

## Job satisfaction and employees' turnover in hotel industry: Evidence from Lagos state Nigeria

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### Abstract

Studies that examined the link between facets of job satisfaction and employees' turnover in respect of hotels in Lagos state are limited in literature. This study therefore aims to determine the correlation between five dimensions of job satisfaction and employees' turnover in respect of hotels in Lagos state. The study adopted a survey design. Through on-site data collection, data were collected from 332 employees of 60 hotels in Ikeja, Lagos state. Partial Least Squares were adopted for the analysis and the result show that four of the five tested hypotheses were supported. The result further show that all the five dimensions of job satisfaction considered in this study put together have the tendency of influencing 43.2% of changes in employees' turnover in hotels in Lagos State. By clarifying the connection between the facets of job satisfaction and employees' turnover in Lagos State, this study offers an insight for effective management of employees' turnover in hotel industry in an emerging economy. Hence, hotel owners and managers in Lagos State can minimize employees' turnover by enforcing strategies and practices gear towards limiting job stress, enhancing promotion opportunity, supervisor's support, and friendly workplace environment. To the best of the authors' knowledge, this study is the first to determine the connection between facets of job satisfaction and employees' turnover in respect of hotels in Lagos State using Smart PLS\_SEM approach. The study argued that employees' retention in the hotel industry in Lagos State depends on the combination of management of job stress, enhanced promotion opportunity for staff, suitable supervisor's support, and provision of friendly workplace environment.

**Keywords:** Job satisfaction, Employees' turnover, Lagos state, Hotel industry, PLS\_SEM.

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### 1. Introduction

Employee turnover is a critical issue of concern to managers and stakeholders in the hotel industry (Mok and Luk, 1995; Faldetta et al., 2013; Narkhede, 2014). Reports has it that the phenomena have being excessively high worldwide hence, averaging 200% or 300% per annum (Demir et al., 2007; Narkhede, 2014). The overall employees' turnover rate in the hotel industry in U.S was 66.3% in 2014 (National Restaurant Association, 2015). The standard employees' turnover rate in Malaysia hotels was 66% per annum (Kalidass and Bahron, 2015). In İstanbul, hotels had a 21.9 % staff turnover rate in 2013 (Emiroğlu et al., 2015), and 27.6 % in Bangkok in 2014 (Chen, et al., 2014; Tongchaiprasit and Ariyabuddhiphongs, 2016). The overall labour turnover in the Australian hotels was 48.64% hence, reflects managerial staff turnover of 39.19% and operational staff turnover

of 50.74% (Akgunduz and Sanli, 2017). Aside the turnover rate, the cost of labour turnover in the hotel industry is expensive and disrupts business operations (Akgunduz and Sanli, 2017). The overall annual cost of replacing managerial employees was \$109,909 per hotel while the cost of replacing operational employees was \$9,591 per employee in Australia (Mohsin et al., 2013). Replacing a non-management employee in the hotel industry costs about 30% of the employees' annual salary, and the cost of replacing a manager averages 50% of the manager's annual salary (Mohsin et al., 2013).

It is pertinent to state that verifiable data on labour turnover rate and cost in Nigeria hotels had not been reported. However, symptoms of adverse effects of labour turnover such as offering of poor hospitality services to decline in ho-

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tel occupancy rates characterized hotel organisations in Lagos State. Recent available hotel performance statistics shows that hotel occupancy rates in Lagos State prior to emergence of Covid 19 pandemic is nose-diving (Jll, 2016, 2017 and 2018) hence, resulting in under-utilisation of the physical capacity of hotel facilities in Lagos state including, revenue loss. Other observable symptoms of adverse effects of employees' turnover in the hotel industry in Lagos State include; reduction in employee's morale, and negative and psychological consequences on employees among others.

It had been reported that many factors may be responsible for employees' turnover in organisations. Major among these factors is the extent of employees' job satisfaction (Hemdi and Nasurdin, 2004; Latif, et al., 2013; Tuteja and Sharma, 2017). A satisfied worker is a retained worker (Hemdi and Nasurdin, 2004; Latif, et al., 2013). A satisfied workforce is likely to be loyal to the organization (Pushpakumari, 2008; Singh and Jain, 2013). It is pertinent to state that previous studies that determined the correlation between facets of job satisfaction and employees' turnover were done in respect of medical institutions, logistic organisations, academic institutions, and telecommunication industry in Asia, and the West (Ali, 2013; Rubel and Kee 2015; Mendis, 2017; Sitah, 2017 and Ira, et al. 2018). The problem essentially that call for the current study is the limited empirical investigation that focused on the relationship between facets of job satisfaction and employees' turnover in respect of hotels in Nigeria and particularly in Lagos state. Therefore, the current study aims at determine the correlation between five dimensions of job satisfaction and employees' turnover in respect of hotels in Lagos state. The study is expected to offer insight to facets of job satisfaction that influences labour turnover in hotels in an emerging economy with focus on Lagos State.

## 2. Literature review

### 2.1. Theoretical underpinning: Affect theory

The current study is anchored on the affect theory. The theory was proposed by Edwin A. Lockes in 1976 and was originally used to explain job satisfaction models (Singh and Sinha, 2013). Affect theory had been variously applied in the domain of human behaviour in workplace thus, states that the extent employees value a given facet of job determines how satisfied/dissatisfied they becomes when expectations are/aren't met (Simatwa, 2011; Weiss, 2012). Smith (2009) opined that employees' turnover intentions are triggered by the difference between what is expected from the job and what is actually experienced. As it applied to the current study, affect theory opined that hotel employees in Ikeja Lagos state may exhibits intention to remain with their respective hotel organization if satisfied with the facets of their job, and otherwise (i.e., intention to leave) if dissatisfied. Facets of job satisfaction as reported in literature include but not limited to Job stress (Tsal, et al., 2010), Payment system (Alamdar, et al., 2011; Harmer, 2012; Latif, et

al., 2013), Promotion opportunities (Paarsch, and Bruce, 2000; Malik, et al, 2012), Supervisors support (Bhatti, et al, 2013; Gupta, et al, 2014; Kang, et al, 2014), and Workplace environment (Vischer, 2008; Chandrasekar, 2011; Farh and Seo, 2012).

### 2.2. The notion of job satisfaction

Job satisfaction explains job based or related attitude (Pushpakumari, 2008; Cranny, et al, 2014). Robbins (2005) also posits job satisfaction as a set of emotions that one feels about a job. Smith et al. (2007) sees job satisfaction as affective responses to facets of the job. Schermerhorn, et al. (2001) defined job satisfaction as the degree to which an individual feel positively or negatively about his or her job. Job satisfaction is an affective and emotional response to various facets of jobs (Kreitner and Kinicki 2004). It explains how people feel about their jobs or a general attitude towards work influenced by the perception of one's job (Singh and Jain, 2013). Such experience needs to be positive for employees' job satisfaction to be achieved. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment. According to Simatwa (2011), job satisfaction means a function which is positively related to the degree to which one's personal needs are fulfilled in the job situation. Cranny, et al. (2014) sees job satisfaction as employees' emotional state regarding the job, considering what they expected and what they actually got out of it. This implies that an employee with low expectations can be more satisfied with a certain job than someone who has high expectations. If one's expectations are met or exceeded by the job, then one is happy and satisfied with the job. The index in these definitions shows that the sense of achievement and success that employees feel with their daily work routine is being referred to as job satisfaction.

### 2.3. The concept of employees' turnover

It is pertinent to state that there is no stereotyped definition for the term employees' turnover. Various definitions had been offered by authors based on their understanding of the concept. Employees' turnover refers to departure of an employee from the organization (Bares, 2016; Li et al., 2019). It is further explained as employees' determination to quit and actually leaving an organization (Glissmeyer, 2012). Employees' turnover explains the rate at which employers loses staffs (Chikwe, 2009) hence, the movement of personnel across the membership boundary of an organization. Turnover intention can be defined as an attitudinal (thinking of abandoning), decisional (intention to leave), and behavioral (seeking for a new job) process (Khan et al. 2014). Turnover intention is defined as the conscious and deliberate willfulness to leave the organisation (Tett and Meyer 1993; Meral, et al., 2012). It explains the extent to which an employee plans to leave or stay with the organisation (Jacobs and Roodt 2011; Bothma and Roodt 2013). The index in the above entrant literature shows that the concept is seen as voluntary action on the part of the employees to

leave a firm at their own discretion hence, the meaning of the concept as used in the current study.

### 3. Empirical review and hypothesis development

#### 3.1. Relationship between job stress and employees' turnover

Hans et al. (2014) opined that job stress is an important issue in an organization that affect employees' turnover. Stress can bring undesirable impacts on employees thus, creating organisational job dissatisfaction (Leather et al., 2003). People with a higher percentage of occupational stress may feel unhappy working in the organisation (Bhatti et al., 2011; Usman et al., 2011) hence, tend to leave. Sewwandi and Perere (2016) examined the impact of job stress on employees' turnover intentions among machine operators in reputed apparel firm in Sri Lanka. The outcome of the study shows that there is a positive and significance relationship between job stress and employees' turnover intention. Ji-Young and Wang (2019) studied the relationship between job stress and employees' turnover intentions in public companies of Korea. The result shows that job stress has a positive and significance relationship with turnover intention. Ali, (2013) explored the relationship between occupational stress and turnover intentions among hospital nurses in Isfahan, Iran. The study shows that occupational stress was positively associated with nurses' turnover intentions. Nasrin and Hojat, (2013) investigated the relationship between job stress and turnover intention in respect to employee in Iran. The result shows that job stress relates positively to employee turnover intention. The gap in these empirical literatures shows that various studies had examined the impact of job stress on employees' turnover intentions in apparel firms in Sri Lanka, public companies in Korea, employee in Iran, and hospital nurses in Isfahan, Iran among others. This implies that limited study had being reported in this domain in the context of hotel industry in Nigeria and more so in Lagos State. In view of this, we assume the following hypotheses:

*H<sub>1</sub>: There is positive and significant relationship between job stress and employees' turnover in hotel industry in Ikeja Lagos State.*

#### 3.2. Relationship between payment system and employees' turnover

Dessler (2011) refer to payment system as the financial reward given to employees for the services rendered to the organisation while on their employment. Payment satisfaction is of primary concern to both employers and employees (Singh and Loncar, 2010; Chepkwony and Oloko, 2014). Payment dissatisfaction or satisfaction has important and undesirable impacts on numerous employee outcomes (Hene-man and Judge 2000). Chepchumba and Kimutai (2017) examined the relationship between payment system and employees' turnover in 7 Safaricom dealers operating business in Eldoret Municipality, Kenya. The findings of the study show that payment system is not significantly related to em-

ployee turnover. Mendis (2017) examined the impact of payment system on employee turnover in logistic industry of Sri Lanka. The outcome of the study showed that payment system is a powerful predictor of labour turnover in logistics industry of Sri Lanka. Akhtar et al. (2016) explored the association between payment system and turnover intention in respect to faculty members at business school of Pakistan. The researchers reported that payment system does not correlates with turnover intension. The gaps in these empirical literatures shows that various studies had examined the relationship between payment system and employees' turnover intention in respect of companies in Kenya, Sri Lanka, and Pakistan among others. However, none of these studies were conducted in respect to hotel industry and more so in Lagos State Nigeria. The fact that hotel industry in Nigeria and more so in Ikeja Lagos State are characterized with relatively low pay when compare to other industries makes it worthwhile to explore the correlation between payment system and employees' turnover intention in respect of hotels in Ikeja Lagos State. Therefore, we assume the following hypotheses:

*H<sub>2</sub>: There is positive and significant relationship between payment system and employees' turnover in hotel industry in Lagos State.*

#### 3.3. Relationship between promotion opportunity and employees' turnover

Shields and Ward (2001) opined that employees who are dissatisfied with the opportunity available for promotion show a greater intention to leave the organization. Promotion in this context is about employee shifting to a higher significance position and higher compensation (Edward, 2000; Bohlander, 2004). It also refers to advancement of an employee to a higher post carrying greater responsibilities, higher status and better salary (Danish and Usman, 2010; Dessler, 2008). Emelda et al. (2016) examined how employees' promotion influences turnover intentions in selected oil firms in Rivers State. The study revealed that promotion has a negative relationship with turnover intentions. Rubel and Kee (2015) examined the relationship between perceived fairness of performance appraisal, promotion opportunity and turnover intention: the role of organizational commitment in respect to nurses in private hospitals in Bangladesh. The findings show that promotion opportunity had significant negative effects on employee turnover intention. Ekabu et al. (2018) investigated the Influence of promotional prospects on turnover intentions of public secondary school teachers in Meru Country. The outcome of the study shows that promotional prospects has a negative and an inverse relationship with the turnover intention.

The above studies have mainly focused on the employees of oil companies, educational institutions, and medical organisations among others. However, evidences in respect to the above subject in hotel industry in Lagos State had not being reported. It is therefore worthy of further study to de-

termine the extent of relationship between promotion opportunities and turnover intentions of employees of hotels in Ikeja Lagos State. Therefore, we assume the following hypotheses:

*H<sub>3</sub>: There is positive and significant relationship between promotion opportunities and employees' turnover in hotel industry in Lagos State.*

#### *3.4. Relationship between supervisor support and employees' turnover*

Karatepe (2013) and Scandura and Williams (2004) opined that supervisor's support is used for development orientation. Goleman (2000) concluded that support of employees by their immediate managers increases their level of job satisfaction and subsequently their retention. Kalidas and Bahron (2015) examined the relationship between perceived supervisory support, organization support and commitment and employees' turnover intention of three-star hotels in Kota Kinabalu area of Malaysia. The result shows that there is a significant and negative relationship between perceived supervisory support and employees' turnover intention. Alkhateri, et al. (2018) examined the role of perceived supervisor support, job satisfaction and affective organizational behavior on employee turnover intention among teachers in Ras-al-khaimah educational sector. The result shows that perceived supervisor support has a significant indirect impact on employees' turnover intention. Sitah (2017) conducted a research on the influence of supervisor support on nurses' turnover intention in respect to Saudi Arabia. The study finds out that supervisor support could impact employees' turnover intention and thus actual turnover. Lu, et al. (2017) conducted a study on why employees stay: the roles of psychological ownership, territoriality and work relationship closeness in affecting employee turnover intention in three Chinese automobile manufacturing companies. The result shows that there is negative relationship between work relationship closeness and employee turnover intention. The above studies have mainly focused on the hotel industry in Malaysia, educational industry in Ras-al-khaimah, medical institutions in Saudi Arabia, and automobile manufacturing companies in China, but not in respect of the hotel industry in Ikeja Lagos State. In view of this, in-depth study to confirm the correlation between superior's support and employees' turnover intention in hotels in Ikeja Lagos State call for this hypothesis:

*H<sub>4</sub>: There is positive and significant relationship between superior's support and employees' turnover in hotel industry in Lagos State.*

#### *3.5. Relationship between workplace environment and employees' turnover*

The quality of the employees' workplace environment impacts on the turnover intention of employees (Chandra-sekar, 2011). Vischer (2008) stressed that conducive workplace environment should be prioritized as it provides job satisfaction to the employees in carrying out their jobs

thereby reducing employees' turnover. The index in these information shows that work environment is a better determinant of employees' turnover intention. Ira, et al. (2018) examined the influence of the workplace environment towards turnover intention of 4-star hotel employees in Padang City, Malaysia. Their finding shows that work environment has a positive significant influence on employees' turnover intention. Kwenin (2013) examined the relationship between workplace environment, career development opportunities and employee retention in Vodafone Ghana limited. The finding indicated that workplace environment has positive relationship with employees' retention. Jian, et al. (2010) explored psychosocial work environment and intention to leave among employees of nursing profession in China. The outcome of the study shows that unfavourable psychosocial work environment predicts nurse's turnover intention in China. Abu Rumman, et al. (2013) conducted a study on the impact of workplace environment on the average of job turnover in five-star hotels in Al-aqaba City. The findings show that there is a statistically significant impact of the work environment on the average job turnover in five-star hotels in Al Aqaba City.

The gaps in these empirical literatures shows that various studies had examined the relationship between workplace environment and employees' turnover intention in respect of hotel industry in Malaysia, and Al-qaba City, telecommunication companies in Ghana, and Nursing profession in China among others. However, none of these studies were conducted in respect to hotel industry in Lagos State Nigeria. The fact that hotel industry in Nigeria and more so in Ikeja Lagos State are characterized with tough working environment, working without life insurance, rising health costs, usage of obsolete equipment, and exposure to difficult customers among others makes it worthwhile to explore the correlation between workplace environment and employees' turnover intention in respect of hotels in Ikeja Lagos State. Therefore, we assume the following hypothesis:

*H<sub>5</sub>: There is positive and significant relationship between workplace environment and employees' turnover in hotel industry in Lagos State.*

## **4. Research methodology**

This study adopted a survey research design. The research population comprised of employees of four- and three-stars registered hotels in Ikeja, Lagos State Nigeria (Hotels in Ikeja, 2019). Ikeja is the capital City of Lagos State, the commercial nerves center of Nigeria. It has the land mass of 356,861 hectares and 25 million populations. Ikeja is known for highest concentration of hotels and other forms of lodging facilities put at 65% of total room stock in Nigeria (JLL, 2018). The total registered hotels in Ikeja Lagos State are put at 923 out of which 60 of the hotels were selected through a systematic sampling technique. Since it is practically impossible for the researchers to sample the entire staff in each of the 60 selected hotels in Ikeja hence, Taro Yamane formula which is given as follows were adopted:

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

Where n= sample size.  
X= Observation Unit.  
N= Population Size.  
e= Sample Error or level of significance

To determine the sample size from the 60 selected hotels vis-à-vis the population of the staff, the present study concurred 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 60 selected hotels to obtain the total number of staffs on their employment thus, the populations (N) size of 1, 624 staff out of which the sample size of 332 were obtained hence, put at ratio 1:5 of the sample to the population. Convenience sampling technique were adopted by the researchers to administer the questionnaires in each of the 60 selected hotels until the sample size of 332 were met.

The scale used in this study has three sections; section 1 contains the respondent's bio data such as age, marital status, gender, religion etc. Section 2 contains five dimensions of job satisfaction (i.e., job stress, payment system, workplace environment, promotion opportunity, and supervisor support), and section 3 contains measures of employees' turnover intention, all structured on a five (5) point likert scale with weights assigned as follows: 5 -strongly agree, 4 - agree, 3 - neutral, 2- disagree, and 1 - strongly disagree. The job stress was measured by the Occupational Roles Questionnaire (ORQ) from Wu, et al. (2010) and Occupational Stress Indicator (OSI) from Chang and Lu (2009). These scales include two elements from ORQ, namely role ambiguity and role overload which comprised 10 items for each element were modified into a 6 items job stress on a 5-point Likert scale. Job description index, pay satisfaction questionnaire, and Job satisfaction survey by Intaraprasong et al. (2012); Ramirez (2012), Özturk, 2010) and Smith-Randolph (2005) were adopted and modified to measure payment system. The original instrument was used to measure pay satisfaction in a nursing context and are very similar to many in the Minnesota Satisfaction Questionnaire. The modified scale consists of 7 items. Also, 10 items workplace environment scale developed by Mohapatra and Srivastava (2003) and Chiang, et al. (2005) were adopted and modified into a 6-item workplace environment scale for this study. In addition, the promotion opportunity scale developed based on Intaraprasong, et al. (2012); Ramirez (2012) and Özturk (2010) studies were modified into a 4 items promotion opportunity scale used for the current study. In addition, a 4 items scale in Job description index, and Job satisfaction survey by Intaraprasong et al. (2012); Ramirez (2012) and Özturk (2010) were adopted and modified. The modified instrument consists of 8 items used for measuring supervisor support. Finally, five items turnover intention survey questionnaire developed by Lambert and Hogan (2009) were adopted, modified and used for the current study.

The scale for this study was assessed for its convergent validity using SmartPLS version 3.0 with the results showing that the factor loadings of all items of the study variables were statistically significant and exceeded the minimum acceptable threshold of 0.7 (Tabachnick and Fidell, 2007). Also, the average variance extracted (AVE) exceeded the minimum acceptable threshold value of 0.5 (Hair et al., 2010). In addition, the scale was assessed for its internal consistency hence, Cronbach's Alpha ( $\alpha$ ), and Composite Reliability (CR) values meets the threshold value of 0.7 (Hair et al., 2014). Showing that all the variables in the scale have a satisfactory level of internal consistency. Partial Least Squares Structural Equation Modelling (PLS\_SEM) approach that explore the linear relationships between multiple independent variables and a single or multiple dependent variable (Hair, et al., 2014) were adopted for the analysis of data collected in this study. This was done with the aid of *SmartPLS v3. Software*. The PLS\_SEM relies on pre-specified networks of relationships between constructs as well as between construct and their measures (Hair, et al., 2014) thus, making it different from the regular regression approach.

## 5. Findings

### 5.1. Demographic distribution of respondents

The gender distribution of the respondents indicates that 63.6% of the respondents are Males and 36.4% are Females. This implied that majority of the participants in this study are males. In terms of marital status, 66.6% of the respondents are Married, 32.5% are Singles, 0.6% are Others and 0.3% are Divorce. This implies that majority of the participants in this study are Married, followed by the Singles. The religion distribution of respondents used in the present study includes: Christianity (13.9%), Islam (72.0%) and others (14.2%). This shows that majority of participants in this study are Muslims followed by Christians with only very few Other's participants. In respect to academic qualification distributions, 35.8% of the respondents are Bachelor degree holders, Masters (31.0%), and Doctorate (33.1%). This shows that majority of participants in this study are Bachelor degree holders followed by holders of Doctorate degree, and lastly holders of Master's degree. In term of age distributions of the respondents, 52.7% of the respondents are within the age bracket of 17-26 years, followed by 27-35 years (32.5%), and 36-44 years (14.2%). This shows that the age distribution of majority of participants in this study are 17-26 years, and closely followed by respondents whose age range is 27-35 years.

### 5.2. Assessment of measurement model

The measurement model of this study was evaluated for its construct reliability, convergent and discriminants validity using SmartPLS version 3.0 as suggested in (Ringle et al., 2005). As part of the pre-requisite for the evaluation of the validity and reliability of the measurement model, the researchers examined factor loadings of all items of the study variables. The result of the factor loadings of the initial

measurement model shows that 9 out of 36 items (i.e., JOS5, JOS6, PAS4, PAS6, PAS7, SUS6, SUS7, SUS8, and WEN6) has factor loadings less than the acceptable threshold of 0.7 (Hair et al. 2012; 2014). In view of this, the 9 items with factor loading  $< 0.7$  were deleted from the initial measurement model one item at a time starting from the lowest

loading. Furthermore, the final measurement indicators such as factor loadings of all items of the study variables, Cronbach alpha ( $\alpha$ ), composite reliability (CR), and average variance extracted (AVE) yielded a better result hence, fit well with the data as presented in Table 1.

Table 1. Results of the measurement model

Latent variables	Items	Loadings	Cronbachs Alpha	Composite Reliability	(AVE)
Employee turnover	EMT1	0.776	0.820	0.873	0.579
	EMT2	0.766			
	EMT3	0.735			
	EMT4	0.809			
	EMT5	0.714			
Job stress	JOS1	0.751	0.772	0.853	0.592
	JOS2	0.816			
	JOS3	0.755			
	JOS4	0.754			
Supervisor support	SUS1	0.796	0.852	0.894	0.629
	SUS2	0.837			
	SUS3	0.796			
	SUS4	0.738			
	SUS5	0.796			
Payment system	PAS1	0.823	0.857	0.903	0.701
	PAS2	0.876			
	PAS3	0.864			
	PAS5	0.782			
Work environment	WEN1	0.815	0.866	0.903	0.651
	WEN2	0.841			
	WEN3	0.759			
	WEN4	0.844			
	WEN5	0.771			
Promotion opportunities	PRO1	0.829	0.823	0.883	0.656
	PRO2	0.867			
	PRO3	0.823			
	PRO4	0.712			

Source: Researchers Computation (2020).

As shown in Table 1, the results of the convergent validity of the final model shows that the factor loadings of all items of the study variables were statistically significant and exceeded the minimum acceptable threshold of 0.7 (Tabachnick and Fidell, 2007). Also, the average variance extracted (AVE) exceed the minimum acceptable threshold value of 0.5 (Hair et al., 2010). In addition, the model was assessed for the internal consistency of the data hence, Cronbachs Alpha ( $\alpha$ ), and Composite Reliability (CR) values should not be less than the threshold value of 0.7 (Hair et al., 2014). The result shows that the value of the Cronbach alpha ( $\alpha$ ), and composite reliability (CR) for all the variables meet the required threshold as shown in Table 1. This implies that all the variables in this study have a satisfactory level of internal consistency.

Furthermore, the discriminant validity of the final measurement 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 shown that the correlations between the constructs are lower than square root of AVEs along the diagonal as shown in Table 2. This validates fulfillment of discriminant validity requirement.

### 5.3. Structural model hypothesis testing

The significance of the path coefficients is determined by the beta values of the coefficient of the regression and t-values which is calculated using the bootstrapping method (Hair et al., 2014). The rule of thumb of critical values for a two-tailed test of 1.96 (significance level = 5%) is considered to be significant (Hair et al., 2014). As it applied to the current study, five direct hypothesized relationships were tested. The result shows that four of the relationships were proven to be supported and one not supported. Figure 1 show the results of the direct effect of latent variables on the dependent variable.

Table 2. Discriminant validity of the variables

Constructs	Employees turnover	Job stress	Payment system	Promotion opportunity	Supervisors support	Work environment
Employees turnover	0.761					
Job stress	0.389	0.770				
Payment system	0.362	0.443	0.837			
Promotion opportunities	0.582	0.312	0.379	0.980		
Supervisors support	0.601	0.310	0.375	0.810	0.793	
Work environment	0.451	0.315	0.382	0.443	0.471	0.807

Source: Researchers Computation (2020).

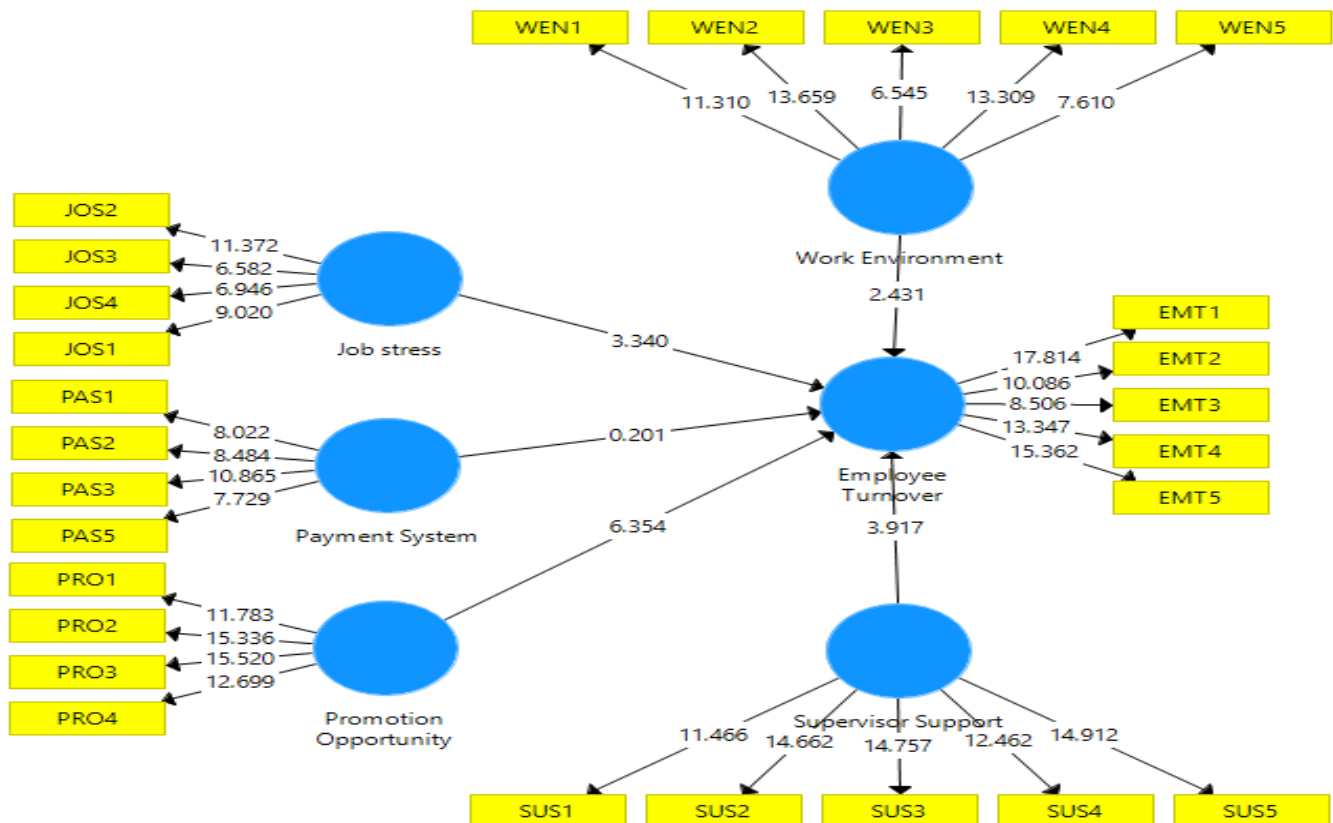


Figure 1. Final measurement model of the study

Source: Researchers Computation (2020).

Furthermore, Table 3 show that hypotheses that were supported and accepted have t-value >1.96 while the rejected hypotheses have t-value < 1.96 hence, show the effect of individual latent constructs (i.e., dimensions of job satisfaction) on the dependent variable (i.e., employee turnover

intention). The R-square value shows that all the constructs put together have the tendency of influencing 43.2% of changes in the dependent variable. The remaining 56.8% is due to other factors and residuals.

Table 3. Summary of direct hypothesis testing

S/n	Hypothesized Path	Path	Standard	T Value	Findings	f-squared	Effect size
1.	PRO -> EMT	-0.160	0.042	6.354	supported	0.002	Small
2.	SUS -> EMT	0.608	0.055	3.917	Supported	0.025	Small
3.	JOS -> EMT	0.176	0.067	3.340	Supported	0.042	Small
4.	WEN -> EMT	0.159	0.075	2.431	Supported	0.031	Small
5.	PAS -> EMT	0.056	0.076	0.201	Not Supported	0.004	Small

\*P<0.05

Source: Researchers Computation (2020).

Table 4. Results of the predictive relevance of the model

Total	SSO	SSE	Q <sup>2</sup> (1-SSE/SSO)
Employee Turnover	1660	1278.539	0.230

Source: Researchers Computation (2020).

#### 5.4. Effect size

As shown in Table 3, the effect sizes of dimensions of job satisfaction (i.e., promotion opportunity, supervisor support, job stress, work environment, and payment system on the dependent variable (i.e., employees' turnover intention) were 0.002, 0.04, 0.03, and 0.004 respectively. Therefore, following Cohen (1988) guideline, the effects sizes of all the exogenous latent variables for this study on the dependent variable could be viewed as small. In line with the argument of Chin et al. (2003), who emphasizes that even the minutest strength of  $f^2$  might be considered because, they can affect the dependent variable in their own way.

#### 5.5. Predictive relevance of the model

This study used the blindfolding procedure to test the predictive relevance of the 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). 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 4. From Table 4, the results of construct cross validated redundancy show the predictive relevance of 0.23 for the turnover intention hence, implies that the model have predictive relevance.

## 6. Discussion

The study sought to establish the relationship between attributes of job satisfaction and employees' turnover intention in respect to hotels in Lagos State, Nigeria. The discussion of the major findings of the study are as follows.

Regarding the relationship between promotion opportunity and employees' turnover intention, the study found that promotion opportunity has a negative but significant relationship with employees' turnover. This finding corresponds with existing literatures as reported in Emelda et al. (2016), Rubel and Kee (2015), and Ekabu et al. (2018) that promotional prospects has a negative and significant relationship with turnover intention.

In respect to the relationship between supervisor's support and employees' turnover intention, the finding shows that supervisor's support positively influences employees' turnover intention. This finding is in agreement with previous studies as reported in Alkhateri, et al. (2018), Sitah (2017), and Kalidas and Bahron (2015) that there is a significant relationship between perceived supervisory support and employees' turnover intention. Furthermore, on the relationship existing between job stress and employees' turn-

over intention, the study found a positive and significant relationship. This finding agrees with Bhatti et al. (2011), Usman et al. (2011), Sewwandi and Perere (2016), and Ji-Young and Wang (2019) that job stress relates positively to employees' turnover intention.

In addition, the relationship existing between workplace environment and employees' turnover intention in respect to hotels in Lagos State, found a positive and significant relationship. This finding agrees with the Jian, et al. (2010), Chandrasekar (2011), Ira, et al. (2018), and Kwenin (2013) that a positive and significant relationship exists between workplace environment and employees' turnover intention.

Finally, the relationship existing between payment system and employees' turnover intention in respect to hotels in Lagos State, found a non-significant relationship. This finding agrees with the previous studies. Hence, Chepchumba and Kimutai (2017), and Akhtar et al. (2016) argued that payment system does not correlates with turnover intension.

## 7. Theoretical and managerial implications

The implications of the findings in the current study show that hotel employees in Lagos state may leave their job if they perceive that their organisations did not offer them satisfactory chances of being promoted, failed to maintain appreciable speed of promotion, and base their promotion on worker's performance. In addition, hotels in Lagos State whose managers and supervisors respect the views and ideas of their staff stand the chances of limiting cases of staff turnover. Aside, hotel organization in Lagos State whose managers has a collaborative approach in supervision, shows interest toward the feeling of subordinates, and encourage subordinates to attend training programs to acquire relevant knowledge and skills may likely experience reduction of employees' turnover.

Furthermore, the study shows that hotel organization in Lagos State whose manages discrimination against staff at work, and fails to mitigate interferences of work with employees' family, personal need, and social obligations are likely to experience employees' turnover. Also, adequate acknowledgement or appreciation of staff by the hotel managers when work is really good is an antidote to employees' retention. Once again, hotel organisations in Lagos State that subject's staff to favourable working environment, and maintain satisfactory hygiene practices and maintenance culture are likely to retain their staff hence, reducing employees' turnover tendency. Surprisingly, the finding shows that frequency on salary increase, approach used by hotel organizations to administer employees' payment did not impact on staff turnover in respect of hotels in Lagos state.



## 8. Recommendations

Recommendations based on the findings include; managers and operators of hotel businesses in Lagos state should give more attention to issue of staff promotion. Thus, staff should be offered satisfactory chances of being promoted, and appreciable speed of promotion should be maintained. Aside, promotion on workers should be based on performance. Also, managers of hotels in Lagos state should take staff support seriously. In this wise, owners of hotels in Lagos state should ensure through relevant human resource policies that managers respect the views and ideas of their staff, adopt collaborative approach in supervision, shows interest toward the feeling of subordinates, and encourage subordinates to attend training programs to acquire relevant knowledge and skills. In addition, the government of Lagos state should refuse approval or revoke operating license of hotels that are lacking in the provision of hazards-free facilities for staff. Aside, managers of hotels in Lagos state should avoid discrimination against staff at work, and ensure that policy trust that could help to mitigate interferences of work with employees' family, personal need, and social obligations are put in place. Also, adequate acknowledgement or appreciation of staff by their managers when work is really good is an antidote to employees' retention. In addition, the quality of workplace environment should be given due consideration by both the government of Lagos state and operators of hotel business in the state. The government through her supervisory agencies should ensure regular visitation to hotels operational in Lagos state to enforce friendly workplace environment culture among hotel operators. Aside, managers of hotel businesses in Lagos state should through policy thrust enforce satisfactory hygiene practices and maintenance culture.

## 9. Limitations of the study

Despite the incisive results, one of the major limitations of this study is that only hotel employees in Ikeja Lagos state were focused, thus, did not consider hotel patrons in other local government areas of Lagos state and more so other States across Nigeria. If this is done it may provide a more in-depth insight and more meaningful results.

### Author contribution statements

M.B. Bello and Y.O. Bello contributed equally to the design and implementation of the research, to the analysis of the results and to the writing of the manuscript.

### Disclosure statement

No potential competing interest was reported by the authors.

### Ethics committee approval

All responsibility belongs to the researchers. All parties were involved in the research of their own free will.

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