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Abstract

The aim of this research study was to find out the effect of job promotion 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 job promotion on employee retention in the hotel industry in Kenya. This 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: Job Promotion, 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accommodation, in the past, consisting only of a room with a bed, a cupboard, a small table and a washstand has largely been replaced by rooms with modern facilities, including en-suite bathrooms and air conditioning or climate control.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 job promotion 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 job promotion affects employee retention in the hotel industry in Kenya.

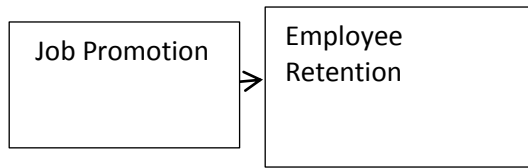
Hypothesis

1. H_1 : There is a positive significant relationship between job promotion and employee retention in the hotel industry in Kenya.

Scope of the Study

This paper 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 is represented through stratified sampling. The research study will be limited to job promotion. 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 Maslow's Needs Hierarchy Theory that explains the effect of career development on employee retention. Maslow (1943) stated that people are motivated by the desire to achieve or maintain the various conditions upon which these basic satisfactions rest and by certain more intellectual desires as the average number of society is most often partially satisfied and partially unsatisfied in all of one's wants. Whittington and Evans (2005), stated that Maslow presented a needs hierarchy in which at least five sets of needs compose the framework. The five sets of needs were divided into two categories: basic needs and higher-order needs. The most basic human needs, represented by food, water, shelter, and safety, are considered essential for human existence. Higher-order needs are those associated with social activities, esteem building, and self-actualization or constant self-improvement. Elaborating further on this theory, Whittington and Evans (2005) stated that each of these needs operates at all times, although one deficient set dominates the individual at any one time and circumstance. Maslow's hierarchy is commonly displayed in a pyramid fashion, with the basic needs at the bottom and the higher needs at

the top. The needs were depicted in this way to show the significance of each need on the others, with the most important and broadest category being the physiological needs at the base (Redmond, 2010).

According to Maslow (1943), higher order needs such as self-esteem or social needs should determine behavior only when lower needs are satisfied. This theory suggests that for managers to motivate employees, they need to devise programs or practices aimed at satisfying emerging or unmet needs since most of the lower needs are felt again and again (Kreitner, 2004). When the need hierarchy concept is applied to work organizations (Pearce, 2011), managers have the responsibility to create a proper climate in which employees can develop to their fullest potential (Hoisch, 2001). Failure to provide such a climate would theoretically decrease employee satisfaction and could result in poor performance, lower job satisfaction and increased withdrawal from the organization (Kremer & Hommond, 2013). Maslow's theory is linked to job promotion in that workers move up the pyramid during their employment experience and this helps them to stay longer in the organization because they feel self-actualized.

Literature Review

Job Promotion

Movement within an organization to a position in which responsibilities and presumably prestige are increased is ordinarily labeled as promotion. Promotion possibilities influence the behavior of individuals in the organization and stimulate individuals to greater abilities to move ahead (Parry & Kelliher, 2009). Promotion is used as a reward and an inducement to better work performance and other organizationally approved forms of behaviors. People will work harder if they feel this will lead to

promotion. They have little motivation if they feel that better jobs are reserved for outsiders (Pearce, 2011; Poulston, 2008). The system of promotion permits organizations to match its need for competent personnel with the employees desire to apply the skills they have developed (Gomez, 2002). There is a significant correlation between opportunities for advancement and high level of job satisfactions. An effective system of promotion can result to greater organizational efficiency and high level of employees' morale (Gomez, 2002; Prasad, 2001).

According to Armstrong (2006) the aim of promotion procedure of a company should be to enable management to obtain the best talent available within the company to fill more senior posts and to provide employees with the opportunity to advance their careers within the company, in accordance with the opportunity available and their own abilities. Most people have a need for high evaluation of themselves and feel that what they do should be recognized by others concerned (Prasad, 2001; Richard & Johnson, 2001). Promotion is an employee development strategy and also considered as a reward for good performance and a recognition of an employee capabilities (Samuel & Chipunza, 2009). It carries a high value in employee retention as a clear succession plan keeps the employee motivated to keep up a good performance and long term commitment with the company. Promotion also creates a sense of security among the existing employees.

Promotion is source of satisfaction for employees and satisfied employees are more loyal to the company (Gomez, 2002). During the evaluation of an employee performance for promotion, an effective communication process should be established so as to know where the employee who might not be eligible for a promotion is lacking and

what can be done to achieve results (Prasad, 2001). Regular feedback regarding employee performance would provide the direction for the employee to improve his/her performance and gain a promotion. This assures the employees that the firm is interested in their advancement (Gomez, 2002; Sangaran & Jeetesh, 2015). Promoting employees should also be based on factors such as education, performance and expertise and should be justified so as to prevent employees from engaging in politics to exert pressure on managers for rewards and promotions.

Armstrong (2006), state that justified promotions encourage employees to do their best knowing that good performance will be rewarded. In cases where employees feel that promotions given in company are not justified and a dubious means such as favoritism is used to promote employees, employees are likely to look for jobs in other firms that promote their employees based on justified and genuine results. Employers should also give ear to employee concerns and ideas regarding promotion to increase their commitment and loyalty (Gomez, 2002).

Employee promotions positively affect the motivation and engagement of employees. Every employee should be considered for a potential advancement in the firm. An employer should take note of different employees' performances and interests and offer training programs in different areas so that the employees can be able to move up (Madison, 2002). Training and development opportunities should also be available to all employees so as to increase the employees' interests and value and also so as to attract and retain them for productive results. This can boost the morale of the employees and also encourage them to take more interest in their line of work (Singh, 2012). Promotion also enables employees to advance themselves educationally and also in the

gaining of new skills. Hardworking, committed, and ethical employees when they are rewarded by promotions help an employee know that his/her actions are not going unnoticed (Prasad, 2001).

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. The sampling frame for this study was all the regions in Kenya. These include Coast, Malindi Watamu, Mount Kenya, Nairobi, Rift Valley, Western & Nyanza and Amboseli Tsavo. The sample size for this study was determined using the sample table developed by Krejcie and Morgan formula developed in 1970 as shown in appendix two (Research Advisors, 2006). 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 is 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 are then pooled to form a random sample. Questionnaires were administered to 137 human resource managers who are 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.

Findings on the Influence of Job Promotion on Employee Retention

This paper found out that the respondents suggested that promotion should be given on merit and should be accompanied by rise in salary and allowances. These findings align with Mulera (2012) argument that although limited top management positions hinder upward mobility in organizations, job promotion can be one by raising salaries and allowances. Also, the respondents indicated that hotel management should also promote and reward talent. Further, the respondents felt that hardworking casual laborers should not be left out in the promotions. Some respondents felt that there was too much discrimination in their hotels favoring the ladies and hence they suggested that promotions should be given without discrimination. From the findings, the respondents strongly agreed with a mean of 4.692 and a standard deviation of 0.579 that job promotion gives rise change of positions. The respondents also agreed with a mean of 4.564 and a standard deviation of 0.634 that job promotion comes with increase in responsibilities. The respondents further agreed with a mean of 4.589 and a standard deviation of 0.732 that job

promotion increases employee ability. In addition, the respondents strongly agreed with a mean of 4.555 and a standard deviation of 0.700 that employee skills increase with job promotion. Further, the respondents agreed with a mean of 4.376 and a standard deviation of 0.795 that job promotion allows change of facilitates. The model summary for the linear regression analysis between job promotion (X_3) and employee retention indicated an R-squared of 0.299. This shows that job promotion (X_3) can explain a variation of 29.9% of the dependent variable (employee retention). From the analysis of variance, F-calculated was 49.009, which was more than the F-critical (1, 115) which was 3.92. This shows that there was a linear positive significant relationship between job promotion (X_3) and employee retention. Further, the p-value (0.000) was less than the significance level (0.05). This shows that the regression model was a good fit for the data and was therefore appropriate in predicting how job promotion (X_3) influences employee retention. Using the unstandardized coefficients the following equation applied: $Y = 2.415 + 0.381X_3$. The constant (the point at which the regression line crosses the Y axis) was 2.415. This shows that holding job promotion constant, employee retention will be having an index of 2.415. The beta coefficient (β_3) was 0.381, which means that a unit increase in job promotion would lead to a 0.381 increase in employee retention in hotels. In addition, the p-value (0.000) was less than the significance level (0.05) and hence we can accept the alternative hypothesis that "job promotion has a positive significant influence on employee retention in the hotel industry in Kenya". These findings concur with Noori and Khan and Naseem (2015) findings that job promotion and job advancement have positive relationship with job satisfaction and employee retention. The implication of these findings is that players in the hotel industry in Kenya should address job promotion in order to enhance employee retention.

These findings are contrary to Mulera (2012) findings that job promotion had no significant influence on job satisfaction of employee retention. This was attributed to limited top management positions, which hinder upward mobility in Kenya port authority.

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. 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 a 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.

From the findings, 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. 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. Employee retention refers to the ability of an organization to retain its employees. Employee retention rate is obtained by dividing the number of employees that

remain in an organization at the end of the year with the total number of employees.

Conclusions

In the descriptive statistics, majority of the respondent indicated that job promotion gives rise to change of positions. In addition, most of the human resource managers indicated that job promotion comes with increase in responsibilities and that job promotion increases employee ability. In addition, most of the respondents indicated that employee skills increases with job promotion and that job promotion allows change of facilitates. Promotion can be reciprocated as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. So, the opportunity for promotion determines the degree of satisfaction to the employee. When there are vacancies in an organization, they can be filled up by the internal or external candidates. Though the organization prefers to fill up the vacancies by the external candidates through the selection procedure, the internal candidates may also apply for post and may be tested and selected for higher level job in the organizational hierarchy at par with external candidates.

The study concludes that job promotion influences employee retention in the hotel industry in Kenya. There is a positive and significant relationship between job promotion and employee retention in the hotel industry. When chances and hopes for job promotion increase, employee retention increase and when chances and hopes for job promotion decrease, employee retention decreases. However, for it to have an influence on employee retention, it

must be accompanied by raising of remuneration and allowances. In addition, job promotion is a form of employee recognition and hence the two are inter-related. The study further concludes that in most hotels in Kenya, job promotion gives rise to change of positions. In addition, job promotion comes with increase in responsibilities and increases employee ability. Also, the study concludes that employee skills increase with job promotion. Further, job promotion allows change of facilitates in the hotel industry.

Recommendations

Job promotion policy should be clear and well communicated to the staff. The criteria should outline clearly the stand of the institution on internal promotions versus the external appointments. The policy should be revised to make it all inclusive so that it is not skewed in favor of some duties while ignoring others and also to reflect fairness. The bureaucratic procedures surrounding the promotion process should be revised to avoid unnecessary delays especially in large institutions where the promotion process is centralized. Players in the hotel industry should develop a policy indicating who and when a person should be promoted. This will help to deal with issues of discrimination in job promotions as indicated in the study. In addition, job promotions should not be an increase in roles and responsibilities only, but should be accompanied by an increase in salary and allowances. Also, the hotel industry utilizes a lot of the casual labor and hence the management of the players should consider promoting the casual laborers to temporary or permanent positions.

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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 Job Promotion on Employee Retention

	SD	D	N	A	SA	Mean	Std.
	%	%	%	%	%		Deviation
Job promotion comes with increase in responsibilities	0	1.7	2.6	33.3	62.4	4.564	0.634
Employee skills increases with job promotion	0	1.7	6.8	25.6	65.8	4.555	0.700
Job promotion increases employee ability	0.9	1.7	4.3	23.9	69.2	4.589	0.732
Job promotion allows change of facilitates	0	1.7	14.5	28.2	55.6	4.376	0.795

Job promotion gives rise change of positions	0	1.7	0.9	23.9	73.5	4.692	0.579
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Table 4 : Model Summary for Job Promotion and Employee Retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.547	.299	.293	.33938

Table 5: ANOVA for Remuneration and Employee Retention

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.645	1	5.645	49.009	.000
	Residual	13.245	115	.115		
	Total	18.890	116			

Table 6: 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 7: Job Promotion and Employee Retention

	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.415	.249		9.694	.000
Job promotion	.381	.054	.547	7.001	.000

Table 8: 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 9: Annual Employee Retention 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