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TURNOVER INTENTION AMONG CATEGORIES OF STAFF IN THE HOTEL INDUSTRY IN GHANA: A CASE OF SEKONDI-TAKORADI METROPOLIS

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Abstract

This study examined turnover intention among categories of staff in the hotel industry in Sekondi-Takoradi Metropolis in Ghana. Data were collected from 309 workers in licensed hotels and guest houses. Kruskal Wallis and Chi-square were used for the analysis. The result of the Kruskal Wallis showed a significant difference in turnover intention score among the different categories of staff in the hotel industry in the study area with the Food production staff recording the highest score while the Front office staff also reporting the lowest score. The implication is that it is highly probable for workers in the Food production section to quit their job than any other categories of workers in the hotel industry while workers in the Front office section have the least intention to quit their job. The result of the Chi-square suggested that the highest mean score on turnover intention recorded by staff in the Food Production Department may be attributed to differences in salaries among staff in different departments in the hotel industry. The study recommended that managements in hotels in the study area should organise labour retention programme aimed at motivating and maintaining staff and focus on those in the Food Production Department.

Key words: Turnover intention, Categories of Staff in the hotel industry, Kruskal Wallis

Introduction

Retention of talent in both developing and developed countries is becoming more critical as organizations' intellectual capabilities are now becoming the key source of maintaining competitive advantage (Powell & Snellman, 2004; Ryder, 2010). As a result, an increasing number of organizations are realizing that they need to release the untapped potential of their employees if they are to compete successfully in an increasingly demanding global economy (Burke & Cooper, 2008; Burke & El-Kot, 2010; Lawler, 2008). In this regard, recognizing the need to keep employees in their current employment is also critical in achieving competitive advantage.

Inability by firms to retain talented staff has serious repercussions on their operations. For instance, turnover diminishes organization's returns on investment. This reduction in return is evidenced by lost investments made in recruitment, selection, induction and training (Kammeyer-Mueller & Wanberg, 2003). Turnover also negatively affects organizations through lost organisational knowledge and lower employee morale, two areas that directly affect team and organisational productivity (Frank, Finnegan & Taylor, 2004). Being aware of these negative results of labour turnover, managements of some organizations have proactively developed effective talent management strategies to enable them remain competitive (Whitfield & Landeros, 2006).

However, a submission by Employment Policy Foundation [EPF] (2004) has indicated a rising rate of labour turnover particularly in service industry. According to the report, too many service companies face employee turnover rates of 50 percent to 100 percent per year or even higher. Following previous studies on turnover intention by Lee, Huang and Zhao (n.d.) and Arthur (2015), they both found that the hotel industry is one of the service sectors that suffer

from high turnover rate. However, such previous studies on turnover intention: “A study of factors affecting turnover intention of hotel employees” by Lee, Huang and Zhao (n.d.) and “Job embeddedness and turnover intention of staff in the hotel industry in Sekondi-Takoradi Metropolis in Ghana” by Arthur (2015) only disclosed the factors that explain turnover intention without telling which categories of staff in the hotel industry are more likely to quit or retain their job in the industry. Inability of researchers to bring out the categories of staff in the hotel industry that are more likely to quit or retain their job in the future has become a gap that has fueled up the need for this present study. The purpose of this present study is to find out which categories of staff in the hotel industry are more likely to leave or retain their jobs. In achieving this objective, the following hypothesis has been formulated:

H₀: the score on turnover intention among categories of staff in the hotel industry is the same.

H₁: the score on turnover intention among categories of staff in the hotel industry is not the same

Literature Review

The conceptual assumption underpinning this study is reviewed in this section. One concept is relevant; concept of turnover intention and its components.

Meaning of turnover intention

Intention to leave is referred to the employee’s intention of leaving the organization they are currently employed (Cho, Johanson & Guchait, 2009). According to Vigoda-Gadot and Ben-Zion (2004), turnover intention is defined as employee’s willingness or attempts to leave the current workplace voluntarily. Furthermore, it can be defined as “a conscious and deliberate desire to leave an organization within the near future and considered as the last part of a sequence in the withdrawal cognition process” (Mobley, Homer & Hollingsworth, 1978). While

intention to leave is considered as the employee's intent on leaving, intention to stay in contrast refers to the staff's conscious and deliberate willingness to stay with the organisation (Cho et al., 2009). Intent to leave or to stay has been found to be indicative of both near-term and distant turnover action (Ghiselli, Lopa & Bai, 2001). Cho et al. (2009) suggested that antecedents that decrease the intention to leave do not necessarily increase the intention to stay. Therefore, they suggested four possibilities; (1) antecedents that influence intention to leave but may not have any influence on intention to stay (disengagers), (2) antecedents that influence intention to stay but may not influence intention to leave (retainer), (3) antecedents that might influence both intention to leave and intention to stay (criticals), and (4) antecedents that might not influence either intention to leave or intention to stay (neutrals).

Components of turnover intention

Turnover intention is a multi-stage process entailing three components which are psychological, cognitive and behavioural in nature (Takase, 2009).

Psychological

Turnover intention is seen as a psychological response to negative aspects of organization's or jobs (Chiu, Chien, Lin & Hsiao, 2005 & Susskind, 2007). Psychological responses are believed to trigger employee's emotional and attitudinal withdrawal reactions. These emotions and attitudes include frustration and dissatisfaction with organizations (Vigoda-Gadot & Ben-Zion, 2004). Moreover, they include an affectively neutral form of organisational attachment (McDuff & Mueller, 2000) and employee's evaluation of future organisational commitment. Overall, the psychological component of turnover intention was seen as the starting point of the multi-stage turnover reaction (Takase, 2009).

Cognitive

The psychological component is seen as the starting point of turnover intention while the cognitive component is seen as the core of turnover intention. Many researchers characterize turnover intention as a cognitive manifestation of the decision to leave, hence, the term was used interchangeably with withdrawal cognition (De Coninck & Stilwell, 2004). In other words, turnover intention is also defined as the final cognitive step leading to actual turnover (Lambert, Hogan & Barton, 2001).

The cognitive component of turnover intention has two subcomponents, namely; the “intention”, and the verb “to” immediately following after the word intention. In some literature, the “intention” is interpreted as a desire (Susskind, 2007) or thought (Chiu, Chien, Lin & Hsiao, 2005; Castle, Engberg, Anderson, & Men, 2007) which could activate behaviours leading to turnover. Intentions are considered hypothetical in nature (Allen, Weeks & Moffitt, 2005). In other literature, “intention” had stronger connotations. For example, “intention” was thought of as a decision or a plan to leave the current position.

Behavioural

Another component that formed the core of the process of turnover intention was withdrawal behaviour. As in the intention of the cognitive component, withdrawal behaviours were also categorised into two groups: withdrawal from the current job, and actions oriented to future opportunities (Takase, 2009). The manifestations of withdrawing from jobs were behavioural and/or verbal. The behavioural manifestations included employees daydreaming during work, being less enthusiastic at work, coming in late and being absent from work (Chiu *et al.*, 2005 & Susskind, 2007). The verbal manifestation consisted of stated or expressed

intentions to leave jobs (Freund, 2005). The future-oriented behaviours comprising the facets of turnover intention were the actualisation of employees' cognitive intentions (Takase, 2009).

These behaviours were operationalised as the actual job search (Brough & Frame, 2004; Castle *et al.*, 2007) and willingness to take an alternative job when available. These behaviours were often operationalised to explore employee's turnover intention (Takase, 2009).

Methodology

The methodology comprises discussions on the study area, target population, sampling procedures and data analysis.

Study area

The scope of the study is limited to hotels Sekondi-Takoradi in Ghana. The demographics of the populace in the study area relevant to the study are discussed below. About 63.9 percent of the total population aged 15 years and older is economically active while 36.1 percent are economically inactive. Of the economically active population, 89.1 percent are employed whereas 10.9 percent are unemployed. The private informal sector is the largest employer in the district, employing about 69.3 percent of the population followed by private formal sector with 15.3 percent. Specifically, the accommodation and food service activities industry provide employment for 19049 (8.8%) with 2472 males and 16572 females (GSS, 2014).

The 2010 population and housing census reports shows that the age group of 20-24 years exhibits the highest proportion of 11.7 percent and the age group of 80-84 years recording the lowest proportion of 0.5 percent. The Metropolis sex ratio is 95.6 percent which means that for every 100 females in the Metropolis, there are about 96 males. This means that, there are more females than males in the metropolis (GSS, 2014). Of the population 11 years and above, 58.2

percent are literate in English and Ghanaian Language and 41.2 percent are illiterate. Those who had attended school in the past constitute about 261404 of which 132,571 are male and 128,833 are female. The distribution was as follows: Primary (9.5%), JSS/JHS (24.7%), Middle school (24.8%), SSS/SHS (13.8%), Secondary (5.7%), Vocational/Technical/Commercial (6.7%), Post Middle/ Secondary certificate (2.2%) and Tertiary (12.4%). (GSS, 2014)

Target population

The study population consists of the entire workforce in the hotel industry in Sekondi Takoradi Metropolitan Assembly. However, according to Ghana Tourism Board, the estimated total number of workers in the 89 licensed hotels and guest houses in Sekondi-Takoradi is 1973.

Determination of sample size

In order to get a sample size of the population of staff of hotels in the study area, the Yamane (1967) sample size determination formula was used.

$$\text{That is, } n = \frac{N}{1 + N(e)^2}$$

Where n=sample size, N= the study population and e= margin of error at (0.05).

$$\text{Therefore, } n = \frac{1973}{1 + 1973(0.05)^2}$$

$$n = \frac{1973}{1 + 4.9325}$$

$$n = \frac{1973}{5.9325}$$

$$n = 332.57479983$$

Since one cannot find a fractional respondent, the sample size is approximately taken as 333.

Sample and Sampling Procedure

This study was designed to gather data from each category of the rated hotel in the Sekondi-Takoradi Metropolitan Assembly. Multistage sampling technique was employed in selecting the sample size. This involved using a mixture of probability and non probability sampling procedures at different stages in order to select the final sample. The use of the multi-stage sampling technique introduces flexibility and enables existing division and sub-division to be used.

The hotels were stratified into five homogenous groups according to their star ratings by the Ghana Tourist Authority. Hotels were grouped into Three-Star (4 hotels), Two-Star (12 hotels), One-Star (26 hotels), Budget (37 hotels) and Guest house (10 hotels). Simple random sampling technique was employed by the researcher to select hotels from each stratum. A quota was also given to each star rated hotel based on the data received from Ghana Tourist Authority in respect of the state of employment as at the time of the study. Finally, the simple random sampling technique was employed to select a number of respondents from each hotel.

Measurement of variables

Turnover intention was measured through three items scale used by Michaels and Spector (as cited in Lee et al., n.d.) to assess employee's intent to leave. "I often seriously consider leaving my current job, I intend to quit my current job and I have started to look for other jobs." Respondents were asked to indicate their opinion with each statement on a Likert seven point scale ranging from 1 to 7 according to their levels of agreement. The scores on each of the three items were computed and finally summed up to form the total intention to leave index (Cronbach's alpha coefficient = 0.701). Category of staff was measured on the basis of the

section or unit in the hotel industry in which an employee works (housekeeping, front office, food and beverage, administration and food production).

Data Analysis

The statistical tools used for testing the hypothesis formulated for this study were carefully selected after conducting some preliminary assumptions test which included normality and homogeneity of variance. Kolmogorov-Smirnov/Shapiro-Wilks test was used to test for normality assumption. The outcomes suggested a severe violation of normality assumption as most groups had significant *p-values* (housekeeping=.550; front office=.000; food and beverage =.000; administration=0.000 and food production=.037). The Levene's test was used for testing homogeneity of variance of the categories of staff. This test had a significant *p-value* (0.000) indicating a violation of an assumption of homogeneity of variance. Therefore, the study did not use parametric test- one way ANOVA for testing the differences in turnover intention score across categories of staff but used the corresponding non-parametric test-Kruskal Wallis.

Result and Discussions

The self-administered questionnaires were used to collect data from the staff of hotels in the study area. Out of the total number of 340 which were administered, 309 were successfully completed and this represents a response rate of about 90.88 percent. The results and discussion section commences with the socio-demographic characteristics of the respondent. The most relevant characteristics included gender, age, marital status, educational level and income.

Socio-demographic characteristics of respondents

The characteristics of employees who responded to the questionnaires are shown in Table 1. Out of the 309 employees, 138 (44.66%) were males and 171 (55.34) were female. Thus, the majority of the employees in the hotel industry in the study area are female. This may be

attributed to distribution of employees in housekeeping and food service activities in the study area. The distribution of employees in the accommodation and food service by gender in the study area shows that about 87 percent of the employees are female (GSS, 2014).

Table 1: Gender distribution of respondents

Gender	Frequency	Percent	Cumulative Percent
Male	138	44.7	44.7
Female	171	55.3	100.0
Total	309	100.0	

Source: Field Survey, 2015

Profiled by age, the maximum age falls within the age category 55 and above while the minimum falls within the age category between 15 and 24 all inclusive. The mean age of the respondents was 1.75 with the corresponding standard deviation being .711. From Table 2, 122 of the respondents were between 15 and 24 all inclusive, representing about 39.48 percent. 145 employees were between 25 and 34 all inclusive, representing about 46.93 percent of the sampled employees. Between the ages of 35 and 44 all inclusive, there were 40 employees representing about 12.94 percent. Moreover, the ages between 45 and 54 as well as over 55 years had 1 employee each with the percentage of 0.32 each. It can be observed from the table that, majority of the employees fall within younger adult age with accumulative percentage of 99.35 percent.

Table 2: Age distribution of respondents

Age Categories	Frequency	Percent	Cumulative Percent
15-24	122	39.5	39.5
25-34	145	46.9	86.4
35-44	40	12.9	99.4
45-54	1	.3	99.7
55+	1	.3	100.0
Total	309	100.0	

Source: Field Survey, 2015

On the issue of employees' level of education, 6 employees had Basic School certificate representing 1.94 percent. 71 employees held Senior High School certificate representing 22.98 percent and 129 employees with Higher National Diploma / College certificate with the percentage of 41.75. For bachelor degree, post graduate degree and professional certificate, there were 68 (22.01%), 12 (3.88%) and 23 (7.44%) employees respectively. The above distribution shows that majority of staff in the hotel industry in the study area possess College/HND certificate. The distribution of respondents in accordance to levels of education is shown in Table 3.

Table 3: Distribution of respondents according to levels of education

Level of education	Frequency	Percent	Cumulative Percent
Junior secondary school	6	1.9	1.9
Senior high	71	23.0	24.9
College/HND	129	41.7	66.7
Bachelor degree	68	22.0	88.7
Post graduate degree	12	3.9	92.6
Professional	23	7.4	100.0
Total	309	100.0	

Source: Field Survey, 2015

With regards to marital status, 162 representing about 52.4 percent were singled, 139 representing about 45.0 percent were married, 6 representing 1.9% have separated while 2 representing 0.6% have divorced. Out of the 162 respondents who were singled, 67 (21.7%) were male while 95 (30.7%) were female. Among the 139 respondents who have married, 65 (21%) were male while 74 (23.9%) were female. 5 out of the 6 respondents who have separated representing about 1.6% were male while 1(0.3%) was female. Furthermore, one of those who have divorced was male while the remaining 1 was female. The distribution of respondents according to marital status suggests that majority of the staff in the hotel industry in the study area are married. The above distribution is presented in Table 4.

Table 4: Gender distribution of respondents

Marital Status		Gender		Total
		Male	Female	
Single	Count	67	95	162
	% within marital status of the worker	41.4%	58.6%	100.0%
	% of Total	21.7%	30.7%	52.4%
Married	Count	65	74	139
	% within marital status of the worker	46.8%	53.2%	100.0%
	% of Total	21.0%	23.9%	45.0%
Separated	Count	5	1	6
	% within marital status of the worker	83.3%	16.7%	100.0%
	% of Total	1.6%	.3%	1.9%
Divorced	Count	1	1	2
	% within marital status of the worker	50.0%	50.0%	100.0%
	% of Total	.3%	.3%	.6%
Total	Count	138	171	309

% within marital status of the worker	44.7%	55.3%	100.0%
% of Total	44.7%	55.3%	100.0%

Source: Field Survey, 2015

Turnover Intention among Categories of Staff in the Hotel Industry

The analysis of the differences in mean score on turnover intention across categories of staff in the hotel industry was done using Kruskal Wallis Test. The result of this test is presented in Table 6 below.

Table 6: Kruskal Wallis Result on Turnover Intention across Categories of Workers in the Hotel Industry

The Section or the Unit in which the worker Works (Categories of staff)	N	Mean Rank
House keeping	38	175.37
Front Office	79	129.98
Food And Beverage	77	142.42
Administration	80	167.48
Food production	35	188.51
Total	309	

Source: Field Survey, 2015

Result of the Kruskal Wallis above shows the following statistics: Chi2=4, 16.289; P-value=0.003. The P-value of 0.003 is less than the alpha level of .01 suggesting that there is a significance difference in turnover intention score among the categories of staff in the hotel industry. An inspection of the **Mean Rank** for the five different categories of staff indicated that the Food production staff had the highest turnover intention score followed by housekeeping staff, administrative staff, food and beverage with the Front office staff reporting the lowest. The

implication is that it is highly probable for workers in the Food production section to quit their job than any other categories of workers in the hotel industry in the study area while workers in the Front office section have the least intention to quit their job.

One of the major factors that are frequently cited to influence turnover intention is levels of income of employees (Ali, n.d.; Lee, Huang & Zhao, n.d.; Arthur, 2015). Therefore, the study went on to find out if there is a significant difference in levels of income among categories of staff and whether this significant difference if any is being contributed by the Food Production Department. In doing so, a chi-square was conducted to find out whether there is a statistical significant difference in levels of income earned by the various categories of staff in the hotel industry. Result of the chi-square is presented in Table 7.

Table 7: Chi-Square Result on the Levels of Income among Categories of Staff

<i>LEVELS OF INCOME</i>	<i>HD</i>	<i>FO</i>	<i>FB</i>	<i>FP</i>	<i>AD</i>	<i>TOTAL</i>
Below GHS 5,000	13	48	20	15	5	101
	12.87	47.52	19.80	14.85	4.95	100
	34.21	60.76	25.97	18.75	14.29	32.69
	4.21	15.53	6.47	4.85	1.62	32.69
GHS 5,000-6,000	12	14	15	12	22	75
	16.00	18.67	20.00	16.00	29.33	100
	31.58	17.72	19.48	15.00	62.86	24.27
	3.88	4.53	4.85	3.88	7.12	24.27
GHS 6,001-7,000	7	5	11	14	5	42
	16.67	11.90	26.19	33.33	11.9	100
	18.42	6.33	14.29	17.50	14.29	13.59
	2.27	1.62	3.56	4.53	1.62	13.59
GHS 7,001 and above	6	12	31	39	3	91
	6.59	13.19	34.07	42.86	3.3	100
	15.79	15.19	40.26	48.75	8.57	29.45

	1.94	3.88	10.03	12.62	0.97	29.45
Total	38	79	77	80	35	309
	12.30	25.57	24.92	25.89	11.33	100
	100.00	100.00	100.00	100.00	100	100
	12.30	25.57	24.92	25.89	11.33	100
Pearson chi2(12)	=	86.6522	Pr	=		0.000
likelihood-ratio						
chi2(12)	=	80.9927	Pr	=		0.000
Cramér's V	=	0.3057				
gamma	=	0.2466	ASE	=		0.052
Kendall's tau-b	=	0.1913	ASE	=		0.041

Where **HK** represents Housekeeping Department

FO represents Front Office Department

FB represents Food and Beverages Department

AD represents Administrative Department

FP represents Food Production Department

Beneath Table 7 is the summary statistics. The χ^2 associated with this table has 12 degrees of freedom and is 86.6522. The observed differences are significant ($p < 0.5$). In other words, there is a significant effect of category of staff on level of income. In order to show cells contribute to the significance differences, Table 7 was partitioned. Table 8 shows the partitioned cells.

Table 8: Frequency of Chi2 Contribution

Levels of Income	HK	FO	FB	AD	FD	TOTAL
below GHS 5,000	13 0.0	48 19.0	20 1.1	15 4.8	5 3.6	101 28.5
GHS 5,000-6,000	12 0.8	14 1.4	15 0.7	12 2.8	22 21.5	75 27.3
GHS 6,001-7,000	7 0.7	5 3.1	11 0.0	14 0.9	5 0.0	42 4.7
GHS 7,001 and above	6 2.4	12 5.5	31 3.1	39 10.1	3 5.2	91 26.2
Total	38 3.9	79 29.0	77 4.9	80 18.6	35 30.3	309 86.7

From Table 8, it can be observed that there is a significant difference in income level of **GHS 6,001-7,000** between Food Production Department and other Departments in the hotel industry. Thus, a relatively small number of staff in Production Department (8 out of 35 employees) earn high levels of income (gross annual income above GHS6,000). Therefore, it can be concluded that staff in the Food Production Department recorded the highest mean score on turnover intention because majority of them feel that they are being underpaid.

Conclusion and Recommendation

Based on the findings of the study, it can be concluded that the category of staff in the hotel industry has effect on turnover intention. The study also disclosed that employees in the Food Production Department are more likely to quit their job while employees in the Front

Office are more likely to retain their job in the hotel industry. Further analysis showed that difference in the level of income is a major factor that accounted for the highest score recorded by the staff in the Food Production Department on the turnover intention. It is therefore recommended that managements in hotels in the study area should organise labour retention programme aimed at motivating and maintaining staff and focus on those in the Food Production Department.

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