

EMPLOYEES' TURNOVER INTENTION AND JOB PERFORMANCE OF HOTEL INDUSTRY IN LAGOS STATE NIGERIA

Mercy Busayo Bello

Department of Hospitality Management,
Federal Polytechnic Auchi,
Edo State, Nigeria.

Corresponding Author: bellomercy5@gmail.com

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Yekinni Ojo Bello

Department of Hospitality Management and Tourism
Faculty of Management Sciences
University of Port Harcourt, Choba

Abstract

This study examines the effect of employees' turnover intention on job performance of hotel industry in Lagos State. The study used structured questionnaires to collect data from 330 employees of 63 hotels across the 20 LGAs in Lagos State. Partial Least Squares Structural Equation Modelling was adopted for data analysis. It emerges from the study that majority of the respondents tend to quit their current hotel jobs in Lagos State. Aside, results further show that majority of the respondents agreed to their efficient; effective and quality contributions to work done in their respective hotels. Furthermore, the study found that the relationship between employees' turnover intention and job performance is statistically significant. The managerial implications of these findings are: managers and hotel owners should create effective work relationships with their staff and formulate policies to promote an organizational culture geared towards staff retention. In addition, hotel managers should encourage employees' satisfaction and happiness to increase productivity and limit their turnover tendency.

Keywords: Employees' turnover intention, Job performance, Hotel industry, Lagos state. PLS-SEM.

Introduction

Employees' turnover intention is generally a critical issue of concern to managers and stakeholders in the hotel industry (Faldetta, Fasone & Provenzano, 2013; Narkhede, 2014). Reports had it that cases of employees' turnover intention in the hotel industry have been excessively high worldwide averaging 200% or 300% per annum (Demir, Çolakoğlu & Güzel, 2007; Narkhede, 2014). The overall employees' turnover intention rate of hotels in the U.S was 66.3% per annum (National Restaurant Association, 2015), 66% per annum in Malaysian hotels (Kalidass & Bahron, 2015), 21.9 % in Turkish hotels (Emiroğlu, Akovab & Tanriverdic, 2015), 27.6 % in hotels in Bangkok (Tongchaiprasit & Ariyabuddhiphongs, 2016) and 48.64% in Australian hotels (Akgunduz & Sanli, 2017). Aside, the cost of labour turnover intention in the

hotel industry is expensive (Akgunduz & Sanli, 2017). The intention of quitting have implications for the employees and the organization. The intention may not only influence the employee's work tasks but also have a lasting impact on the employee's overall job performance (Griffeth, Hom & Gaertner, 2000). It is pertinent to state that attainment of high level of job performance has been the priority of organizations including, the hotel industry. Hotel organizations place considerable reliance on their employees to gain high productivity.

The scientific management thinking highlights the view that all employees should be developed according to the highest priority of a company for which they are employees. This view draws from an understanding that employees are, for the most part, an indispensable resource needed by every organization to achieve high performance (Rana & Singh, 2016a). Pushpakumari (2008) argued that total organizational performance is a function of individual employees' efficiency and effectiveness. Gibson (2012) validated the above assertion hence, reported that employees' job performance is a measure of the quality of the job done by the employee, its effectiveness and efficiency towards completion of mutually agreed tasks, as set out by the employer. Based on the above declarations, it is therefore important to state that employees' turnover intention is closely related to organizational concerns such as job performance.

The conviction that employees' turnover intention affects hotel organization performance is widely entrenched amongst hotel managers (Allen, Bryant & Vardaman, 2010). The fact that employees form part of the valuable hotel economic resources that inform and sharpen hotel business strategies follows that any shift in human resources would play a role in organizational performance (Harris, Tang & Tseng, 2002). Given the shift towards a knowledge-based economy, the extent to which changes in organizational performance are attributed to employees' turnover rate is the subject of increasing interest (Hausknecht & Trevor, 2011; Sturman, Shao & Katz, 2012).

Turnover intention brings dysfunction to the organization (Park, Ofori-Dankworth & Bishop, 1994) by interrupting operational processes and placing undue responsibilities on the remaining members. Aggregate employees' turnover intention reduces firm-specific human capital and therefore affects the production process (Dess & Shaw, 2001). Output levels, quality, consistency and customer service are affected, leading to a loss in productivity. On this premise, the need to examine the corresponding impacts of employee's turnover intention on job performance necessitates this study. Previous researches that examined the relationship between employees' turnover intention and job performance had mainly focused on the Medical Institutions (Boakye, 2015), the banking industry (Khan, Ghouri, Siddiqui, Shaikh & Alam, 2010), Marketing and IT companies (Okpara, 2004; Ine's & Pedro, 2011). This implies that no in-depth research has also been reported in the domain of hotels in Nigeria, with a focus on Lagos State. Because of this gap, the current study seeks to determine the extent respondents perceived

employees' turnover intention and job performance of hotels in Lagos State. The study also examine the association between employees' turnover intention and job performance of hotels in Lagos State thus, the objectives of the current study.

Literature Review

The Notion of Employees' Turnover Intention

There is no stereotyped definition for the term employees' turnover intention. Various definitions had been offered by authors based on their understanding of the concept. Employees' turnover intention refers plan of an employee to departure an organization (Bares, 2016; Li, Sawhney & Tortorella, 2019). It is further explained as employees' determination to quit and leave an organization (Glissmeyer, 2012). Turnover intention can be defined as an attitudinal (thinking of abandoning), decisional (intention to leave) and behavioural (seeking for a new job) process (Khan, Khan, Kundi, Yar & Saif, 2014).

Turnover intention is defined as the conscious and deliberate willfulness of an employee to leave the organization (Meral, Irge, Aksoy & Alphan, 2012). It explains the extent to which an employee plans to leave the organization (Jacobs & Roodt 2011; Bothma & Roodt 2013). Turnover intention is defined as the subjective estimation of an individual regarding the probability to leave an organization in the near future (Jacobs & Roodt 2011). It is defined as the conscious and deliberate willfulness of an employee to leave the organization (Du Plooy & Roodt, 2010). The index in the above entrant literature shows that the concept is seen as a voluntary action on the part of the employees to leave a firm at their discretion hence, the meaning of the concept as used in the current study.

The Concept of Job Performance

Various definitions of job performance have been reported in the literature. Pushpakumari (2008) defined job performance as effort extended to the job by an employee. Pradhan & Jena (2016) defined job performance as individuals work achievement after exerting the required effort. It is also defined as the employees' contributions about the attainment of a set goal(s) (Viswesvaran & Ones, 2000). Job performance explained the art to complete a task within defined boundaries (Iqbal, Ijaz, Latif & Mushtaq, 2015). Perrin (2016) and Dhaifallah, Ebrahim, Durrishah, Raheleh & Talal Ratyan (2013) defined job performance as an individual's job outcome based on a set of standards in terms of accuracy and completeness over a specified period. Job performance is seen as the development of quantified objectives and the degree of achievement to which an employee fulfils the organizational mission at the workplace (Sabir, Iqbal, Rehman, Shah & Yameen, 2012).

Lee, Lain & Chen (1999) has summarised the concept of job performance in respect of quality, efficiency and effectiveness of employees. The authors opined that efficiency refers to the workers' output rate and the

ability to achieve tasks before the deadline. Effectiveness refers to the workers' goal accomplishment while quality refers to workers' error and complaint rate. Indices in these definitions show that job performance is closely associated with the activities of the industry and how well those activities are executed by employees. Therefore, the working definition of job performance in the current study connotes hotel workers' output rate and the ability to achieve tasks before the deadline, with limited error and complaint rate in line with the hotel organizations' set goals.

Empirical Review and Hypothesis Development

Relationship between Employees' turnover intention and Employees' job Performance

The relevance of retaining and usage of qualified employees to achieving the set organizational goals in the hotel industry cannot be overemphasized. Glebbeek & Bax (2004) have argued that the sensitivity of organizations to workers' turnover intention should be analyzed considering specific features of the organizational context. Ferreira & Almeida (2015) investigated the relationship between employees' turnover intention and job performance in the retailing sector in Brazil. The results indicate a strong relationship between employee turnover intention and sales. Ahmed, Sabir, Khosa, Ahmad & Bilal (2016) examined the impact of employees' turnover intention on organizational effectiveness in the telecommunication sector of Pakistan. The results revealed that employees' turnover intention have a significant impact on organizational effectiveness.

Taye & Getnet (2020) investigated the impact of employees' turnover intention on organizational job performance of Mada Walabu University, Bale Robe, Ethiopia. The study showed that staff turnover intention causes loss of some of the very experienced and skilled employees, reduction in work productivity and quality of services rendered as well as it causes too much wastage of resources when new staff settles and lose public confidence in the operation of the organization. The context of the study discussed previously and the literature reviewed suggests that these studies were not examined in respect of the hotel industry hence, the gap that calls for the current study. Therefore, it is worthy of further study the correlation between employees' turnover intention and job performance in respect of hotels in Lagos State. As such from the previous discussion, we assume the following hypothesis:

H₀: There is no significant relationship between employees' turnover intention and job performance in the hotel industry in Lagos State.

Research Methodology

A quantitative research design was adopted in the current study. The research population used in the study comprised of employees of 792 registered hotels in the 20 LGAs in Lagos State. The researchers selected 63 from the 792 registered hotels through a systematic random sampling technique hence, used a structured questionnaire to collect data from the

employees of the selected hotels across the 20 LGAs in Lagos State. Since it is practically impossible for the researchers to sample the entire staff in each of the selected hotels, Bello & Majebi (2018) suggested the useage of the Taro Yamane formula which is given as follows to determine the sample size:

$$n = \frac{N}{1 + N(e)^2}$$

Where n= sample size.

N= Population Size.

e= Sample Error or level of significance.

To determine the sample size from the 63 selected hotels vis-à-vis the population of the staff, the present study conceded to the method of proportional allocation suggested in Kothari (1990). Before applying the Taro Yamane formula as suggested in Sekaran (2003), the researchers contacted the management of the 63 selected hotels to obtain the total number of staff on their employment thus, the population (N) size of 1,624 staff out of which the sample size of 330 was obtained. Convenience sampling technique was adopted by the researchers to administer the questionnaires in each of the 63 selected hotels until the sample size of 330 were met. The questionnaire used in this study has three sections; section 1 contains the respondent's biodata. Section 2 and 3 contains measures of employees' turnover intention, and job performance respectively. All the items were structured on a five (5) point Likert scale with weights assigned as 5 -strongly agree to 1 - strongly disagree.

Employees' turnover intentions were measured by a survey scale developed by Lambert & Hogan (2009). The five items scale were adopted, modified and used. Also, a 3-items scale of turnover intention developed by Cammann, Fichman, Jenkins & Klesh, (1979) was also adopted, modified and used for the current study. Aside, a three-item turnover intention scale developed by Sjoberg & Sverke (2000) was adopted and modified. In all, the modified instrument that measured employees' turnover intention of hotels in Lagos State consists of 5 items.

In addition, a six-item instrument developed by Lee et al. (1999) was adopted and modified based on job performance literature in Sahin (2011) and Motowidlo & Van Scotter (1994). The modified instrument consists of 8 items which were measured on a 5-point Likert scale of 1 strongly disagree to 5 strongly agree. Partial Least Squares Structural Equation Modelling (PLS-SEM) approach that explores the linear relationships between multiple independent variables and single or multiple dependent variables (Hair, Hult, Ringle & Sarstedt 2014; Ugwuanyi, Ehimen & Uduji, 2021) were adopted for the data analysis. The PLS-SEM relies on pre-specified networks of relationships between constructs as well as between construct and their measures (Hair, Hult, Ringle & Sarstedt, 2014) thus, making it different from the regular regression approach.

Results

Demographic Distribution of Respondents

The demographic profile of respondents used for this study was analyzed and presented in Table 1.

Table 1: Demographic Characteristics of Respondents

Profile	Frequency	Percentage (%)
Marital Status		
Single	219	66.4
Married	108	32.7
Divorce	1	.3
Others	2	.6
Religion		
Islam	237	71.8
Others	47	14.2
Christianity	46	13.9
Age		
17-25	173	52.4
26-35	108	32.7
36-45	47	14.2
46- Above	2	.6
Educational Qualification		
ND	117	35.5
HND / B.Sc.	103	31.2
PGD/M.Sc.	110	33.3
Working Experience		
1-2 Years	58	17.6
3-4 Years	96	29.1
5 Years -Above	176	53.3
Gender		
Male	210	63.6
Female	120	36.4

Source: Researcher's Computation (2021).

As shown in Table 1, the age distributions of the respondents within the age bracket of 17-25 years accounted for about (52.4%) of the entire respondents. Closely followed are respondents within the age bracket of 26-35 years put at (32.7%), followed by 36-45 years (14.2%) and 46- above (0.6%). This shows that the age distribution of the majority of participants in this study is 17-25 years, and closely followed by respondents whose age range is 27-35 years. In terms of marital status, (32.7%), of the respondents are married, 66.4% are Singles, 0.6% are others and 0.3% are Divorced. This implies that the majority of the participants in this study are Singles, followed by the Married.

The religious distribution of respondents used in the present study includes Christianity (13.9%), Islam (71.8%) and others (14.2%). This shows that the majority of participants in this study are Muslims followed by Christians with only very few Other's participants. In terms of the gender distribution of the respondents indicates that 63.6% of the respondents are Male and 36.4% are Female. This implied that the majority of the participants in this study are male.

In respect of academic qualification distributions, 35.5% of the respondents are holders of a National Diploma, 31.2% are Higher National Diploma and Bachelor Degree holders, while 33.3% of the respondents have PGD and Masters. This shows that the majority of participants in this study are National diploma holders followed by holders of, PGD/ Master's degree. In terms of working experience distribution of the respondents, (17.6%) of respondents have 1-2 years of work experience, followed by participants with 3-4 years (29.1%), and participants with 5 years and above work experience (53.3%).

Univariate Analysis

Percentage item analysis of independent and dependent variables

The results of percentage item analysis of independent and dependent variables to determine the extent respondents perceived employees' turnover intention and job performance of hotels in Lagos State are shown in Tables 2-3.

Table 2: Percentage Item Analysis of Employees' Turnover Intention of Hotels in Lagos State

	SD (%)	D (%)	U (%)	A (%)	SA (%)
Employees' Turnover Intention					
I am actively looking for a new job recently in the hotel industry.	15.4	5.5	13.2	20.9	45.1
I thought of quitting my current hotel job.	5.5	2.2	11.0	28.6	52.7
I thought of switching my current hotel job.	9.9	9.9	9.9	36.3	34.1
It is very possible that I will look for a new hotel job next year.	5.5	12.1	20.9	29.7	31.9
If I was completely free to choose, I would leave my current hotel job.	3.3	12.1	13.2	37.4	34.1
Aggregate Percentage Score	39.6	41.8	68.2	152.9	197.9

SA=Strongly Agree, A=Agree, U=Undecided, D=Disagree, SD=strongly disagree

Source: Researcher's Computation, (2021).

Table 2 shows that item with the statement "I thought of quitting my current hotel job" has the highest percentage score of 52.7% followed by the item with the statement "I am actively looking for a new job recently in the hotel industry" with the percentage score of 45.1%. In addition, items with the

statement "I thought of switching my current hotel job", and "If I was completely free to choose, I would leave my current hotel job" has a percentage score of 34.1%. An item with the statement "It is very possible that I will look for a new hotel job next year" has the least percentage score of 31.9%. All the five responses fall under the Likert scale (Strongly disagree). This shows that the majority of the respondents have the feelings that hotels in Lagos State are not fair to staff on promotion issues. The aggregate score of respondents that agreed to the possibility of quitting their current hotels in Lagos State is 350.8, 81.4 are on the contrary, and 68.2 are undecided. This shows that the majority of the respondents tend to quit their current hotels in Lagos State.

Table 3: Percentage Item Analysis of Job Performance of Hotels in Lagos State

Employees' Job Performance	SD (%)	D (%)	U (%)	A (%)	SA (%)
I create effective work relationships with others.	1.1	5.5	6.6	42.9	44.0
I find effective solutions to problems.	7.7	5.5	4.4	39.6	42.9
I contribute to my current organization in terms of submitting new ideas.	5.5	11.0	12.1	22.0	49.5
I strive to meet deadlines.	5.5	7.7	20.9	18.7	47.3
I adapt easily to changing situations.	11.0	7.7	6.6	40.7	34.1
I encourage colleagues to do more than what is expected.	5.5	2.2	11.0	28.6	52.7
I assume a sense of ownership and responsibility in the quality of personal performance.	9.9	9.9	9.9	36.3	34.1
I strive to give undivided attention while discharging our duties.	5.5	12.1	20.9	29.7	31.9
Aggregate Percentage Score	51.7	61.6	92.4	258.5	336.5

SA=Strongly Agree, A=Agree, U=Undecided, D=Disagree, SD=strongly disagree

Source (Researcher's Computation, 2021).

Table 3 shows that the item with the statement "I encourage colleagues to do more than what is expected of them by the hotel management" has the highest percentage of 52.7% followed by the item statement "I contribute to this hotel in terms of submitting new ideas" with 49.5%. The third highest item statement "I strive to meet deadlines in any assignment assigned to me" has 47.3%. An item with the statement "I create effective work relationship with others in the hotel where I work" has 44.0%, while item with the statement "I find effective solutions to problems in the hotel where I work" has 42.9%. This is followed by an item with the statement "I adapt easily to changing situations in the hotel where I work" having 40.7%. The items with the statement "I

assume a sense of ownership and responsibility in the quality of personal performance in my hotel” has 36.3% while the item with the statement “I strive to give undivided attention while discharging my duties” has 31.9%. All the responses fall under the Likert scale (Strongly Agree, and Agree). The aggregate score of respondents that agreed to efficiency; effectiveness, and quality of work done by hotel employees in Lagos State is 595, 113.3 are of the contrary, and 92.4 are undecided. The results show that majority of the respondents agreed to their efficient; effective and quality contributions to work done in hotels in Lagos State.

Bivariate Analysis

Measurement Model Estimation

The TOPEF hypothesized model as shown in Figure 1 was evaluated for its construct reliability including, convergent, and discriminant validity using SmartPLS 3.3 (Ringle et al., 2005; Hair et al. 2014). As part of the requirement for the evaluation of the validity and reliability of the TOPEF hypothesized model, the researchers examined factor loadings of items variables in the TOPEF model. The result of the factor loadings of the initial TOPEF model as shown in Figure 1 revealed that the model did not fit well with the data.

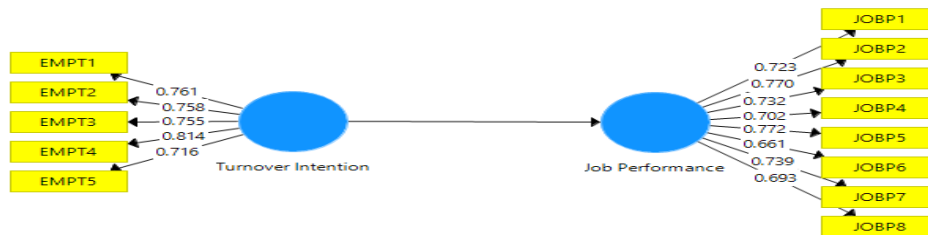


Figure 1: Initial TOPEF Measurement Model
Source: Researchers Computation (2021).

In an attempt to ensure that data fits well with the model, Hair et al. (2014) suggest deleting items whose factor loadings are less than the acceptable threshold of 0.7. Hence, the following 3 items (i.e., JOBP6, JOBP7, and JOBP8) were deleted from the initial TOPEF Measurement Model one item at a time starting from the lowest loading. In view of this, the final TOPEF Measurement Model yielded a better result hence, fit well with the data as shown in Figure 2.



Figure 2: Final TOPEF Measurement Model
Source: Researchers Computation (2021).

Furthermore, the result of the final TOPEF Measurement Model indicators such as Cronbach alpha (α), composite reliability (CR), and average variance extracted (AVE) including, factor loadings of all items of the study variables in the model yielded a better result as presented in Table 4.

Table 4: Results of the TOPEF Measurement Model

Latent Variables	Items	Loadings	Cronbachs Alpha	Composite Reliability	(AVE)
Job Performance	JOBP1	0.792	0.851	0.893	0.627
	JOBP2	0.834			
	JOBP3	0.794			
	JOBP4	0.740			
	JOBP5	0.796			
Turnover Intention	EMPT1	0.770	0.820	0.872	0.578
	EMPT2	0.757			
	EMPT3	0.746			
	EMPT4	0.804			
	EMPT5	0.722			

Source: Researcher's Computation (2021).

As shown in Table 4, the results of the convergent validity of the final hypothesized TOPEF model shows that factor loadings of all the items of the variables in the final TOPEF hypothesized model were statistically significant and exceeded the minimum acceptable threshold of 0.7 (Tabachnick & Fidell, 2007). Also, the average variance extracted (AVE) exceed the minimum acceptable threshold value of 0.5 (Hair et al., 2014). In addition, the model was assessed for the internal consistency of the data hence, Cronbachs Alpha (α), and Composite Reliability (CR) values of all the variables meet the required threshold of 0.7. This implies that all the variables in the TOPEF model have a satisfactory level of internal consistency.

Furthermore, the discriminant validity of the final TOPEF hypothesized model was assessed to assure the external consistency of the data. Based on the correlation between the latent variables, the constructs were compared with the square root of AVEs (Hair et al., 2014). The result shows that the correlations between the constructs are lower than the square root of AVEs along the diagonal as shown in Table 5. This validates fulfilment of the discriminant validity requirement.

Table 5: Discriminant Validity of the Variables

Constructs	Job Performance	Turnover Intention
Job Performance	0.792	
Turnover Intention	0.604	0.760

Source: Researcher's Computation (2021).

Structural Model Hypothesis Testing

The significance of the path coefficients is determined by the t-values which was calculated using the bootstrapping method (Hair et al., 2014). The rule of thumb of critical values for a two-tailed test ≥ 1.96 (significance level = 5%) is considered to be significant (Hair et al., 2014). As it applied to the current study, the direct hypothesized relationship in the TOPEF model was tested. The result shows that the relationship between employees' turnover intention and job performance in the hotel industry in Lagos State were proven to be supported as shown in Figure 3.

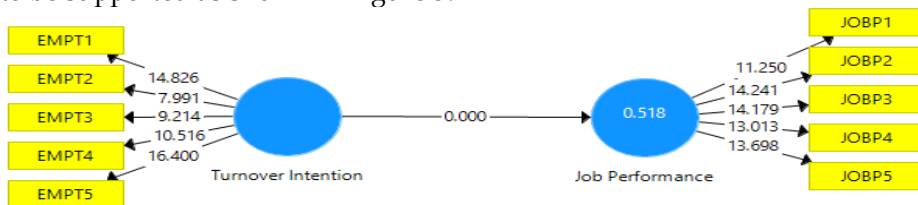


Figure 3: Structural JOPEF Model

Source: Researchers Computation (2021).

Furthermore, for precision, Table 6 show the summary of the result of the analysis as follows.

Table 6: Summary of Direct Hypothesis Testing

S/n	Hypothesized Path	Path	Standard	T Value	Decisions	f-Squared	Effect size
1.	EMPT -> JOBP	0.000	0.046	15.531	Supported	1.073	Large

*P<0.05

Source: Researchers Computation (2021).

Table 6 show that the stated hypothesis have a t-value >1.96 hence, supported. The implication of this is that there is a positive and significant relationship between employees' turnover intention and job performance. The result of R-square shows that employees' turnover intention have the tendency of influencing 51.8% of changes in job performance. The remaining 48.2% is due to other factors and residuals.

Effect Size

As shown in Table 6 the effect size of employees' turnover intention on job performance is 1.073. Following Cohen (1988) rule of thumb on the impact of f^2 at the structural level, it was suggested that the effect is large if f^2 is 0.35, medium if 0.15, and small if 0.03. Therefore, as it applied to the current study, the effects size of employees' turnover intention on job performance could be viewed as large as shown in Table 6.

Predictive Relevance of the Model

This study used the blindfolding procedure to test the predictive relevance of the TOPEF model (Hair et al., 2014). Predictive relevance is denoted by Q^2 hence, used to assess the parameter estimates, how values are built around the model including, explanations on the quality of the model (Hair et al., 2014). The rule of thumb for determining the predictive relevance of the endogenous variables is that the structural models with Q^2 greater than zero are considered to have predictive relevance (Hair et al. 2011). As it applied to the current study, the results were retrieved from the blindfolding output of PLS through the variable score out of which cross-validated redundancy were extracted as shown in Table 7.

Table 7: Results of the Predictive Relevance of the Model

Total	SSO	SSE	Q^2 (1-SSE/SSO)
Job Performance	1650.000	1283.174	0.222
Employees' Turnover Intention	1650.000	1650.000	

Source: Researchers Computation (2021).

From Table 7, the results of construct cross-validated redundancy show that Q^2 is 0.222. Since the value of Q^2 greater than zero is considered to have predictive relevance, therefore, the structural model must be able to provide a prediction of the endogenous latent variable's indicators.

Discussion of Findings

The first objective of the current study examined the extent respondents perceived employees' turnover intention and job performance of hotels in Lagos State. The finding shows that majority of the respondents were of the view of tending to quit their current hotel jobs in Lagos State. Aside, results further show that majority of the respondents agreed to their efficient; effective and quality contributions to work done in hotels in Lagos State. The second objective of the current study determined the relationship between employees' turnover intention and employees' job performance in respect of the hotel industry in Lagos State, Nigeria. The findings show a significant relationship between employees' turnover intention and job performance in the industry. This finding agrees with the report in Ferreira & Almeida (2015) that investigated the relationship between employees' turnover intention and

job performance of the retailing sector in Brazil. The empirical results indicate a positive and significant relationship.

Furthermore, the results of the current study also conform to the report in Ahmed et al. (2016) that examined the impact of employees' turnover intention on organizational effectiveness of the telecommunication sector in Pakistan. The results revealed a positive and significant impact. In addition, the findings of the current study also follow the report in Taye & Getnet (2020) that investigated the impact of employees' turnover intention on organizational job performance of Mada Walabu University, Bale Robe, Ethiopia. The study shows a significant correlation.

Conclusions

The conclusions that could be drawn from the objectives of the current study is that the majority of the respondents were of the view of tending to quit their current hotel jobs in Lagos State. Aside, the majority of the respondents agreed to their efficient; effective and quality contributions to work done in hotels in Lagos State. It also concluded that there is a positive and significant correlation between employees' turnover intention and job performance in the hotel industry in Lagos State.

The managerial implications of these findings are: managers and hotel owners should create effective work relationships with their staff, formulate policies to promote an organizational culture geared towards helping staff find effective solutions to their problems. In addition, the unwillingness of hotel managers to let go of their valuable staff, and the sensitivity of the hotel organizations to cases of staff switching from one hotel job to another should be encouraged by keeping their employees satisfied and happy to increase productivity and limit their turnover tendency.

Limitations of the Study

Despite the insightful results, one of the major limitations of this study is that only hotel employees in Lagos State were focused, thus, did not consider hotel employees in other states of the federation. If this is done it may provide more in-depth insight and more meaningful results. Therefore, the researchers suggest that further study on the subject matter should increase the sampling frame of the study to include employees of the hotel industry in other states of the federation.

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