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EFFECTS OF CAREER DEVELOPMENT ON EMPLOYEE RETENTION IN HOTELS IN KENYA

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Abstract

The aim of this research study was to find out the effect of career development practices on employee retention in hotels in Kenya. The hotel industry in Kenya falls short of the industries turnover average and still leads in employee turnover. In the year 2011, labor turnover was at 68% in five star rated hotels. Today, the industry is confronted with the continuously evolving challenge of demand for retention of appropriate talent. Consequently, this has impacted negatively on hotel business sustainability due to high costs of training new employees, replacement and separation for the departing employees as well as affecting customer satisfaction. The purpose of this study was to examine the effects of career development on employee retention in the hotel industry in Kenya. The research problem was studied through the use of a survey research design. The target population of this study comprised of 213 hotels registered under Kenya Association of Hotelkeepers and Caterers in Kenya. A representative sample of 137 hotels was selected from each hotel region using stratified random sampling. Data was collected using structured questionnaire administered by the researcher to get response from the sample population. A pilot test was conducted to test the reliability and validity of the data collection instruments. Descriptive and inferential statistics were used to analyze the data.

Key Words: Career Development, Employee Retention, Hotel Industry

Introduction

The hotel industry plays a key role in the development of nation's economy (Duncan, 2005). According to Barky (2006), a hotel is an establishment that provides lodging paid on a short-term basis. Bharwani and Butt (2012) indicates that the provision of basic accommodation, in the past, consisting only of a room with a bed, a cupboard, a small table and a washstand has largely been replaced by rooms with modern facilities, including en-suite bathrooms and air conditioning or climate control. Additional common features found in hotel rooms are a telephone, an alarm clock, a television, a safe, a mini-bar with snack foods and drinks, and facilities for making tea and coffee (Bharwani & Butt, 2012). Larger hotels may provide additional guest facilities such as a swimming pool, fitness center, business center, childcare, conference facilities and social function services (Gu & Siu, 2009).

Tourism and Hospitality industry has continued to receive rigorous attention of academics, business tycoons and economic analysts because of its growing effect on the GDP of a country (Uddin, et al., 2008). The hotel industry is a dynamic service sector where optimal human resource management is required to ensure professionalism and efficiency in service delivery (Hanzaee and Mirvaisi, 2011). As a result, it is challenging for the hospitality based organizations to recruit and develop potential service providers to provide better services to the domestic and international guests. As hospitality industry offers intangible services and products, effective human resource management (HRM) especially recruitment is critical to the success of the stated industry (Walker, 2004).

Employee retention is vital for the hospitality sector as it employs more people than any other industry

within the private sector both domestically and globally (Ogbonna & Lloyd 2002; Peric et al., 2011). Achieving employee retention entails effective leadership with long-term vision (Enderwick, 2011). Overcoming organizational challenges including employee retention requires the collaboration of academia (Olson, 2010), business sector (Cavico & Mujtaba, 2010), and the government (Molian, 2012). Employee retention is achievable if employees are equipped with the skills they need (Singh, 2012). The challenge is that today's workers particularly the millennials have different perspectives than those from five or six decades ago (Solnet et al., 2012). The millennial employees are unlikely to remain with the same company or industry for their entire careers. Top management ought to recognize this by acting proactively and retaining talented people (Parry & Kelliher, 2009; Solnet et al., 2012).

Statement of the Problem

The Hotel Industry plays an important and crucial role in the development of Kenya. Employee retention is the biggest challenge that human resource management is facing today. Employees are assets of the company because knowledge is the source of profit and sustainable competitive advantage. Hence, retaining these knowledge workers is vital for companies in today's fast changing environment. Retention of existing hotel employees is important and is the focus of this research. Research carried out by Kuria, Wanderi and Ondigi, (2011) in Kenya indicated that labor turnover was at 68% in five star rated hotels. This study was limited to three star rated hotels in Kenya and it cannot be generalized to hotels registered under hotel keepers and caterers association in Kenya.

In Kenya, the hotel industry falls short of the industries turnover average and still leads in

employee turnover. A research by the ILO (2010) on labor mobility in the Kenya's hotel industry also indicated a similar trend of high labor turnover. Hotel industry, being a labor intensive industry, needs staff with various skill levels, from the unskilled positions to those that require employees with high levels of skills to boost its value chain. The industry however relies mainly on employees and high turnover rates and the costs that come with turnover and low retention level of skilled employees are part of the problems that are encountered by the hotel industry, (Deloitte Consulting, 2011).

Research carried out by Kuria, Wanderi and Ondigi, (2011) in Kenya indicated that labor turnover was at 68% in five star rated hotels, the industry is confronted with the continuously evolving challenge of demand for retention of appropriate talent. Empirical studies have been conducted on employee retention in various sectors in Kenya. Onyango (2014) conducted a study on the relationship between rewards and employee retention in Non-Governmental conservation organizations in Nairobi and established that work environment, learning and development, direct financial rewards and the indirect financial rewards had a positive correlation to employee retention. The study focused on Conservation NGOs and therefore it cannot be generalized to KAHC. Kimunge (2014) did a study on Kenya Vision 2030 Delivery Secretariat, it was established that compensation, work-life balance, training and career growth have positive impact in employees' decision to stay or leave an organization. However, a poor compensation structure and lack of career growth were seen to be the components that have the most profound impact on employee retention at Kenya Vision 2030 Delivery Secretariat. The study was limited to Kenya Vision 2030 secretariat; it did not address issues facing hotels registered by KAHC in Kenya.

The study research gap was demonstrated by lack of empirical studies on reward management practices that affect retention of employees in the hotel industry in Kenya. Empirical studies (Kimunge 2014; Onyango 2014; Wanderi and Ondigi, 2011) were inadequate as they concentrated on other sectors. None of these studies undertook a study on the hotels registered under the hotel keepers and caterers association in Kenya. Therefore this study sought to address this gap by undertaking an empirical study on the effects of career development on employee retention in hotels that are registered with the hotel keepers and caterers association in Kenya.

Objective of the study

1. To determine how career development influences employee retention in the hotel industry in Kenya.

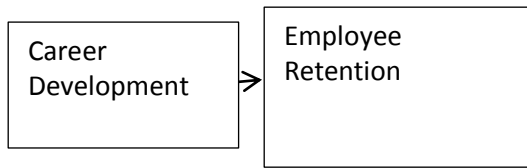
Hypothesis

1. H₁: There is a positive significant relationship between career development and employee retention in the hotel industry in Kenya.

Scope of the Study

This study focused on hotels registered with the Hotel Keepers and Caterers Association in Kenya. The hotels were situated in regions which were useful in ensuring that every hotel region was represented through stratified sampling. The research study was limited to career development. The population of this study was 213 hotels registered with Hotelkeepers and Caterers Association in Kenya.

Theoretical / Conceptual Framework



Independent variable **Dependent Variable**

Figure 1: Conceptual Framework

Source: Research 2016

A theoretical framework should demonstrate an understanding of theories and concepts that are relevant to the research topic (Labaree, 2013). The theoretical review for this paper was based on Human Capital Theory that explains the effect of career development on employee retention. The current world of work puts the importance of human capital at the centre of the current organizational environment. Attracting and retaining intellectual capital, a cadre of highly skilled employees with idiosyncratic skill is essential. Therefore organizations must move from human resources to the notion of human capital. Human capital theory was proposed by Schutz (1961) and the theory posits that the knowledge and skill a worker has generate a certain stock of productive capital. This approach also sees people not as an expense item on their income statements, rather as an asset capable of not only adding value to their organizations but also in some cases ensuring its very survival in the current competitive environment (Sutherland, 2004).

Armstrong (2009) defines human capital as human factor in the organizations, the combined intelligence, skills and expertise that gives the organization its distinctive character. The human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly

motivated can ensure the long term survival of the organization. Human capital comprises intellectual capital (which are the unique knowledge and skills that people possess), social capital (which is flexible networks among people that allow the organizations to link, embed and leverage its diverse knowledge) and the organizational capital (which is the institutionalized knowledge possessed by an organization that is stored in databases and manuals). Sutherland (2004) also adds emotional capital which is the ability to convert the potential in intellectual capital into committed realized action.

Literature Review

Career Development

Numerous studies have been conducted on the effect of reward practices on employee retention both globally and locally. Globally, Sangaran and Jeetesh (2015), examined the factors of job satisfaction that affected the employees' decision to quit in the hotel industry. A survey method was used in which a sample consisting of 150 participants was used for the study. The participants consisted of operational employees working in four and five star industry in Kuala Lumpur. The results of the study showed that job performance does influence turnover while choice of work doesn't. Factors of satisfaction that influenced turnover were established to be wages/salary and opportunity for advancement/ career progression. The study recommendation is that there is need to be a balance of all the factors of job satisfaction so as to attract and maintain employees as all these factors directly lead to employee turnover. Bigliardi et al. (2005), conducted a study to compare the relative influences of organizational socialization and

career aspirations on turnover intentions of design engineers and to address the design of more effective development programs and the reduction of dysfunctional turnover. A total of 442 engineers were used for the study using a research model that was tested using structural equation modeling techniques. The findings indicate that design engineers report lower levels of turnover intention when organizational socialization is prominent and an adequate range of opportunities that satisfy career aspirations exist within the organization. The recommendations of the research was that managers of technical staff are advised to put an effort to develop and encourage lateral career moves of research and development staff members, particularly for newcomers, by offering a variety of experiences, that is likely to speed up their prompt creation of a better defined self-concept.

Locally, Mapelu and Jumah, (2013) conducted a study to investigate the effects of training and development on employee turnover in selected medium sized hotels in Kisumu Kenya. The objective of the study was to investigate the effect of human resources practices on employee turnover on selected medium sized hotels in Kisumu. A survey research design was used in which 24 medium sized hotels with 350 employees target participants. The hotels were selected using purposive sampling method, while the departments were selected using stratified sampling method and the simple random sampling was used to select respondents from the departments. Six hotels with 187 employees and 245 management staff were selected for the study. The findings of the study indicated that employee development significantly affected employee turnover. The recommendations of the study were that training was an important tool that could be

used by hotels to build a more committed and productive workforce.

Employee Retention

Pousa and Mathieu (2010) define retention as an obligation to continue to do business or exchange with a particular organization on an ongoing basis. Retention is “customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and the last two being behavioral intentions. According to Latukha (2011), retention is driven by several key factors, which ought to be managed congruently: organizational culture, strategy, pay and benefits philosophy and career development systems. Day (2000) argued that if companies cannot retain their employees, the economic results could be devastating for an organization.

A substantial amount of value could potentially end up employed by a competitor, or become the competition. For organizations, the high cost of recruitment and selection, the lag and productivity loss during the assimilation period, the likely loss of business opportunity, poor customer relationship, and hidden cost of loss productivity have subsequently highlighted the importance of retaining committed employees as an aspect of survival for organizations.

Employers seek to treat employees as valued assets who can be a source of competitive advantage through their commitment, trust, adaptability and high quality skills and knowledge. This empowerment should increase the competitiveness of the business. Lucas and Deery (2004) concluded that by using commitment strategies, organizations had significantly higher performance and lower turnover, compared to those using control strategies. Employee retention issues are emerging

as the most critical workforce management challenges of the immediate future. Since the mid-1990s, scholarly research investigations have been focusing not only on determining why employees leave organizations but also concentrating on those factors positively influencing employees to stay with an organization (Hoisch, 2001), as well as the benefits associated with retaining tenured workers. Effectively designed and well implemented employee retention programs that increase employee tenure more than pay for themselves through reduced turnover costs leads to increased productivity.

The most notable among hotels' retention initiatives is compensation and benefits. Numerous studies have addressed the impact of employee compensation, rewards and recognition on turnover and retention (Walsh & Taylor, 2007). In terms of wages, a survey by Norris (2012) indicated that workforce in hotel are usually low paid, compared with government average wage, staff in hotel earns just about 73% of the whole industry average. Another survey conducted by Choy (2012) pointed out that hospitality employees' average annual salaried have been found to be about 16.5% to 31.6 % below than the hotel industry average and government average wage. Additionally, highly competitive wage system promotes employee commitment and thus results in the attraction and retention of a superior workforce (Guthrie, 2001). Further survey noted that staff will remain with an organization as long as it serves their self-interest to do so better than the alternatives available to them elsewhere (Shaw, Jenkins, & Gupta, 1998). Although several study investigated the compensation can strongly influenced the staff turnover rate, also several other research have indicated that compensation in the form of base or variable pay may not be sufficient to attract or retain staff. The most important retention predictors included intrinsic fulfillment and working conditions rather

than monetary rewards were confirmed by Milman (2003). Moreover, the absence of opportunity for professional growth and development affects hotels' turnover rate and retention instead of compensation and work-life balance (Walsh & Taylor, 2007).

The literature on employee retention clearly explains that satisfied employees who are happy with their jobs are more devoted for doing a good job and look forward to improve their organizational customers' satisfaction (Denton 2000). Mendez and Stander (2010) further emphasizes that a company needs to invest in employee retention in order to be successful. Many studies have indicated that in today's rapidly moving dynamic, uncertain and highly competitive global markets, firms worldwide are facing major decisions and challenges in the global talent management (Schuler et al., 2011; Scullion et al., 2010; Tarique & Schuler, 2010).

As a result of a highly competitive market, companies are discovering that, not only is it becoming increasingly difficult to recruit top talent, but that they are running the constant risk of losing the ones they have to competitors (Sutherland, Torricelli & Karg, 2002). According to Vijay Kumar *et.al*, (2012), Indian software industries face crises in various retention and attrition strategies of talented workers. The authors examined the phenomenon if employee retention in the IT sector can help organizations to retain their variable talented employees. The study concluded that HR department has to play a vital role in design policies and strategies that enable the organizations to retain the human resources contributing significantly to the business. Eric et al, (2012) studied how employees regard the importance of their empowerment, equity of compensation, job design through training and expectancy toward effective performance management on their

retention. It was found that training and development, performance management and compensation are significant to employee retention. Further, numerous studies explain the importance of high employees 'involvement and how it could enhance their retention. In summary, the literature defines retention as continuing relation between employees and their organization.

Research Methodology

This paper was studied through the use of a descriptive research survey design. Descriptive research design is appropriate when the objective is to determine the degree of the relatedness of the variables (Elahi & Dehdashti, 2011). The population of this study was 213 hotels registered with Hotelkeepers and Caterers Association in Kenya. The sample population was 137 hotels. As indicate is Table1, the sampling frame for this study was all the regions in Kenya. These included Coast, Malindi Watamu, Mount Kenya, Nairobi, Rift Valley, Western & Nyanza and Amboseli Tsavo. It is common practice for most studies for the confidence level to be at 95% and a precision +/- 5% (Tuner, 2003; Gupta 2012). The population for this study was 213 therefore the sample size at 95% confidence level was 137 hotel managers. The study used stratified random sampling with a proportional allocation of each stratum. Stratified sampling is used for data which does not constitute a homogenous group but that which is heterogeneous. Proportionate stratification was used to select the sample size per hotel region. In proportionate stratification, a random sample from each stratum is taken in a number proportional to the stratum's size when compared to the population (Greener, 2008). These strata subsets were then pooled to form a random sample. Questionnaires were administered to 137 human resource managers who were registered with KHAC

in 2015. This paper collected data by use of questionnaires. The questionnaires were then administered through a drop and pick later method, this technique is an effective means to reduce potential non-response bias through increased response rate.

Findings & Discussions

Data was analyzed by both descriptive and inferential statistics.

Background Information

From the results of this paper, 47.9% of the human resource managers indicated that they were aged between 31 and 40 years, 39.3% indicated that they were aged between 41 and 50 years, 8.5% indicated that they were aged between 51 and 60 years and 4.3% indicated that they were aged between 21 and 30 years as indicated. This shows that most of the respondents (human resource managers) were aged between 31 and 50 years. Out of 117 responses that were obtained, 71.8% (84) were from male respondents while 28.2% (33) were from female respondents. The paper also sought to establish the classification of the hotels involved in this study as indicated. From the findings, 45.3% of the human resource managers indicated that their hotels were five star, 35% indicated four star and 17.1% indicated three star. Also, 1.7% indicated that their hotels were six star and 0.9% indicated that their hotels were seven star. This shows that most of the hotels sampled in this study were five star and four star. From the findings, 43.6% (51) of the hotels had less than 100 staff, 28.2% had between 101 and 200 staff and 9.4% had between 201 and 300 staff. In addition, 0.9% (1) of the human resource managers indicated that their hotels had between 501 and 600 staff and the same percent had between 701 and 800 staff. It is only 2.6% (3) hotels that had between 801 and 900 staff. The paper also sought

to find out the number of years the hotels had been existing. The results showed that 29.9% of the hotels had been in existence for between 12 and 23 years. In addition, the same percent of the hotels (29.9%) had been in existence for between 24 and 35 years. Only 5.1% of the hotels had been in existence for between 48 and 59 years. Also, 17.9% had been in existence for below 11 years. These findings clearly indicate that most of the hotels in Kenya have been in existence for between 12 and 35 years.

The Influence of Career Development on Employee Retention

From the findings, as shown in table 3, the respondents agreed with a mean of 4.521 and a standard deviation of 0.677 that career growth opportunities are available in their hotel. The respondents also agreed with a mean of 4.495 and a standard deviation of 0.702 that skills development opportunities were available in their hotel. The respondents further agreed with a mean of 4.478 and a standard deviation of 0.749 that their employer gives equal opportunities for career development. In addition, the respondents agreed with a mean 4.495 and a standard deviation of 0.857 that their employer offers career development opportunities to all employees.

Suggestions on Career Development in the Hotels: the respondents were asked to mention any suggestions on career development in their hotels. From the findings, they indicated that both internal and external staff trainings were required in the hotels. More specifically, the respondents indicated that the management should train staff on firefighting skills, first aid skills and life savings at the pool and beach. This is in line with Mapelu and Jumah, (2013) recommendations that training was an important tool that could be used by hotels to build a more committed and productive workforce. The R-squared for the relationship between career

development and employee retention was 0.306, which shows that career development can explain 30.6% of the dependent variable variation. The F-critical (1, 115) was 3.92 while the F-calculated was 50.617. This shows that F-calculated was greater than the F-critical hence there is a positive significant linear relationship between the two variables. In addition, the p-value was 0.000, which was less than the significance level (0.05). Therefore, the model can be considered to be a good fit for the data and hence it is appropriate in predicting the influence of career development on employee retention. Using the unstandardized coefficients the following equation applied: $Y = 2.544 + 0.357X_1$. These findings show that employee retention will be having an index of 2.544 when career development (X_1) is held constant. In addition, the Beta coefficient (β_1) was 0.357. This shows that a unit increase in career development would lead to a 0.328 increase in employee retention. The relationship is significant as the P-value (0.000) was less than the significance level (0.05). Therefore we can accept the alternative hypothesis that "there is a positive significant relationship between career development and employee retention in the hotel industry in Kenya". These findings concur with Sangaran and Jeetesh (2015) findings that career development had a positive and significant influence on job satisfaction and employee retention in the in four and five star hotels in Kuala Lumpur.

Employee Retention in the Hotel Industry

In relation to employee retention, the respondents agreed with a mean of 3.726 and a standard deviation of 0.906 that their employers encourage staff to work longer in the hotel as shown in table 7. However, the respondents were neutral on the statement indicating that staff retrenchment takes place every year in their hotels, as shown by a mean of 2.812 and a standard deviation of 0.718. In

addition, the respondents were neutral on the statement that staff redundancy takes place every year in their hotels as shown by a mean of 2.846 and a standard deviation of 0.847. Further, the respondents were neutral on the statement indicating that some staffs leave their hotels voluntarily as indicated by a mean of 3.076 and a standard deviation of 0.842. Also, the respondents were neutral on the statement indicating that many staffs leave their hotel involuntarily as shown by a mean of 3.000 and a standard deviation of 0.900. Further the descriptive statistics on Employee Retention of this paper show that the average number of employees in the hotel industry at the beginning of the year 2015 was 193 per hotel, but at the end of the year in 2015 the hotel industry had an average 188 employees per hotel as shown in table.8. In addition, an average of 5 staff left the hotels involuntarily in 2015 while an average of 4 staff left the hotel voluntarily in 2015. This shows that an average of 10 staff in every hotel had left their hotels in the year 2015.

Conclusions

From the correlation analysis, this paper found that there was a positive correlation between career development and employee retention in the hotel industry in Kenya. The study also found that career development had a correlation with remuneration, job promotion and employee recognition. From both the univariate and multivariate regression analysis, the study also found that career development had a positive and significant influence on employee retention in the hotel industry in Kenya. Career development and employee retention rides with a cluster of essential systems such as reward and recognition, learning and development, performance management, recruiting and induction. These systems are interconnected, and together they improve productivity, retention and performance. Effective

implementation of career development initiative in any organization inevitably influenced employee retention. When the two practices are linked together, organizations will be able to achieve an increase in productivity, decrease in recruitment and on boarding-cost, increase in internal fill roles and higher engagement level. From the findings, the paper concludes that career development influences on employee retention in the hotel industry in Kenya. There was a positive and significant relationship between career development and employee retention in the hotel industry. When opportunities for career development increase employee retention increases, and when career development opportunities in a hotel decrease, employee retention decreases. The study also concludes that majority of the hotels had career growth opportunities, skills development opportunities and were giving equal opportunities for career development. In addition, the hotel industry in Kenya was offering career development and advancement opportunities to all employees.

Recommendations

Career development is one of the key factors influencing employee retention in the hotel industry. Therefore, the human resource managers in the hotel industry in Kenya should develop Career Development Program indicating various types of career developments in the organizations and who is eligible for them. In addition, career development programs should be designed to assist staff in meeting new demands through a range of developmental and skill building activities.

Career development has become attractive to organizations that seek to improve performance and productivity. There is so much competition among firms that they are looking for ways to gain competitive advantage as the global business

environment becomes increasingly complex. In order to succeed, organizations must put measures in place to make such they become employer of choice. This can be achieved by adopting best practices that facilitates the growth and development of employees, which in turn increases employee retention.

Organizations should also have a structured career development plan. This will allow employees to have a better long-term vision of their evolving role

inside the company. It will also allow the company to show its commitment to developing its talent, which benefits both the company and the employee. The scope of the study was the hotel industry in Kenya and hence the findings may not be generalized to other sectors in Kenya like the banking industry, manufacturing sector and insurance industry among others. Therefore further studies can be conducted investigate whether reward management practices influence employee retention in other sectors and industries in Kenya.

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APPENDICES

Table 1: The Sample Size

Hotel Regions	Population	Sample Size	Percentage
Coast	46	30	22
Malindi Watamu	15	10	7.4
Mount Kenya	24	15	11.7
Nairobi	54	35	25
Rift Valley	54	35	25
Western& Nyanza	4	2	1.5
Amboseli	16	10	7.3
Total	213	137	100

Table 2: Number of employees per hotel

	Frequency	Percent
Less than 100	51	43.6
101 to 200	33	28.2
201 to 300	11	9.4
301 to 400	9	7.7
401 to 500	6	5.1
501 to 600	1	.9
601 to 700	2	1.7
701 to 800	1	.9
801 to 900	3	2.6
Total	117	100.0

Table 3: Findings on the Influence of Career Development on Employee Retention

	SD	D	N	A	SA	Mean	Std.
	%	%	%	%	%		Deviation
My employer offers career development opportunities to all employees	1.7	2.6	4.3	40.2	51.3	4.367	.826
Skills development opportunities are available in our hotel	0.9	0.9	4.3	35.9	58.1	4.495	.702
Career growth opportunities are available in our hotel	0.9	0.9	2.6	36.8	59.0	4.521	.677
My employers offers all the employees career advancement opportunities	1.7	3.4	3.4	26.5	65.0	4.495	.857
My employer gives equal opportunities for career development	0.9	1.7	5.1	33.3	59.0	4.478	.749

Table 4. Model Summary for Career Development and Employee Retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.553	.306	.300	.33772

Table 5. Regression Coefficients for Career Development and Employee Retention

	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.544	.227		11.201	.000
Career development	.357	.050	.553	7.115	.000

Table 6. ANOVA for Career Development and Employee Retention

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.773	1	5.773	50.617	.000
	Residual	13.117	115	.114		
	Total	18.890	116			

Table 7. Statements on Employee Retention in the Hotel Industry

	SD %	D %	N %	A %	SA %	Mean	Std. Deviation
My employer encourages staff to work longer in the hotel	0.9	4.3	40.2	30.8	23.9	3.726	0.906
Staff retrenchment takes place every year	4.3	22.2	63.2	8.5	1.7	2.812	0.718
Some staff leave the hotel voluntarily	1.7	20.5	52.1	19.7	6	3.076	0.842
Many staff leave the hotel involuntarily	3.4	23.1	50.4	16.2	6.8	3.000	0.9
Staff redundancy takes place every year in the hotel	5.1	24.8	54.7	11.1	4.3	2.846	0.847

Table 1. Employee Retention Annual Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Number of employees in the hotel at the beginning of the year 2015	109	20	915	193.39	181.477

Number of employees at the end of the year in 2015	116	15	887	188.66	177.776
Number of employees who left the hotel involuntarily in 2015	29	0	20	5.79	5.728
Number of employees who left the hotel voluntarily in 2015	30	0	11	4.40	2.774
