SD 1.19), training allowances and timely paid MS 2.49 (SD 1.20) and management had good attitudes toward employee MS 2.42 (SD 1.071). These finding is similar to that of Pepra-mensah (2010) whose findings indicated that employees of hospitality industry were satisfied with the kind of supervision they got from their superiors. In addition, Ghazali et al., (2012) conducted research on human resource practices and Employees' Intention to Stay in the Kuala Lumpur Hotel Industry, his finding suggested that all the human resource practices which includes selection process, training, compensation system, performance appraisal, employee job security, empowerment and communication were positively correlated with the employee retention with a significant value ($r = 0.634$, $p < 0.05$).

Table 4.8 Human resources practices on graduates still in the hospitality industry

Descriptive Statistics	N	Mean	Std. Deviation
Management of the hospitality industry help with personnel problems	187	2.85	.99
There is ethical considerations in employee selection	187	3.02	1.21
Work is enjoyable and management recognizes good work	187	2.14	1.03
Management are committed to organizational success	187	2.36	1.01
Management provides pleasant working environment	187	2.35	1.09
There is always reasonable working hours	187	3.16	1.21
There has been always remuneration and compensation for good work	187	2.64	.90
There is always bonus on special occasion	187	2.71	.99
Training allowances are provided and timely paid	187	2.49	1.20
There is good Supervisor's loyalty to employee	187	2.56	1.05
Subordinates have opportunities to participate in management activities and decision making	187	2.79	1.15
Management have good attitudes toward employees	187	2.42	1.07

Source: Field survey, 2015

For graduates who already left the industry Table 4.9, presents their overall perception on the influence of the human resource practices a mean score range from 1.86 (SD1.03) to 2.29 (SD 0.83). Based on the criterion that, 1-2.5 will be considered as agreed and 2.6 – 5

disagreed. The study found that graduates who already left the industry were strongly agreed with all the statements regarding the inability of the management to provide motivational factors with regard to human resource practices. Findings indicate that, graduates already left were satisfied that management do not help with personnel problems mean scores (MS) 2.00 and standard Deviation (SD) 0.75. The study also revealed that graduates already left the industry were satisfied with no ethical consideration in employee selection MS 2.02 (SD 1.5), no work enjoyment MS 2.15 (SD 1.01), management not committed to organizational success MS 2.29 (SD 0.83), management do not provide pleasant working environment MS 2.14 (SD 0.99), there was always extra work hours MS 1.86 (SD 0.92), no extra remuneration and compensation for overtime MS 2.19 (SD 1.0), training allowance are not provided MS 2.37 (SD 1.06), no good supervisors' loyalty to employee MS 2.29 (SD 1.19), subordinate have no opportunity to participate in management activities and decision-making MS 2.18 (SD 0.86) and management lack attitudes towards employee MS 2.25 (SD 1.06).

Findings from the descriptive analysis which is in conclusive was supported by Pynes (2009) who suggests that for hospitality industry to compete favorably, management of human resources has to be effective in area like the recruitment and selection, training and development, compensation and benefits, retention, evaluation and promotion of employees, staff and management relations and general management commitment to ensure good practices always been carried out and have become key elements in an organization. In another study Hayes and Ninemeie (2009) posit that, it is particularly important to recruit right employee who will provide excellent and required service, in order to maintain service standard of an organization.

Table 4.9 Human resource practices for graduates already left the industry

Descriptive Statistics	N	Mean	Std. Deviation
I left hospitality industry because management do not help with personnel problems	79	2.00	.75
I left hospitality industry because there was no ethical considerations in employee selection	79	2.22	1.05
Work was not enjoyable and management do not recognizes good work	79	2.15	1.01
Management are not committed to organizational success in the hospitality industry	79	2.29	.83
Management do not provides pleasant working environment	79	2.14	.99
There was always extra working hours	79	1.86	.92
There was no remuneration and compensation for good work	79	2.19	.82
There was no bonus on special occasion	79	2.19	1.00
Training allowances are not provided	79	2.37	1.06
There was no good Supervisor's loyalty to employee	79	2.29	1.20
Subordinates have no opportunities to participate in management activities and decision making	79	2.19	.86
Management lack good attitudes toward employees	79	2.25	1.06

Source: Field Survey, 2015

4.4.5 Relationship between Human resources practices and employee retention for graduates still in the industry

Research objective two was developed to identify the relationship between human resource practices and employees retention in hospitality industry in North West region,

Nigeria. Pearson product-moment correlation was run to determine the relationship between graduate perception of human resource practices and employee retention in the hospitality industry for graduates still in the industry. The results of the test are shown in Table 4.10. The data indicate no violation of normality, linearity or homoscedasticity. That there was a partial positive correlation between human resource practices and employee retention in hospitality industry, which was statistically significant ($r = .325$, $n = 187$, $p < .0005$). sig. (2-tail) value is less than the critical value 0.05 at 95 percent confidence interval.

This finding indicates that the more motivation an employee received on human resources factors the more they posed positive perception and retained their employment in the hospitality industry. Ghazali, et al (2012) observed that, in today's businesses, to remain standing in competitive environment, organizations need both to increase their employees' motivation and to be in effort of continuous development of their businesses facilities provided for their customers. Martin, (2011) found the feature characteristics of work in hotels and catering industry as long hours out of normal work hours, low pay, instability and low status, make it unattractive as a career choice, and as a result the sector continues to suffer from high employee turnover and difficulties in recruiting suitable and qualified human resource.

Table 4.10 Correlation analysis between human resource practices and employee retention for graduates still in the industry

Correlations		Total graduate perception and employee retention in hospitality industry	Total influence of human resource practices on graduate perception and employee retention in hospitality industry
Total graduate perception and employee retention in hospitality industry	Pearson Correlation	1	.325**
	Sig. (2-tailed)		.000
	N	187	187
Total influence of human resource practices on graduate perception and employee retention in hospitality industry	Pearson Correlation	.325**	1
	Sig. (2-tailed)	.000	
	N	187	187

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2015

Table 4.11 presents the correlation analysis for graduates who already left the industry. The finding shows a weak positive correlation between organizational practices and employee retention in hospitality industry, which was statistically significant ($r = .256$, $n = 79$, $p < 0.05$). sig. (2-tail) value is less than the critical value 0.05 at 95 percent confidence interval. This finding indicates that the more motivation an employee received on human resource factors the more they posed positive perception and retained their employment in the hospitality industry

This finding was supported by the finding of Ghazali et al., (2012) who found that all the human resource practices which includes selection process, training, compensation system, performance appraisal, employee job security, empowerment and communication were strongly and positively correlated with the employee intention to stay in the hospitality industry with a significant value ($r = 0.634$, $p < 0.05$).

Table 4.11 Correlation analysis between human resources practices and employee retention for graduates who already left the industry

Correlations		Total graduate perception and employee retention in hospitality industry	Total influence of human resource practices on graduate perception and employee retention in hospitality industry
Total graduate perception and employee retention in hospitality industry	Pearson Correlation Sig. (2-tailed) N	1 79	.256* .023 79
Total influence of human resource practices on graduate perception and employee retention in hospitality industry	Pearson Correlation Sig. (2-tailed) N	.256* .023 79	1 79

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey, 2015

Hypothesis 2

There is no significant relationship between the human resources practices and employee retention in hospitality industry

In order to further test the hypothesis that there is no significant relationship between the human resources practices and employee retention in hospitality industry one sample t-test was also run. Finding in Table 4.12 indicates a mean difference of 26.014 N 266, sig. (2-tailed) p-value of 0.000. A p - value of 0.000 indicate that there is no statistically difference between human resource practices and employee retention. Therefore, the null hypothesis which state that, there is no significant relationship between the identified organizational practices and employee retention in hospitality industry is rejected (p-value less than 0.005). Thus, there is sufficient evidence to accept the alternate hypothesis which state that there is significant relationship between human resource practices and employee retention in hospitality industry.

Table 4.4 One-Sample t-test for significant relationship between human resource practices and employee retention in hospitality industry

	Test Value = 3.20					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Human resource practices	52.638	266	.000	26.01429	25.0412	26.9874

Source: Field Survey, 2015

The purpose of objective two is to examine how human resource practices influence employee retention in the hospitality industry based on the perception of employed graduates. The research from the beginning in chapter two reviewed how human resource practices affect employee motivation. Findings from the most part of the quantitative data of this study show that, graduates were negative about human resource practice. Based on

the responses human resource problems, employee selection process, compensation of good work, supervisors' loyalty to employee and subordination were the factors not favorable in the hospitality industry. Quantitative data were recorded favoring work enjoyment, management commitment to organizational success, pleasant working environment, training allowance timely paid and management attitudes toward employee. On the other hand open-ended responses recognized human resource commitments among the leading motivational factors in employee retention, followed by the employee welfare and employee selection processes. Others were recognition of good work, compensation, staff training and development and work fairness.

Sibson (2011) conducted a study on "Career choice perceptions of undergraduate event, sport and recreation management students in Australia". The results indicated that students were very much concerned with work that is enjoyable, work in the areas they were interested in; having well and a variety of career opportunities; and, pleasant working conditions.

There was no difference between the quantitative and qualitative findings both responses were similar, but slightly difference between graduates still in the industry and those who already left the industry. The suggested reason for this difference could be that graduates who already left the hospitality industry were more negative toward human resource practices. The graduates' perception of human resource factors is held that, there was poor employee selection process, poor compensation for good work, poor supervisors' loyalty to employee and subordinates were not been given opportunity to be in the management decision. This difference is important because it helps the research

identified which variables de-motivate hospitality graduates quit the industry as the literature also suggests (Akrani 2013; Chellen & Nunkoo, 2010; Kim, et al., 2010; Martin, 2011; Pepra-mensah, 2010).

For the most part the quantitative data was similar to open-ended responses as the focus groups discussion reiterated some of the perceptions that graduates had in relation to employment in the hospitality industry. There was no difference between what was observed in the questionnaire and that what was deduced from the focus group discussion.

At this stage it is challenging to make conclusion base on the description of the pattern of the responses except to suggest that this finding is inconclusive. The Pearson product moment correlation analysis has given some conclusion and hypothesis confirms the finding. This finding reveals similar result in comparison with other conducted in America, Australia, China, New Zealand and (Akrani, 2013; Bamford, 2012; Brown, 2011; pepra-mensah, 2010).

Objective 3

To determine the rate of employee turnover in the hospitality industry in the North-West Region in Nigeria

The rate of turnovers for employees was measured by having the respondents' frequency of the responses in the demographic variable in relation to the respondents' place of work. Respondents' place of work indicates whether the graduates stay or already left the industry.

Table 4.13 presents the percentage distribution of graduates' responses to their places of work, which indicates their current working status and determines the rate at which they leave their employment overtime. The finding shows that 70 per cent (n=187) were found still working in hospitality and related establishments, while 30 percent (n=79) have already left hospitality establishments. However, the result indicated that 30 percent (n=79) turnover was recorded over a period of 5 years. This was similar to that of Brown (2011) conducted a survey in United State on the Hospitality management graduates' perceptions of career factor importance and career factor experience and the relation with turnover intentions. The researcher found 29.1% of the recent, participating, graduates from hospitality programs had already left the hospitality industry. Similarly, Lu and Adler (2008) found 32% of hospitality graduates who did not intend to go into the hospitality industry after graduation.

Kortler et al. (2010) suggest that for the hospitality organizations to secure and retain skilled, professional, motivated, and satisfied employees' management should place more concern towards possible factors that contribute to employees' motivation and job satisfaction. Similarly, Pepra-mensah (2010) found that employee motivation highly occupy significant position in attracting potential graduate and retaining employees. In

addition, Martin (2011); Sindhu and Sharma (2014) reported that there must be a need, motive or intention, which a graduate seeks to satisfy while taking up an employment , and as the employees progresses in the job, they begins to build a profile of the level of their satisfaction of those needs. It is the perception and selection of outcome that could trigger off action as whether to stay in the old career or go to where he will realize his vision.

Table 4.13 Determination of employee turnover

	Frequency	Percent	Valid Percent	Cumulative Percent
Hospitality	187	70.3	70.3	70.3
Valid Non Hospitality	79	29.7	29.7	100.0
Total	266	100.0	100.0	

Source: Field Survey, 2015

Hypothesis 3

There is no significant increase in employee turnover in hospitality industry.

To further test the significant increase in employee turnover in hospitality industry. Hypothesis three tested the significant increase in turnover rate in the North West region, Nigeria. This hypothesis was analyzed using one sample t-test. The results from Table 4.14 show that there was a significant turnover increase, Mean difference (29.40) less than the test value (29.70), N (266), sig. (2-tailed) p-value of 0.000. A p - value of 0.000 indicate that there is no statistically difference between the mean difference and hypothesized mean. Therefore, the null hypothesis which state that, there is no significant increase in turnover rate in hospitality industry is rejected (p-value less than 0.005). Thus, there is sufficient evidence to accept the alternate hypothesis which state that there is significant increase in employee turnover in hospitality industry.

Table 4.14 One-Sample t-test for significant increase in employee turnover in hospitality industry

	Test Value = 29.7					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Turnover rate	-1047.519	266	.000	-29.40301	-29.4583	-29.3477

Source: Field Survey, 2015

Objective one and two discusses the negative perceptions' hospitality graduates hold in relation to organizational and human resource practices. Objective three presents findings on the consequences of negative perception overtime. The literature reviewed reveals that prior to negative perception of the employment status employee make decision on whether to stay or quit. (Akrani, 2013; Chellen&Nunkoo, 2010; Kim, et al., 2010; Martin, 2011; Pepra-mensah, 2010 and Naeem, Ramzan and Riaz, 2013). In determining the rate of employee turnover in hospitality industry objective three argues that employee turnover increases proportionately with the increase in negative perception of the motivational factor overtime. Findings of this thesis indicate that about 30 percent of employed graduates have left their employment in the hospitality industry within a period of five years.

Further to this discussion it was identified that graduates expressed interest in returning working in the hospitality industry upon redefining and redesigning some motivational factors. Some factors as mentioned by the graduates include pay, working hours, work condition, job security, promotional opportunity and work fairness. This finding was supported by Brown, 2010; Lu and Adler, 2008; Martin, 2011; Sindhu and Sharma, 2014). In addition Self Determination Theory (SDT) adds more light which was built

upon human development, motivation, personality, and wellbeing. The theory focuses especially on self-determined behaviour and the social and cultural conditions. It also postulates a set of basic and universal psychological needs, namely those for autonomy, competence and relatedness, the fulfilment of which is considered necessary and essential to vital, healthy human functioning regardless of culture or stage of development (Ryan, 2009)

Objective 4

To determine motivational predictor variables influencing employee retention in the hospitality industry in North-West region of Nigeria

In determination of motivational predictor variables influencing employee retention in the hospitality industry regression analysis was used for both graduates, see the work of (Pepra-mensah, 2012, Brown, 2011, Martin, 2011).

4.4.6 Descriptive analysis of the motivational variables

Table 4.15 shows the value of motivational variables by means scores and standard deviation. The result indicates that ‘good pay’ with mean score (MS) 3.02, ‘good employee selection’ (MS 2.79), ‘work fairness’ (MS 2.68), ‘good monetary incentive’ (MS 2.67) and ‘co-workers recognition’ (MS 2.55) are the first five highest rankings of the fifteen motivational variables. ‘Job enrichment’ (MS 2.49), ‘job security’ (MS 2.33), ‘training and development’ (MS 2.45), good promotion opportunities (MS 2.37) and ‘good managerial relation’ (MS 2.37) were at the middle level of the variable rankings. The motivational variables that had lower rankings are ‘job interest’ (MS 2.33), ‘pleasant working environment’ (MS 2.29), ‘work enjoyment’ (MS 2.14) and ‘pleasant working environment’ (MS 2.09).

Table 4. 15 Analysis of Motivational Predictor Variables Base on Mean Score

Motivational Predictor Variables	N	Mean	Rankings	Std. Deviation
'pay'	266	3.0226	↑ high ↓	1.32589
'Employee selection'	266	2.7857		1.21746
'Work fairness'	266	2.6767		1.15284
Monetary incentive"	266	2.6654		1.11122
'Co-workers recognition	266	2.5526	↑ medium ↓	1.22823
'Job enrichment'	266	2.5113		.89961
'Job security'	266	2.4850	↑ Low ↓	1.33238
'Training & Development'	266	2.4549		1.16223
'promotional opportunities'	266	2.3684		1.06025
'Managerial relations'	266	2.3684		1.07087
'Job interest	266	2.3271	↑ Low ↓	1.43612
'Pleasant working environment'	266	2.2895		1.06879
'Work enjoyable'	266	2.1429		1.02529
'Job attractive'	266	2.1316		1.24445
'Pleasant working conditions'	266	2.0865	↓	1.20848
Valid N (listwise)	266			

4.4.7 Multiple regression analysis

Multiple regression analysis is the method used to examine the single or more than one independent variable to explain variance in a dependent variable. Predictor variable were investigated with employee retention using multiple regression analysis where, in this analysis, all the independent variables were used to predict the value of the dependent variable from the independent variables. The coefficient of determination (R^2) is the proportion of variance of the dependent variable that is accounted for by regression (Ghazali et al, 2012). Table 4.16 shows the result of regression analysis on all the variables on organizational factors, human resource factors and employee retention.

Table 4.16 indicates the R square which gives the extent or percentage the independent variables can explain the variation in the dependent variable. In this study, independent variables (Managerial relation, promotion opportunity, Pay, Work Environment, Job Interest, Work fairness, Job security, Job Enrichment, Training and Development, Co-workers recognition, Employee selection, Working Condition, Job attractiveness) accounted for 46.60% of the variations in dependent variable (employee retention). However, it still leaves 53.40% (100% - 46.60%) unaccounted in this study. In other word, there are other additional variables that are important in explaining employee retention that have not been accounted in this study.

Table 4.16 Model summary for Multiple Regressions

Model	R	R Square	Adjusted R Square			
				R Square Change	F Change	Sig. F Change
1	.683 _a	.466	.434	.466	14.534	.000

Base on the result in table 4.17 below, pay is significant to predict dependent variable (employee retention) for this study. This is because p-value for pay is 0.0001 which is less than alpha value 0.05. A next, monetary incentive is significant to predict dependent variable (employee retention) for this study. This is because P-value for monetary incentive is less than alpha value 0.05. Job interest is significant to predict dependent variable (employee retention) for this study. This is because p-value for job interest is 0.011 which is less than alpha value 0.05.

The promotion opportunity is not significant to predict dependent variable (employee retention) for this study. This is because p-value for promotion opportunity is 0.160 which is more than alpha value 0.05. Work fairness is significant to predict dependent variable (employee retention) for this study. This is because p-value for work fairness is 0.051 which is less than alpha value 0.05. Job attractiveness is significant to predict dependent variable (employee retention) for this study. This is because P-value for job attractiveness is 0.019 which is less than alpha value 0.05. Pleasant working condition is significant to predict dependent variable (employee retention) for this study. This is because p-value for working condition is 0.002 which is less than alpha value 0.05. Job security is significant to predict dependent variable (employee retention) for this study. This is because P-value for Job security is 0.013 which is less than alpha value 0.05.

Co- workers recognition is not significant to predict dependent variable (employee retention) for this study. This is because p-value for Co- workers recognition is 0.491 which is more than alpha value 0.05. Employee selection is not significant to predict dependent variable (employee retention) for this study. This is because P-value for Employee selection is 0.077 which is more than alpha value 0.05.

However, work Enjoyment is not significant to predict dependent variable (employee retention) for this study. This is because p-value for Work Enjoyment is 0.160 which is more than alpha value 0.05. Pleasant working Environment is not significant to predict dependent variable (employee retention) for this study. This is because p-value for pleasant work Environment is 0.854 which is more than alpha value 0.05. Job Enrichment

is significant to predict dependent variable (employee retention) for this study. This is because p-value for job enrichment is 0.007 which is less than alpha value 0.05. Training and Development is significant to predict dependent variable (employee retention) for this study. This is because P-value for Training and Development is 0.008 which is less than alpha value 0.05. Managerial relation is not significant to predict dependent variable (employee retention) for this study. This is because P-value for Managerial relation is 0.293 which is more than alpha value 0.05.

Table 4.17 Regression analysis for the motivational predictor variables

Model	Standardized Coefficients		t-value	Pr>[t]
	B	Std. Error		
(Constant)	2.075	.221	9.386	.000
'pay'	.292	.042	-6.904	.000
Monetary incentive"	.125	.053	2.362	.019
'Job interest	.095	.037	2.558	.011
'promotional opportunities'	-.079	.056	-1.410	.160
'Work fairness'	.107	.053	1.999	.047
'Job attractive'	.122	.052	2.354	.019
'Pleasant working conditions'	.174	.054	3.204	.002
'Job security'	-.065	.043	-1.511	.013
'Co-workers recognition	.030	.043	.689	.491
'Employee selection'	.087	.049	1.776	.077
'Work enjoyable'	-.082	.058	-1.409	.160
'Pleasant working environment'	-.011	.062	-.184	.854
'Job enrichment'	-.211	.078	-2.715	.007
'Training & Development'	-.083	.049	-1.716	.008
'Managerial relations'	.058	.055	1.054	.293

a. Dependent Variable: employee retention

b. Predictors: (Constant), 'Managerial relations', 'promotional opportunities', 'pay', 'Employee selection', 'Job interest', 'Co-workers recognition', 'Job security', 'Pleasant working environment', 'Monetary incentive', 'Training & Development', 'Work enjoyable', 'Work fairness', 'Job attractive', 'Pleasant working conditions', 'Job enrichment'

The fifteen independent variables are the factors that determine employees 'retention.

This can be represented by the regression equation as below:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + \dots + b_nX_n$$

Where,

Y=Employee retention

N =Number of variables in the model

X1 = Pay

X2 = Monetary incentive

X3 =Job interest

X4 =Promotion opportunity

X5 =Work fairness

X6 =Job attractiveness

X7 =Working Condition

X8 =Job security

X9 =Co-workers recognition

X10 =Employee selection

X11 = Work enjoyable

X12 =Work Environment

X13 =training and Development

X14 =Job Enrichment

X15 =managerial relation

Therefore, Employee retention (Y) = 2.075 + 0.292 (Pay) + 0.125 (Monetary incentive) +

0.095 (Job Interest) – 0.079 (Promotion Opportunity) - 0.107 (Work Fairness) + 0.122

(Job Attractiveness) + 0.174 (Working Condition) – 0.065 (Job Security) – 0.030 (Co-Workers Recognition) + 0.087 (Employee Selection) – 0.087 ('Work enjoyable) – 0.011 (Pleasant work Environment) – 0.211 (Job enrichment) – 0.083 (Training and development) + 0.058 (Managerial Relation)

Figure 4.17 above shows the means scores, t-values and p-values of motivational predictor variables. The lowest and highest mean scores were highlighted. The results suggest that 'pay' is the highest motivational predictor of employee retention with positive correlation P-value (0.0001) which is less than alpha Value (0.05), the second highest motivational predictor of employee retention was 'pleasant working condition' with positive correlation P-value (0.002) which is less than alpha value (0.05), 'job enrichment' and 'job interest' ranked third and fourth motivational predictors of employee retention with positive correlations P-value 0.007 and 0.011 respectively, both are less than alpha value (0.05), 'monetary incentive' and 'job attractive' ranked fifth and sixth motivational predictors of employee retention with positive correlation P-value 0.019 less than the alpha value (0.05). The seventh motivational predictor variable was 'work fairness' with positive correlation P-value 0.047 which is less than the alpha value (0.05). All the remaining motivational variables ('Training and Development' P. value 0.132, employee selection' P- value 0.77, 'job security P-value 0.132 'promotional opportunities' P. value 0.160, 'work enjoyable P-value 0.132, 'co-workers' recognition' P-value 0.491, 'managerial relation' P-value 0.293, and 'Pleasant working environment' 0.854), were found to be not significant motivational predictor variables P-value more than the alpha value (0.05).

The findings indicated that hospitality graduates would appreciate if they were given attractive pay, pleasant working condition, good job enrichment, interesting job, good monetary incentives, attractive job and employee equal work fairness and treatment in the work place instead of following strict operational policies. A job that is enjoyable, challenging and interesting could increase graduates' positive perception as well. As stated in previous research findings (Ghazali et al., 2012) found human resource have significant influence on employee intention to quit and that of Martin, (2011) that explained organizational practices to have significant influence on employee turnover intention.

The positive regression coefficients (B) illustrate that the factor 'human resource practices' positively affected graduates' overall perception. The finding of this study indicated that hospitality graduates would appreciate if the management would provide support to personnel problems, adhere to ethical procedures in selecting coworkers, reasonable working hours, compensation of extra work, management commitment, pleasant working environment, good managerial relation to employee and involved in decision-making in the workplace instead of following strict operational policies and procedures.

The finding is similar to that Martin (2011) who determined the significance of human resource practices on intent to quit. Martin results showed that in each of the regression models of human resource practices produced a significant contribution to intent to quit ($F=41.737$, $p=.000$). Human resource practices are accounted twice in the model. The two were BC ($\beta=-.310$, $p=.000$) and TD ($\beta= -.157$, $p=.008$). Therefore, HR practices are worth additional consideration as a factor impacting employee intent to quit.

Hypothesis 4

The fifteen independent variables are not statistically significant predictors explaining the variance in employee retention in the hospitality industry in North-West region of Nigeria.

For hypothesis 4 Table 4.18 below represent the analysis of variance, p-value (0.005) is less than alpha value 0.05. The F-statistic (14.334) is significant. This indicates that the model for this study is a good descriptor of the significant relation between the dependent and independents predictor variables. Therefore, the independent variables (Managerial relation, promotion opportunity, Pay, Work Environment, Job Interest, Work fairness, Job security, Job Enrichment, Training and Development, Co- workers recognition, Employee selection, Working Condition, Job attractiveness) are significantly explained the variance in employee retention. Therefore, the null hypothesis is rejected alternate hypothesis is supported.

Table 4.18: ANOVA for Multiple Regressions

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	104.061	15	6.937	14.534	.000 ^b
Residual	119.326	250	.477		
Total	223.387	265			

a. Dependent Variable: employee retention

b. Predictors: (Constant), 'Managerial relations', 'promotional opportunities', 'pay', 'Employee selection', 'Job interest', 'Co-workers recognition', 'Job security', 'Pleasant working environment', 'Monetary incentive', 'Training & development', 'Work enjoyable', 'Work fairness', 'Job attractive', 'Pleasant working conditions', 'Job enrichment'

Source: Field Survey, 2015

There were numerous factors that hospitality graduates largely considered important in employment decision. However, the intrinsic reasons of having good organizational commitments such as good pay, minimum working hours, secured job and enjoyable work in the areas they were interested in, and the more extrinsic reasons of having good human resource management practices as good promotional opportunities, work fairness, proper ethical consideration, good staff development programme and training, and pleasant working conditions, were the most significant motivational factors that influence graduates to stay in their chosen career or quit, this correspond with that of Pepramemsa, (2012) Who viewed that, 'An employee has intention to switch when he is dissatisfied with his pay, supervision and nature of work; less motivated, less committed, and perceives alternative job opportunities. Organizational practices in relation to nature of work, environmental issues alternative employment opportunities'.

The two motivational predictors' organizational practices and human resource practices as argues by this thesis were measured based on perception of variables that best described the factors. Factors with the highest mean score were "pay" "attractive pay", "pleasant working condition", "good job enrichment", "interesting job", "good monetary incentives", "attractive job and employee selection" "work fairness and treatment" indicating that graduates considered these as of paramount importance. These factors related to organizational and human resource practices and predict career and employment decision.

These findings reiterate that graduates pose high aspiration of hospitality industry on entry into the industry they were disappointed with the human resource practices as observed by (Akrani, 2013; Ghazali et al, 2012 and Martin, 2011).

4.5.1 Focus Group Discussion A (graduates still in the hospitality industry)

As the research is intended to explore more issues on the graduates' perceptions affecting employment retention in the hospitality industry and evidences show that there are few studies made on the subject in the study area. A focus group discussion was conducted at one of the town hall in the major city within the scope of the study. Ten (10) hospitality employed graduates still working in the hospitality industry were invited for a brief group discussion that lasted for an hour.

Majority of the employed graduates were working at middle level management. The graduates were probed on five questions that are apparent to that of questionnaire. Question one examined their reasons for staying in hospitality career, two identified the negative images perceived that lead to turnover intention, three determined predictor variables perceived the most important factors influencing employee retention in hospitality industry, four explore the challenges faced by professional in the hospitality industry and lastly, explore ways to improve employee retention in the hospitality industry.

The following is the findings from this focus group discussion of 10 employed graduates, the findings showed unrealistic image of the hospitality industry in the North-West region of Nigeria. Upon probing this unrealistic image, graduates still in the industry indicated their reasons for remaining in their career. Majority of the panelists viewed that was as a

result of perceived picture of the industry portrayed by the lucrative nature of the industry and through the experiences they have during their short stay in the industry. When asked about if you are to leave your career what would be the reasons. Majority of the responses by those still in the industry was poor pay followed by the long working hours out of work schedule, then lack of promotion opportunities. Richardson (2010) and Bamford (2012) found low level of employees' job satisfaction as a result of poor work condition, long working hours, work pressure, poor working environment, few promotion opportunities, work practices, low pay, low employee retention and high staff turnover that appear common in the industry as the major causes of negative perception in the hospitality industry. When asked about the most important factors that would influence career in hospitality industry. The common responses were pay 25 percent, too many working hours 19 percent, nature of the industry 13 percent, accurate expectation of the industry 9 percent.

When graduates were asked on challenges faced as a professional in the hospitality industry respondents were probed on factors, which contributed to their picture of the industry as a poor motivational factor, four variables became apparent quite strongly. First, high expectation which was not realized, family balance due to irregular working hours, working below my capacity, lack of promotional opportunities and transient nature of the industry. When asked to advise the industry to improve on employee retention. Graduates were so much concerned about the organizational and human resource factors. In addition societal influence such as peer pressure, wrong career choice, high expectation were some of the factors that need to be favourable in the industry. Blomme et al. (2009); Lu and Adler (2008) and Roney and Oztin's (2007) found hospitality students,

who perceived pay being low, were likely to leave the industry. Richardson (2009) found hospitality students do not expect to have a high starting salary, but do expect high earnings over the course of their career. Pepre-mensah, (2011) concluded that organizational commitment and human resource practices are factors that motivate or demotivate employee to stay or leave the industry.

4.5.2 Focus Group B (Graduates already left the hospitality industry)

This discussion was conducted in one of the town where higher number of hospitality graduates was found working in the industry other than hospitality industry. The hospitality graduates already left the industry were probed on a number of issues that are similar to that of questionnaires. The following is the findings from this focus group of 10 graduates. When asked about the reasons for leaving the hospitality industry. Similar responses to that of questionnaire was recorded, graduates were very sensitive to the conditions of work in the hospitality industry were perceived to be stressful. Some Variables indicated were long working hours, poor remuneration, and unsociable work, lack of societal respect, shift hours usually too much nighttime and generally lack of interest in the industry as a career. This finding correspond to that of Lu and Adler (2008) who found 32 percent of the hospitality graduates did not intend to enter the industry due to students experiences of the industry as a result of industrial internship experience of the industry. Similarly, Brown, 2011 conducted a survey in United State on the Hospitality management graduates' perceptions of career factor importance and career factor experience and the relation with turnover intentions.

The researcher found 29.1% of the recent, participating, graduates from hospitality programs had already left the hospitality industry due to the negative perception of the

industry. In addition, Richardson (2009) found students expectations of the hospitality industry change significantly once they enter the hospitality industry because Robinson et al. (2008) assert that, graduates believe they had an unrealistic vision of what they will expect in the industry. This is supported by the comprehensive study by Richardson (2008) who discovered that hospitality students, who experience the hospitality industry, such as through an internship, are more likely not to enter the hospitality industry.

To probe what will make hospitality graduates who are no longer in the industry to return to the industry, the common responses were, 'never in the hospitality industry', 'I can only work at managerial level', 'the pay must be improved', 'designed appropriate work load', 'overtime must be paid', 'there should be promotional opportunities', 'there should be work fairness', 'pleasant working conditions' and 'management should have good attitudes toward employee in the industry'. When asked on the factors/traits that demotivate graduates to left hospitality industry was due to the management attitudes toward employee, poor working condition, long working hours out of normal work schedule, peer pressure, societal disrespect and poor wages. When probed on challenges encountered as a professional in the hospitality industry, quite a lot of graduates who already left the industry indicated that most hospitality employee appeared to have part-time or casual work in the industry there by making it very difficult to be control. In addition, the transient nature of the industry, indicating that the high employee turnover rate which appear common make it difficult to work cohesively with co-workers. High aspiration of new graduates is another challenge as most graduates enter the industry with a lot of expectation.

To advise the industry to improve on employee retention in the hospitality industry, majority of the respondents dwell on the human resource and organizational practices. The commonest variables are non-professional running the affairs of the industry, thereby causing negative image to the industry. Professionals are only working at operational level and always looking as inferiors by the non-professional who were working at supervisory and management level. Others responses includes hospitality employee particularly those working in the hotels are disregarded by the society and there is always peer pressures. Unless these negative perceptions are removed, hospitality industry will continue to be facing set back. These views were supported by Hinkin and Tracey (2010) who found human resource management issues in the hospitality industry as lagging behind causing negative image to the new graduates.

Similarly, Apaokagi (2010) observed that, local perceptions concerning hospitality employment in Nigeria are that hospitality establishments are viewed as meeting points for the “night trade” for instance, dirty or rendezvous business, impacting negatively on recruitment of potential, quality employees. This forces hospitality management graduates to seek employment in non-hospitality organizations. The study also viewed that graduates are the next cohort of employees set to join careers in the hospitality industry. It is extremely important for them to possess a positive perception that will influence career choice in hospitality industry.

This part has presented the findings of the qualitative research. It has shown that graduates reacted more to pay, work hour, security of their jobs human resource management issues such as employee selection than other motivational factors. The

perceptions of the hospitality graduates observed from the open ended and focus group discussion provides clearer image of the hospitality industry some of which have been identified earlier in quantitative findings. The study will now present the next chapter.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The thesis found that attractive pay, pleasant working condition, good job enrichment, interesting job, good monetary incentives, attractive job and employee work fairness and treatment were the highest rated variables. Satisfactory wages and minimum working hours were factors that encourage family balance and employee satisfaction that would influence an employee's decision to stay in his/her job. However, there were other factors that account for employee retention but pay and pleasant working condition were the most important variables related to employee turnover in the hospitality industry. Other factors considered by hospitality graduates includes pleasant working environment, work that is enjoyable, interesting work, reward for a good work, secured job, promotional opportunity, opportunity for training and development, this is contrary to the previous findings Blomme et al. (2009); Richardson, (2009). Who viewed that employees would always stay only when there is higher pay, the findings of this thesis revealed that it is hardly the case because demographic variable of the respondents denote that about 60 percent of the participants have higher pay yet they have negative perception of the industry. There is no doubt pay is an important motivational factor, but there are other factors that account for employee retention in the hospitality industry.

The second objective focused on human resource factors that account for employee retention. Satisfaction with employee selection process, compensation of good work, supervisors' loyalty to employee and subordination, employee welfare, staff training and development and work fairness accounted for employee retention in hospitality industry.

Pang, (2010:21) “Revealed that hospitality graduates were working at the operational and supervisory level with skills that were below their capacity in terms of what they have studied at college”

The next objective was to determine the rate of employee turnover in the hospitality industry in North West Region Nigeria. With increased negative perception of motivational factors in the hospitality industry, data shows significant increase in employee turnover. Recognition and reward of good work, good pay and opportunity for training and career advancement, design hours of work, inclusion of subordinates in decision making were factors that could influence employee’s decision to stay in his current job.

The last objective focused on the predictive variables that account for the employee retention in hospitality industry. The key finding was attractive pay, pleasant working condition, good job enrichment, interesting job, good monetary incentives, attractive job and employee equal work fairness and treatment are the best predictor of employee retention in hospitality industry.

In general study showed that motivational factors were statistically significant with employee retention in hospitality industry. The results suggests from some sub-dimension items that probed negative perception on motivational factors. These findings supported many studies who found organizational and human resources factors as the key significant Motivator of employee retention, employees hope to get better job that will give equal treatment with respect to pay or promotion. If hospitality creates a fair competitive environment, like fair treatment, fair compensation, fair work hours, these

will improve employee job attitudes and positive perception; good employment status can also motivate employees to be hard working. Sub-dimension elements such as nature of work, work experience, treatment received by employee in the hospitality industry were some of the effects that have significant relationship with employee retention in hospitality. Pang (2010) Claim that, hospitality industry is still struggling to battle out to reduce negative perception of hospitality graduates. Leaders from the industry should take proactive step into addressing these important issues to avoid losing experience professionals.

5.2 Conclusions

This thesis has responded to four research objectives which relate hospitality graduates and employee retention in hospitality industry in North West Region of Nigeria. Firstly, it has been observed from the literature reviewed in chapter two and results analysis presented in chapter four that each individual has different preferences on the motivational factors and that they differ at varying levels at different time from pre expectation and post experiences of job situation. Based on the findings of this thesis and other related researches it can be argued that, generally, employee retention is about having good motivational factors which offer a range of opportunities and motivation in the hospitality industry.

Empirical review showed that in order for organizations in a particular industry to do a better work in retaining employees they should understand the factors that motivate employees to stay and to facilitate measures in keeping valuable employees because of the huge cost associated with employee turnover.

Many graduates posed similar perceptions of employment in the hospitality industry. Some has negative perceptions of the organizational factors such as poor pay; poor working condition, long working hours out of normal schedule, and many graduates form similar perceptions of working in the hospitality industry. While there are many negative perceptions, including, low pay, long working hours, job insecurity and poor employee selection process, some graduates has positive perceptions such as work that is interesting, work that is enjoyable and pleasant working environment.

The findings of this thesis indicate that there is need for hospitality industry to re-design the industry in most part of the organizational practices such as the pay structure, working hours, and work condition, job security and human resources practices to include employee selection process, work fairness, promotional opportunities, staff welfare, training and development.

After joining the industry such expectations need to be in place blended with the job characteristics and the work environment, the individual has to experience high degree of motivation to stay on the job. The opposite of this result in individual's characteristics are not congruent with the job characteristics and the work environment. The consequences of this resulted to employee leaving the organization.

This thesis also argues that the more negative perception of the motivational factors the more likely employee leave their employment. As a result employee turnover is of the increase. This is because when graduates dissatisfied with the work condition they can

quit the organization. Richardson (2009) administered and received completed questionnaires from 379 hospitality and tourism students representing 25% response in Australia to measure students' perceptions of the hospitality and tourism industry. The author examined the difference between importance and expectations of hospitality and tourism students' on 20 career factors. The author identifies discrepancies on what the student perceived as important factors and what they expect in a hospitality career. The author reached that hospitality and tourism students do not expect the industries to offer the career factors they feel are important. Additionally, the author noted that, hospitality and tourism students do not have a clear understanding of and knowledge of career and working situation in the industries. Richardson choice of factors is similar to that of, Blomme et al. (2009). The author identifies pre-entry expectations of hospitality students, he explores distinct differences in expectations of work family balance, salary, and development opportunities performance related pay and career opportunities. Blomme argue that, the discrepancies of what employee expect and important factors may lead to negative perception and consequently lead to turnover. Similarly, Kim, Hallab and Lee, (2009) collected 126 completed questionnaires from hospitality and tourism students in Korea. The study examined the factors students wanted in their work place, the study found good working condition and benefits to be the most valued factors in career choice.

The high rate of employee turnover affects job loyalty and generally resulted to negative perception, and loss of trust in the organization. This is because the higher the level of employee loyalty and trust found in an organization, the higher likely that an employee will stay in that organization and vice versa. As such, it is essential for hospitality

industry to adopt employee motivation policy to improve employee loyalty and trust to ensure employee retention.

The conceptual framework of the thesis as presented in chapter one Figure 1 based on other empirical studies (Akroni, 2012) proposed that certain motivational factors such as organizational and human resources factors determine an employee's decision to stay with or leave an organization depending on the graduates' perception whether negative or positive. This study found and hypotheses confirmed that, good organizational and human resource motivation influenced employed graduates retention in hospitality industry.

Finally, this thesis highlights the common dimensions of employment retention within hospitality industry. The findings of this study highlight the dangers of lack of motivation in a job situation. Findings also points out clear ways on opportunities for retaining high aspiring graduates who enter the industry with their high expectation. These findings are relevant to employers, school managers and the graduates.

5.3 Recommendations

This study found that employee retention in hospitality industry does not appear to be achieved through monetary motivation only, and evidence has shown that, there are other non-monetary factors such as societal and religious influence that may affects employee retention in hospitality industry. Therefore, research focusing on socio-cultural and religious implication to find out if employee retention can be influence by these factors.

- i. Based on this study, and analysis of motivational factors influencing employee retention in hospitality industry, the industry should try to fill the gap between the employee expectations and important offerings in the industry because any gap in between will leave the employee with negative perceptions and turnover intentions.
- ii. Another recommendation is that, the industry should improve on the nature and work conditions in the industry to reduce dissatisfaction from the employee. Blomme et al. (2008) reports that a good deal of hospitality management graduates are leaving the industry or even failing to enter the industry upon graduation because of job dissatisfaction, poor employment conditions and absence of motivating factors resulting in high staff turnover and wastage of trained and experienced personnel.
- iii. Based on the research findings the study draw recommendations that guide leaders in the industry in ensuring hospitality graduates continue to enjoy positive perception of the industry and ensure employee retention for sustainable development of the industry.
- iv. The findings of this study also points for the need for further comparative research in the area of students' career choice, expectation and perception to find out whether hospitality programme is their first choice or not in the study area.
- v. In order to ease data collection a combination of two methods of data collection e.g. snowballing and online could help speed up and reach the target population so easily and could increase response rate.

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Appendix: 1 Questionnaire (For graduate still in the hospitality industry)

Motivational Factors Influencing Employee Retention in the Hospitality Industry in North-West Region of Nigeria

Dear recent graduate,

My name is **Muntari Ado Matazu** a PhD student of the Department of Hospitality Management, Kenyatta University, Nairobi Kenya, conducting a research on “**Motivational Factors Influencing Employee Retention in the Hospitality Industry in North-West Region of Nigeria**”. The purpose of this research study is to examine motivational factors and their relationship with employee retention within the hospitality industry. As a recent graduate from hospitality management you are chosen among those who would provides valuable information for this research. You are free to ask for any questions and clarifications on any statement or question in the questionnaire. For confidentiality to the extent of law, all responses will be treated confidentially and purely for academic purpose.

Muntari Ado Matazu

T130F/26171/2013

Graduate student.

Section A: Demographic characteristics of the respondents

SN	Variables	Responses
1	What is your age?	≤ 18 <input type="checkbox"/> 19 -23 <input type="checkbox"/> 24 – 29 <input type="checkbox"/> 30 – 34 <input type="checkbox"/> ≥ 35 <input type="checkbox"/>
2	What is your gender?	Male <input type="checkbox"/> Female <input type="checkbox"/>
3	What is your approximate monthly income	\leq N9,999 <input type="checkbox"/> N10,000-19,999 <input type="checkbox"/> N20,000-29,999 <input type="checkbox"/> N30,000- 39,999 <input type="checkbox"/> \geq N40,000 <input type="checkbox"/>
4	Place of work	Hospitality <input type="checkbox"/> Non hospitality <input type="checkbox"/>
5	Nature of Work	Managerial <input type="checkbox"/> Operational <input type="checkbox"/>
6	Profession	Hospitality <input type="checkbox"/> Others <input type="checkbox"/>
7	Tribes	Hausa <input type="checkbox"/> Yoruba <input type="checkbox"/> Igbo <input type="checkbox"/> Others <input type="checkbox"/>
8	Religion	Islam <input type="checkbox"/> Christianity <input type="checkbox"/> Others <input type="checkbox"/>

Section B: Employment retention in the hospitality industry

This section provides statements relating to employee retention in the hospitality industry. Please respond to each of these statements by indicating your level of satisfaction.

1-Strongly Agree 2-Agree 3-Not Sure 4-Disagree 5-Strongly disagree						
SN	Statements	Rating Numbers				
1	I chose to remain in the hospitality industry because of the good organizational practice	1	2	3	4	5
2	I chose to remain in the hospitality industry because of the good human resource practice	1	2	3	4	5
3	I chose to remain in the industry because the entire motivational factors are favorable.	1	2	3	4	5
4	If I am to remain in the hospitality industry organizational practices must be favorable	1	2	3	4	5
5	If I am to remain in the hospitality industry human resource practices must be favorable	1	2	3	4	5
6	If I am to remain in the hospitality industry all the motivational factors must be favorable	1	2	3	4	5
7	I would accept almost any job to keep working for hospitality industry	1	2	3	4	5
8	I find that my values and organization's values are very similar in the hospitality industry	1	2	3	4	5
9	I am proud to be part of hospitality industry	1	2	3	4	5
10	Hospitality industry really inspires the very best in me in the way of job performance	1	2	3	4	5
11	I am extremely glad that I chose to work in hospitality industry	1	2	3	4	5

Section C: The Influence of organizational factors on graduates perceptions and employee retention

This section provides statements relating to organizational influence on the hospitality management graduates. Please respond to each of these statements by indicating your level of satisfaction.

1-Strongly Agree 2-Agree 3-Not Sure 4-Disagree 5-Strongly disagree						
SN	Statements	Rating Numbers				
1	The pay in hospitality industry is attractive	1	2	3	4	5
2	There is good monetary incentive in the industry	1	2	3	4	5
3	Work in the hospitality industry is interesting	1	2	3	4	5
4	I have free medical allowances including my family	1	2	3	4	5
5	Hospitality industry provides good promotional opportunities and prospects	1	2	3	4	5
6	There is always reasonable working hours	1	2	3	4	5
7	My aspiration when I graduate from college is very high	1	2	3	4	5
8	Hospitality jobs are very attractive compared to others	1	2	3	4	5
9	How close to your aspiration? I feel I am close to my aspiration	1	2	3	4	5
10	Job in hospitality industry provides intellectual challenges	1	2	3	4	5
11	There is pleasant working conditions in the hospitality industry	1	2	3	4	5
12	The job in the hospitality industry is very secured	1	2	3	4	5
13	There is opportunities to gain skills in the hospitality industry	1	2	3	4	5
14	The work/job description, status and subordination is adequate	1	2	3	4	5
15	Monetary incentive for a job well done	1	2	3	4	5

Section D: The influence of human resource practices on graduates perceptions and employee retention

This section provides statements relating to human resources practices on the employee retention in hospitality industry. Please respond to each of these statements by indicating your level of satisfaction.

1-Strongly Agree 2-Agree 3-Not Sure 4-Disagree 5-Strongly disagree		
SN	Statements	Rating Numbers
1	Management of the hospitality industry help with personal problems	1 2 3 4 5
2	There is ethical considerations in employee selection	1 2 3 4 5
3	Work is enjoyable and management recognizes good work	1 2 3 4 5
4	Management are committed to organizational success	1 2 3 4 5
5	Management provides pleasant working environment	1 2 3 4 5
6	There is work fairness in the hospitality industry	1 2 3 4 5
7	There has been always remuneration and compensation for good work	1 2 3 4 5
8	There is always bonus on special occasion	1 2 3 4 5
9	Training allowances are provided and timely paid	1 2 3 4 5
10	There is good supervisor's loyalty to employees	1 2 3 4 5
11	Subordinates have opportunities to participate in management activities and decision making	1 2 3 4 5
12	Management have good attitudes towards employees	1 2 3 4 5

Please provide additional comments on your perception of motivational factors as they relate to employee retention.

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Thank you.

Appendix: 2 Questionnaire (For graduates who already left the hospitality industry)

Motivational Factors Influencing Employee Retention in the Hospitality Industry in North-West Region of Nigeria

Dear recent graduate,

My name is **Muntari Ado Matazu** a PhD student of the Department of Hospitality Management, Kenyatta University, Nairobi Kenya, conducting a research on **“Motivational Factors Influencing Employee Retention in the Hospitality Industry in North-West Region of Nigeria”**. The purpose of this research study is to examine motivational factors and their relationship with employment retention within the hospitality industry. As a recent graduate from hospitality management you are chosen among those who would provides valuable information for this research. You are free to ask for any questions and clarifications on any statement or question in the questionnaire. For confidentiality to the extent of law, all responses will be treated confidentially and purely for academic purpose.

Muntari Ado Matazu-T130F/26171/2013

Graduate student.

Section A: Demographic characteristics of the respondents

SN	Variables	Responses
1	What is your age?	≤ 18 <input type="checkbox"/> 19 -23 <input type="checkbox"/> 24 – 29 <input type="checkbox"/> 30 – 34 <input type="checkbox"/> ≥ 35 <input type="checkbox"/>
2	What is your gender?	Male <input type="checkbox"/> Female <input type="checkbox"/>
3	What is your approximate monthly income	\leq N9,999 <input type="checkbox"/> N10,000-19,999 <input type="checkbox"/> N20,000-29,999 <input type="checkbox"/> N30,000- 39,999 <input type="checkbox"/> \geq N40,000 <input type="checkbox"/>
4	Place of work	Hospitality <input type="checkbox"/> Non hospitality <input type="checkbox"/>
5	Nature of Work	Managerial <input type="checkbox"/> Operational <input type="checkbox"/>
6	Profession	Hospitality <input type="checkbox"/> Others <input type="checkbox"/>
7	Tribes	Hausa <input type="checkbox"/> Yoruba <input type="checkbox"/> Igbo <input type="checkbox"/> Others <input type="checkbox"/>
8	Religion	Islam <input type="checkbox"/> Christianity <input type="checkbox"/> Others <input type="checkbox"/>

Section B: Employee retention in the hospitality industry

This section provides statements relating to employee retention in the hospitality industry. Please respond to each of these statements by indicating your level of satisfaction.

1-Strongly Agree 2-Agree 3-Not Sure 4-Disagree 5-Strongly disagree						
SN	Statements	Rating Numbers				
1	I quit hospitality industry because organizational practices was not good	1	2	3	4	5
2	I quit hospitality industry because human resource practices was not good	1	2	3	4	5
3	I quit hospitality industry because all the motivational factors was not good	1	2	3	4	5
4	If I was to remain in the hospitality industry organizational practices must be favorable	1	2	3	4	5
5	If I was to remain in the hospitality industry human resource practices must be favorable	1	2	3	4	5
6	If I was to remain in the hospitality industry all the motivational factors must be favorable	1	2	3	4	5
7	I would not accept almost any job to keep working for hospitality industry	1	2	3	4	5
8	I find that my values and organization's values are not similar in the hospitality industry	1	2	3	4	5
9	I am proud to be part of the present organization	1	2	3	4	5
10	My new job really inspires the very best in me in the way of job performance	1	2	3	4	5
11	I am extremely glad that I leave hospitality industry	1	2	3	4	5

Section C: The Influence of organizational factors on employee retention

This section provides statements relating to organizational influence on the hospitality management graduates. Please respond to each of these statements by indicating your level of satisfaction.

1-Strongly Agree 2-Agree 3-Not Sure 4-Disagree 5-Strongly disagree						
SN	Statements	Rating Numbers				
1	I left hospitality industry because the pay was not attractive.	1	2	3	4	5
2	There was no good monetary incentive in the hospitality industry	1	2	3	4	5
3	Work in the hospitality industry was not interesting	1	2	3	4	5
4	There was no free medical allowance in hospitality industry.	1	2	3	4	5
5	Hospitality industry provides good promotional opportunities and prospects	1	2	3	4	5
6	There was always extra working hours	1	2	3	4	5
7	My aspiration when I graduate from college was very high	1	2	3	4	5
8	Hospitality jobs are very attractive compared to others	1	2	3	4	5
9	How close to your aspiration? I feel my aspiration will not be realistic in hospitality industry	1	2	3	4	5
10	Job in hospitality industry provides intellectual challenges	1	2	3	4	5
11	There was no pleasant working conditions in the hospitality industry	1	2	3	4	5
12	The job in the hospitality industry was job insecurity in the hospitality industry.	1	2	3	4	5
13	There was no opportunities to gain a skills in the hospitality industry	1	2	3	4	5
14	The work/job description, status and subordination was not adequate in the hospitality industry	1	2	3	4	5
15	There was no extra remuneration and compensation for overtime.	1	2	3	4	5

Section D: The influence of human resource practices on employee retention

This section provides statements relating to human resources practices on the hospitality management graduates. Please respond to each of these statements by indicating your level of satisfaction.

1-Strongly Agree 2-Agree 3-Not Sure 4-Disagree 5-Strongly disagree		
SN	Statements	Rating Numbers
1	I left hospitality industry because management do not help with personnel problems	1 2 3 4 5
2	I left hospitality industry because there was no ethical considerations in employee selection	1 2 3 4 5
3	Work was not enjoyable and management do not recognizes good work	1 2 3 4 5
4	Management are not committed to organizational success in the hospitality industry	1 2 3 4 5
5	Management do not provides pleasant working environment	1 2 3 4 5
6	There was no work fairness in the hospitality industry	1 2 3 4 5
7	There was no remuneration and compensation for good work	1 2 3 4 5
8	There was no bonus on special occasion	1 2 3 4 5
9	Training allowances are not provided	1 2 3 4 5
10	There was no good Supervisor's loyalty to employee	1 2 3 4 5
11	Subordinates have no opportunities to participate in management activities and decision making	1 2 3 4 5
12	Management lack good attitudes toward employees	1 2 3 4 5

Please provide additional comment s on your perception of motivational factors as they relate to employment retention.

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Thank you.

**Appendix 3 Group Focus Discussions Guide for Hospitality Graduates Still
in the Hospitality Industry**

What would be the reasons that make you to remain in your career?

If you are to leave your career what would be the reasons?

What are the most important factors that would influence your career in hospitality industry?

What challenges do you faced as a professional in the hospitality industry?

How would you advise the industry to improve on employee retention?

Appendix 4 Focus Group Discussion Checklist for Hospitality Graduates Still in the Hospitality Industry

1 What would be the reasons that make you to remain in your career?

- ✓ Working the hospitality industry I enjoyable
- ✓ I am a professional in the industry
- ✓ I have no other alternative
- ✓ I have the opportunity to meet new people and learn new things every day
- ✓ There are good earnings in the hospitality industry
- ✓ There are opportunities for advancement in hospitality industry
- ✓ I only enjoy going to work
- ✓ There was no other job
- ✓ I did not have the chance to go to school
- ✓ I enjoy my client, my company and my colleagues.
- ✓ I have opportunity to do other jobs
- ✓ I feel challenged again
- ✓ Enjoyment
- ✓ I love working in the hospitality industry
- ✓ Opportunity for promotions
- ✓ There are good working conditions in the hospitality industry
- ✓ I don't have any other experience
- ✓ Working in the hospitality industry has been very rewarding
- ✓ Good salary
- ✓ There is adequate employee welfare

2 If you are to leave your career what would be the reasons?

- ✓ I would want better alary
- ✓ No promotional opportunity
- ✓ No opportunity for advancement.
- ✓ Change career but still stay in the industry
- ✓ Poor training and development
- ✓ I would want gain another skill
- ✓ Long working hours and high stress
- ✓ Family balance
- ✓ Lack of job security
- ✓ The workload is too much.
- ✓ I would want better job environment
- ✓ I don't plan to leave
- ✓ I would want to try something new.
- ✓ Lack of respect from my people
- ✓ Doesn't match my society
- ✓ My environment doesn't want it
- ✓ The hours and responsibilities are not equal to the pay I receive.

3 What are the most important factors that would influence your career in hospitality industry?

- ✓ Good personnel management treatment
- ✓ Reasonable working hours
- ✓ Adequate pay
- ✓ Good promotional opportunity
- ✓ Good job security
- ✓ Good character of coworkers
- ✓ Politeness by management
- ✓ Reasonable workload
- ✓ Interpersonal interaction.
- ✓ Status
- ✓ Meeting and working with great people
- ✓ The opportunity to work overseas.

4 What challenges do you faced as a professional in the hospitality industry?

- ✓ Working with co-workers who are not professional
- ✓ The social aspect of working with people
- ✓ Poor motivational factors
- ✓ High expectation
- ✓ Family balance due to irregular working hours
- ✓ Working below my capacity
- ✓ Lack of promotional opportunities
- ✓ Transient nature of the industry
- ✓ Human resource management issues
- ✓ Dealing with different people
- ✓ Working with unskilled employee
- ✓ Lack of management skills

5 How would you advise the industry to improve on employee retention?

- ✓ Reduce peer pressure
- ✓ Career development
- ✓ Improve human Resources issues
- ✓ Redesign work hours
- ✓ Reduce work stress
- ✓ Enhance good management skills
- ✓ Promote staff training and development
- ✓ Reduce workload
- ✓ Increase salaries and wages

**Appendix 5 Focus group Discussions guide for Hospitality Graduates that
have Left the Hospitality Industry**

What would be the reasons that make you to leave hospitality industry?

If you are to return to hospitality industry what would be the reasons?

What are the factors/traits that de-motivate you to leave hospitality industry?

What challenges do you encountered as a professional in the hospitality industry?

How would you advise the industry to improve on employee retention?

Appendix 6 Focus Group Discussion Checklist for Hospitality Graduates that Have Left the Industry

- 1 What would be the reasons that make you to leave hospitality industry?
 - ✓ Hours not conducive to family
 - ✓ Hospitality is not my first choice in the college
 - ✓ My family doesn't want me to work in the hospitality industry
 - ✓ No previous career in hospitality
 - ✓ Peer pressure
 - ✓ Too many working hours
 - ✓ The pay was too low for the work
 - ✓ The career does not suit me
 - ✓ It was incompatible with aspiration
 - ✓ I want work in another industry
 - ✓ Stressful working conditions
 - ✓ No time for family
 - ✓ No promotional opportunity
 - ✓ Poorly trained
 - ✓ Human resource issues
 - ✓ No future for advancement

2 If you are to return to hospitality industry what would be the reasons?

- ✓ I've lost everything and have nowhere else to turn to
- ✓ Good personnel management treatment
- ✓ Reasonable working hours
- ✓ Adequate pay
- ✓ Good promotional opportunity
- ✓ Good job security
- ✓ Good character of co-workers
- ✓ Politeness by management
- ✓ Reasonable workload
- ✓ Interpersonal interaction.
- ✓ Status
- ✓ Meeting and working with great people
- ✓ The opportunity to work overseas.
- ✓ I will never return to hospitality industry
- ✓ Lack of other jobs

3 What are the factors/traits that de-motivate you to leave hospitality industry?

- ✓ Long hours and stress
- ✓ Hours not conducive to family
- ✓ Hospitality is not my first choice in the college
- ✓ My family doesn't want me to work in the hospitality industry
- ✓ No previous career in hospitality
- ✓ Peer pressure
- ✓ Too many working hours
- ✓ The pay was too low for the work
- ✓ The career does not suit me
- ✓ It was incompatible with aspiration
- ✓ I want work in another industry
- ✓ Stressful working conditions
- ✓ No time for family
- ✓ No promotional opportunity
- ✓ Poorly trained
- ✓ Human resource issues
- ✓ No future for advancement

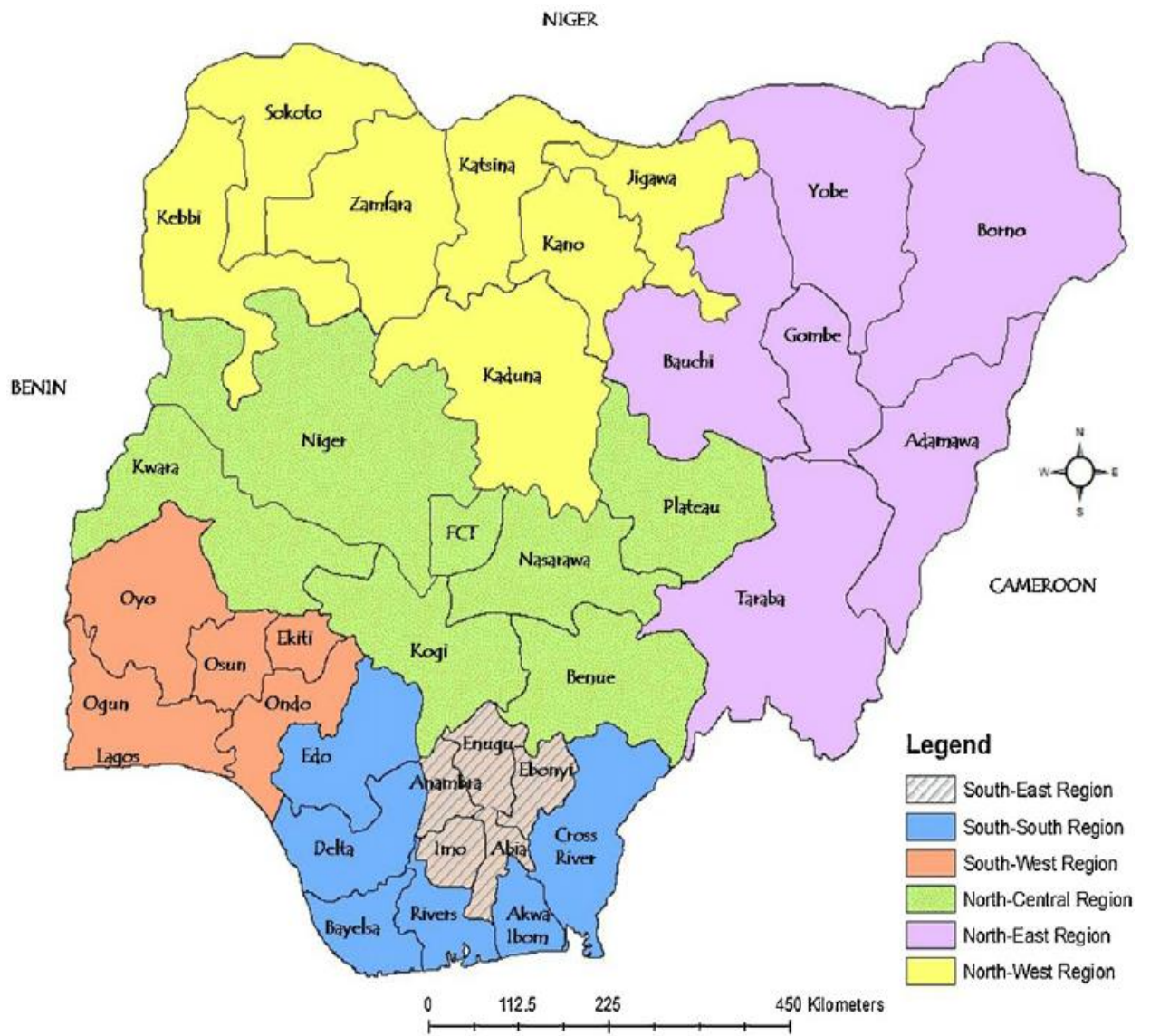
4 What challenges do you encountered as a professional in the hospitality industry?

- ✓ Working with co-workers who are not professional
- ✓ The social aspect of working with people
- ✓ Poor motivational factors
- ✓ High expectation
- ✓ Family balance due to irregular working hours
- ✓ Working below my capacity
- ✓ Lack of promotional opportunities
- ✓ Transient nature of the industry
- ✓ Human resource management issues
- ✓ Dealing with different people
- ✓ Working with unskilled employee
- ✓ Lack of management skills

5 How would you advise the industry to improve on employee retention?

- ✓ Reduce peer pressure
- ✓ Career development
- ✓ Improve human Resources issues
- ✓ Redesign work hours
- ✓ Reduce work stress
- ✓ Enhance good management skills
- ✓ Promote staff training and development
- ✓ Reduce workload
- ✓ Increase salaries and wages

Appendix 7 Map of the Study Location (North-West region of Nigeria)



Appendix: 8 Current Hospitality Education Structure in Nigeria

Course Level	Education Targets	Qualification Level
Seven	Senior industry leaders, educationalists and masters in the trade	University Post Graduate or Masters and PhDs.
Six	B.Sc. or B. A in Industry, Senior Industry Management Academics.	University Degree
Five	Senior and General Management	Higher National Diplomas in Catering and Hotel Management and Tourism Management.
Four	Junior Management	National Diplomas in Catering and Hotel Management and Tourism Management.
Three	Advanced Craft Skills	Advanced Craft Certificates
Two	Intermediate Craft Skills	Intermediate Certificates
One	Basic Craft Skills	NTC Basic Craft Catering Certificate.

Source researcher constructs (2014)

Appendix: 9 Polytechnics Offering Hospitality Management Courses in Nigeria

Polytechnics	Ownership	Location	ND courses	HND courses
AkanuIbiam	Federal	Afikpo, Ebonyi	x	
Auchi	Federal	Auchi, Edo State	x	X
Bauchi	Federal	Bauchi	x	X
Delta	State	Ogwashi-Uku, Delta	x	
Dorben	Private	Abuja	x	
Bida	Federal	Bida, Niger	x	X
Idah	Federal	Iddah-Kogi	x	x
Adamawa	Federal	Mubi Adamawa	x	X
Kaduna	Federal	Kaduna	x	x
Benue	State	Ugbokolo-Benue	x	x
Kano	State	Kano	x	X
Oko	Federal	Oko, Anambra	X	
Nasarawa	State	Lafia, Nasarawa	x	X
IMT Enugu	State	Enugu	X	
Hassan Usman	State	Katsina	x	X
Ramat	Federal	Maiduguri Borno State	X	X
Rufus Giwa	State	Owo-Ondo	x	x
Ilaro	Federal	Ilaro-Ogun	x	X
Kwara	State	Ilorin-Kwara	x	x
Yaba	Federal	Yaba-Lagos	x	x
Lagos	State	Ikorodu	x	X
Plateau	State	Jos	x	X
MashoodAbiola	State	Abeokuta	x	
Ede	Federal	Ede Osun	x	x

Source: National Board of Technical Education Office, Kaduna (2014)

Appendix: 10 Universities Offering Hospitality Management Courses in Nigeria

UNIVERSITIES	OWNERSHIP	LOCATION	DEGREE
Imo state	State	Owerri	B.sc in Hospitality and tourism. M.Sc. Hospitality and Tourism Management
University of agriculture	Federal	UmudikeUmuahia, Abia state	B.sc in hospitality and tourism
OlabisiOnabanjao University	State	Ago- Iwoye	B.sc in home and hotel management
National Open University Abuja	Federal	Abuja	B.Sc. Hospitality and Tourism Management
Kwara State University	State	Malete	B.Sc. Tourism and Hospitality Management
AfeBabalola University	Private	Ado Ekiti	B.Sc. Tourism and Event Management
Backock University	Private	Sango Ota	B.Sc. Tourism and Hospitality Management
University of Ado- Ekiti	State	Ado Ekiti	MRT (Master of Recreation and Tourism Management
Leads University	Private	Ibadan	B. Sc. Hospitality & Tourism Management M.Sc. Hospitality and Tourism Mgt. Ph. D Hospitality and Tourism Mgt.

Source: NUC Master Plan Project Team (2012)

Appendix 11: Letter of Research Authorization by Kenyatta University



KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: T130F/26171/2013

DATE: 23rd June 2015

The Principal Secretary,
Higher Education, Science & Technology,
P.O. Box 30040,
NAIROBI

Dear Sir/Madam,

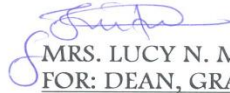
RE: RESEARCH AUTHORIZATION MUNTARI ADO MATAZU- REG. NO. T130F/26171/2013

I write to introduce Mr. Muntari Ado Matazu who is a Postgraduate Student of this University. He is registered for Ph.D degree programme in the **Department of Hospitality Management**.

Mr. Muntari intends to conduct research for a Ph.D Proposal entitled, **“Motivational Factors Influencing Employee Retention in the Hospitality Industry in North-West Region of Nigeria”**.

Any assistance given will be highly appreciated.

Yours faithfully,


MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL

KM/nn

Appendix 12: Letter of Approval of Research Proposal and Data Collection by Kenyatta University



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 57530

Internal Memo

FROM: Dean, Graduate School

DATE: 23rd June, 2015

TO: Mr. Muntari Ado Matazu
C/o Hospitality Management Dept.
Kenyatta University

REF: T130F/26171/13

SUBJECT: APPROVAL OF RESEARCH PROPOSAL

This is to inform you that Graduate School Board at its meeting of 17th June, 2015 approved your Research Proposal for the Ph.D. Degree. Entitled "Motivational Factors Influencing Employee Retention in the Hospitality Industry in North West Region of Nigeria".

You may now proceed with data collection, subject to clearance with the Permanent Secretary, Ministry of Higher Education, Science and Technology.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking forms per semester. The form has been developed to replace the progress report forms. The supervision Tracking Forms are available at the University's website under Graduate School webpage downloads.

By copy of this letter, the registrar (Academic) is hereby requested to grant you Substantive registration for your Ph.D studies.

Thank you.

JULIA GITU
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Hospitality Management Dept.
Registrar (Academic)

Supervisors:

1. Dr. Rosemarie Khayiya
Department of Hospitality Management
Kenyatta University
2. Dr. Moses Miricho
C/o Department of Hospitality Management
Kenyatta University

JG/nn

Appendix 13: Sample Letter for Head of Departments

Department of Hospitality Management,
School of Hospitality and Tourism
Management,
Kenyatta University,
P.O. Box 43844-00100,
Nairobi, Kenya,
3rd August, 2015.

The Head of Department,
Kano State Polytechnic,
Kano, Kano State.

Dear Sir,

My name is Muntari Ado Matazu I am Hospitality Management graduate student at Kenyatta University, Nairobi, Kenya. I am conducting a research study titled 'MOTIVATIONAL FACTORS INFLUENCING EMPLOYEE RETENTION IN THE HOSPITALITY INDUSTRY IN NORTH-WEST REGION OF NIGERIA'. The research intends to examine the influence of motivational factors on graduate perception as they relate to employee retention in the hospitality Industry in North-West region of Nigeria.

To achieve the aim of this research, a questionnaire is design for recent hospitality management graduates to fill out and in order to do this I would like your permission and request you to provide me with the list and contact information of your recent alumni who graduated between 2010 and 2014.


I would like to assure you that all information will be kept confidential and purely for academic purpose and only summary data will be published and copy be made available to you. If you have any questions you are free to contact me.

Anticipating your possible assistance and quick response please.

Yours faithfully,
Muntari Ado Matazu,
(PhD Hospitality Management Student)

Kenyatta Univaersity,
Mobile +234-080 33238865 or +254-737486872
E-mail adomukhtar@gmail.com

Appendix 14: Sample Letter of consent from participating institutions



HASSAN USMAN KATSINA POLYTECHNIC

P.M.B. 2052 KATSINA - NIGERIA

Ag. Rector: Sani Rabi'u B.A. History, M.Ed Curriculum/Social Studies
e-mail: sanirabi1@g.mail.com

Registrar: Salisu Danjuma Jibia, *Mnim*
e-mail: jibs200@yahoo.com

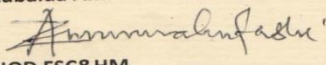
12th August, 2015

OFFICE OF THE HEAD OF DEPARTMENT
FOOD SCIENCE CATERING AND HOTEL MANAGEMENT

Muntari Ado Matazu
Department of Hospitality Management,
School of Hospitality and Tourism Management,
Kenyatta University,

Reference to your request for permission to contact our recent alumni to conduct research titled 'Motivational Factors Influencing Employee Retention in the Hospitality Industry in North-West Region of Nigeria'. We have no objection to the reference made in respect to our graduates.

Find attached the list and contact details of our recent graduates. For further inquiry refer to the office of the programme coordinator.

Zubaida Ammani Malumfashi

HOD FSC&HM

'Success Through Labour'