

**EFFECTS OF ORGANIZATIONAL CHARACTERISTICS ON EMPLOYEE
TURNOVER AMONG STAR-RATED HOTELS IN NAIROBI COUNTY, KENYA**

BY

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**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTER OF SCIENCE IN HOSPITALITY
MANAGEMENT**

SCHOOL OF BUSINESS AND ECONOMICS

MASENO UNIVERSITY

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DECLARATION

I declare that this thesis is my original work and has not been submitted or presented in any university for the award of any other academic degree or diploma.

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ACKNOWLEDGEMENT

I would take this opportunity to express my sincere gratitude to the Almighty God for giving me the strength to reach this far. Indeed, He is the Lord. To my research supervisors, Dr. George Otieno Obonyo and Dr. Beatrice Chepngetich, thank you for your profound guidance throughout this work. Your patience and keen interest in helping me develop my ideas as well as revising and editing my work together with the constructive criticism you offered were truly invaluable. Thank you for having always reviewed my work in time despite your tight schedule.

To all lecturers and non-teaching staff of the department of Ecotourism, Hotel and Institution Management, Maseno University who mentored me during my course work as well as research process, thank you. Similarly, I am grateful to Maseno University for giving me an opportunity to pursue my studies in the institution. I am particularly indebted to the Library staff for allowing me to access library services continuously during my pursuit of this work.

To the departmental managers of the star rated hotels in Nairobi County who provided data related to organizational characteristics and employee turnover rates, I am sincerely grateful for your Contribution. Without the data provided by you, this work could not have been a success.

DEDICATION

I dedicate this work to my dear parents Mr Ben, Dickson Onyango Outah and the late Mrs Joyce Onyango who instilled in me the culture of determination, discipline and hard work.

I also dedicate this work to my lovely husband George Lihare and my children, Eugene, queen, Nicole, and Winston who encouraged, supported and prayed for me ever since I began this research. The sacrifice and allowing me to be away even in odd hours without seeing each other has never been in vain.

ABSTRACT

Employee turnover continues to be a challenge in the hospitality industry, with many hotels incurring significant investment costs in personnel recruitment and training only to lose them through exits. Nonetheless, employee turnover in the hospitality industry is high, with hotels in Nairobi, Kenya recording the highest turnover of over 72 percent against the optimal threshold of 30 percent as stipulated by Harris et al (2001). Although studies on the determinants of employee turnover exist, the results of these studies are inconclusive. Furthermore, despite the fact that organizational characteristics are a significant predictor of organizational outcomes such as employee turnover, there is a dearth of information on organizational characteristics such as managerial characteristics, organizational culture, and organization structure and how they affect employee turnover. As a result, this study investigated the effect of organizational characteristics on employee turnover in Nairobi County's star-rated hotels. The study sought to determine the effect of managerial characteristics on employee turnover, as well as the effect of organizational culture on employee turnover and the effect of organizational structure on employee turnover among Nairobi County's star-rated hotels. Based on Contingency theory, this study used a quantitative research approach with a correlational design to analyze data collected via self-administered questionnaires. The study sample consisted of 212 top and middle level managers drawn from a population of 486 using a multi-stage sampling method. Multiple regression analysis in SPSS was used to test the ensuing null research hypotheses. Findings showed that managerial characteristics, organizational culture and organizational structure had a combined significant effect on employee turnover ($F [3, 178] = 195.249, p < .001, R^2 = .767$), explaining for 76.7% of the variance in employee turnover. Managerial characteristics ($\beta = .205, t = 2.643, p = .009$) and organization culture ($\beta = .767, t = 8.660, p < .001$) were found to be significant predictors of employee turnover. Organizational structure ($\beta = .035, t = .373, p = .710$) was however found not to be a significant predictor of employee turnover. The positive effect of managerial characteristics in overall and organization culture on employee turnover imply that hoteliers should pay attention to these two organization characteristics in efforts to tame the rising employee turnover among star-rated hotels in Nairobi County. The study findings add to the existing body of knowledge by specifically linking the three organization characteristic components to employee turnover in the hospitality industry.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
COVID-19	Corona virus disease of 2019
CVI	Content Validity Index
ET	Employee Turnover
MC	Managerial Characteristics
MUERC	Maseno University Ethics and Review Committee
NLSY	National Longitudinal Survey of Youth
OC	Organizational Culture
OS	Organizational Structure
SGS	School of Graduate Studies
SPSS	Scientific Package for Social Science
STEE	Standard Error of the Estimate
USA	United States of America

DEFINITION OF TERMS

Employee	- Is a person employed in an organization who offers labor services at considerations
Employee Turnover	Is a measurement of how many employees leave a particular organization in a given time period, to the number total employees
Employee turnover Rate	Is the average of total number of employees newly recruited and departed within a period, divided by the average number of employees over the period. In other words, the highest productivity appears where about 30 per cent of total employees changed over the one-year period
Hospitality industry	- A range of businesses in the service industry which include hotels, bars and restaurants
Hotels	- Are organizations offering accommodation and catering services
Managerial Characteristics	-Are demographic qualities inherent in a supervisor, such as education level, age, work experience, and gender (among others) whose application in a work environment would affect subordinate satisfaction
Organizational characteristics	- These are pertinent factors that are common to a given organization and define what the Organization is. They include managerial characteristics, organizational culture, and organizational structure
Organizational Culture	- Refers to a set of values, beliefs, and behavior patterns that differentiate one organization from other organizations
Organizational Structure	- Is a representation of relationship between factors of production, and the relations within these factors established for carrying out specific tasks
Star-rated Hotel	- Is a category of an hotel organization based on accommodation services offered, looked at from the perspective of available luxuries

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

This chapter introduces the study by providing highlights of the study background, statement of the problem, research objectives and hypotheses as well as the scope and justification of the study. It also presents information on assumptions and limitations of the study. It finally presents the conceptual framework upon which the study is anchored.

This section introduces the chapter by highlighting key issues addressed in this research. The section introduces the study variables such as employee turnover and organizational characteristics and attempts to elucidate the research gaps that the study attempted to fill.

1.1.1 Employee Turnover

Employee turnover is one of the highly debated and discussed organization issues in in the industry and academia alike. According to Niguse (2019), turnover is a situation in which employees depart the organization for several reasons. While most of these reasons are tied to the internal aspects of an organization, some could emanate from the external environment. It is “...the number or percentage of people who leave an organization voluntarily or involuntarily and are replaced by new employees” (Mutua & Simba, 2017, pg. 2). Employee turnover rate in hospitality organization according to (Bula and Muriithi, 2018; Cheruiyot et al, 2017; Cicerale, 2020; Narkhede, 2014; Bureau of Labor Statistics, 2022; Dogru, McGinley, Sharma, Isik and Hanks, 2023; Dusek, Ruppel, Yurova and Clarke, 2014) is on the rise. According to Malek, Klein, and DiPietro, (2018), average employee turnover in the hotel industry is double that of all other industries at 51.2%. Similar sentiments are shared by Cicerale (2020), who argue that employee turnover rate is extremely high in the hospitality

sector than any other sector worldwide. Over the years, the turnover rate in the hotel industry worldwide has been oscillating between, 30% and 70% on average (Malyarov, 2020). This is against the optimal turnover rate of 30% (Harris, Tang & Tseng, 2002). Haldorai, Kim, Pillai, Park and Balasu bramanian (2019, pg. 46) note that hotel industry is negatively affected by high employee turnover because “employees in the hotel industry are the catalyst in creating and rendering services”. The resulting effect of this has been loss of valuable organizational knowledge coupled with the cost for recruiting new employees (Bula & Muriithi, 2018; Cicerale, 2020; Haldorai et al., 2019; Narkhede, 2014; Dogru et al., 2023; Dusek et al., 2014). This depressing impact of employee turnover has made it to become a considerable topic for scholars, academicians and organizational managers (Chowdhury & Nazmul, 2017; Mutua & Simba, 2017, Dogru et al., 2023; Dusek et al., 2014).

Kenya is characterized by proliferation of hotels both star-rated and those not rated. Nairobi currently has the highest number of rated hotels at 54 as at October 2022 (Tourism Regulatory Authority [TRA], 2022). This was followed by coast region at 41. Like any other hotel industry, the hotel industry in Kenya is not an exception when it comes to employee turnover issues. The sector has experienced the highest rate of employee turnover in the country, registering 65% turnover rate during 2018 – 2021, with hotels within Nairobi County registering 72% (Tourism Regulatory Board, 2021). Whereas managerial characteristics, organizational culture as well as organizational structure have been associated with positive employee outcomes, there was need to explore how these characteristics relate with employee turnover among star rated hotels in an area like Nairobi County.

1.1.2 Organization Characteristics

Organizations varies in their make up because of varying processes and practices, philosophical underpinnings, work styles and decision making activities governed by

structures and cultural set-ups (Morgan and Anokhin, 2020; Ahmed et al. 2018). A number of organization outcomes including organization productivity (Oyewobi, Windapo and Rotimi, 2016; Nuryati, Mulyani, Poulus and Dahlan, 2020); employee loyalty (Sahu, Pathardikar and Kumar, 2018); employee turnover (Tedla, 2016; Kotorri and Krasniqi, 2018; Miao, Fayzullaev and Dedahanov, 2020; Naqshbandi, 2018) has been tied to its organizational characteristics. Various authors (e.g., Said et al, 2014; Prendergast et al, 2017; Naqshbandi, 2018) have described organizational characteristics as features originating from the management model adopted by the organization, through its strategy, and embodies the nature of its membership and relationships. Such characteristics are, however, contingent upon the business environment (Said, Abdullah, Uli & Mohamed, 2014). According to Ahmed et al. (2018), certain organizational characteristics can hinder or drive certain employee related activities, including turnover. Internally, employee turnover are mainly tied to elements that characterizes an organization, including organization culture (Tedla, 2016), organization structures (Njiru and Nyamute, 2018) and managerial characteristics (Kotorri and Krasniqi, 2018; Miao et al., 2020; Prendergast et al, 2017; Naqshbandi, 2018).

Managerial characteristics are one of the critical components of organizational characteristics which play a significant role in promoting sustainability by enhancing employee satisfaction (Miao et al., 2020). Managerial characteristics are therefore described as the qualities inherent in a supervisor whose application in a work environment would affect subordinate satisfaction (Scholars (Kunze & Menges, 2017; Wang, Bartol & Jia, 2017; Asif, Qing, Hwang & Shi 2019). Such qualities include education level, age, work experience, gender among others. Organizational structure on the other hand represents relationship between factors of production, and the relations within these factors established for carrying out specific tasks (Adeoye, 2018). It entails clarity of task responsibilities to enable employees to

work well together and jointly manage overlapping duties and hand-offs with each other (Alipoor et al, 2017).

1.1.3 Organization Characteristics and Employee Turnover

Various studies have examined on factors affecting employee turnover from the perspectives of various industries. Arshad and Puteh (2015) quantitatively examined the determinants of employee turnover among 106 employees from four different branches of a company located in the Klang Valley, Malaysia. They concluded that available job alternatives and work-life balance significantly predicted employee turnover. They noted that increased employee work-life balance negatively affected employee turnover while available job alternatives had a positive effect. While the results indicated so, work-life balance is an issue that emanates from both the organisation and an employee's social life outside the organisation.

Similarly, availability of job alternatives is also beyond the control of an organisation and therefore employees may as well leave an organisation. This would however happen if the internal elements of an organisation contribute to a non conducive work environment. Tura (2020) investigated major determinants of employee turnover in Madda Walabu University by conducting binary logistic regression. Their study concluded that work environment, which is a function of organisation culture and structure, negatively affected employee turnover. Management style, which is a function of managerial characteristics, however, does not affect employee turnover. This study examined some aspects of managerial characteristics (management style) which turned out to negatively affect employee turnover. An earlier study by Al-Refaei and Omran (1992) examined determinants of employee turnover by analysing data collected from 190 full-time employees taken from governmental, private and shared sector organizations. Their findings indicated that generally, organizational factors had a direct effect on employee turnover rate. Mumtaz and Hassan

(2018) examined employee turnover rate among banks in the south Asian region. Their study reported a strong relationship between employee boss relations and employee turnover.

Hayes (2015) analyzed the relationship between age, education, gender, income, length of tenure, and employee turnover intention among full-time employees from different industries in Texas (USA). Results indicated a significant relationship between age, income, and turnover intentions; however, the relationship between education, gender, and length of tenure was not statistically significant. On their part, Milana and Maldaon (2015) explored the impact of managerial characteristics (i.e. age, level of education, tenure of office, functional track) on organizational performance. Their findings showed no significant impact of age, education or functional track, but a positive, strong as well significant impact of manager's tenure. While these studies examined predictors of employee turnover, majority of the studies were done outside the hospitality industry with contrasting findings.

From a hospitality perspective, Kim and Jogaratnam (2010) examined the effect of organizational factors on intent to stay of 221 hotel and restaurant employees. Their study concluded that intrinsic motivation and supervisory leadership were positive predictors of employee intent to stay. Management characteristics being components of supervisory leadership, the implication of this study would be that such would positively affect employee turnover. Similarly, Narkhede (2014), examined employee turnover by analyzing data collected from service employees in selected hotels in Jalgaon City, India. Their findings indicated that employee turnover in the hotel industry is brought about by employee dissatisfaction with organization elements such as employee-supervisors relations, job content and work conditions as well as size of the organization, which are either components of organizational structure or organizational culture.

Chahal and Poonam (2017) investigated the effect of organizational culture on employee turnover intentions in hospitality industry in India. Their findings showed that organizational culture significantly effected employees' turnover intentions. On a similar note, Cicerale (2020), also investigated employee turnover in hospitality industry by examining factors that contribute to employ loss or retention. Their study concluded that organizational factors such as training, conducive work environment as well as managers characteristics such as age and gender impacted employee turnover. A more recent study by Abdou et al (2022) used structural equation modelling to examine the effects of hospitality work environment on turnover intentions of 413 resorts employees during Covid-19 pandemic in star-rated hotels in Egypt. Their study revealed positive significant effects of hospitality work environment on employee turnover intentions. Their study however, only examined work environment negating other aspects such organisation structure, culture and managerial characteristics. The study also focused on turnover intentions and not the actual employee turnover which is the resulting outcome.

In Kenya, Mburu (2018) conducted a case study to examine factors influencing employee turnover in Hill Park hotel. The study adopted a descriptive research design with the results indicating that organization communication, financial and non-financial rewards were related with employee turnover. Given the nature of the study, their results cannot be generalized to other hotels in Kenya, Particularly Nairobi County where different hotels have different structure and cultural set-up as well as varying managerial characteristics. The preceding studies while showing some predictors of employee turnover, they not specifically addresses organizational characteristics such as organization structure, organization culture and managerial characteristics which are very key in influencing other key aspects such as work environment, employee relations and employee satisfaction. These in turn would predict employee turnover. Such studies are also scanty in the sphere of hospitality industry with

extant studies providing contrasting results that cannot be clearly linked to organizational characteristics.

1.2 Statement of the Problem

Employee turnover remains one of the greatest challenges in the hospitality industry today with many hotels suffering huge investment cost on recruitment only for the hotels to lose valuable human resource through exits. Generally, recent research indicates that employee turnover is higher in the hotel industry than in any other sector ranging between 51.2% and 74.6%. In Kenya, the employee turnover in the hotel industry remains at over 65% with hotels in Nairobi recording the highest turnover of over 72% by the first quarter of the year 2021. This is attributable to many factors including COVID-19 as well as organization characteristics that define the hotel enterprises generally. In view of this, various studies have been dedicated to examine determinants of employee turnover across wider industry including the hospitality industry. Majority of these studies, however have focused on other industries and have come up with results which do not indicate what actually predicts employee turnover. Few studies that have focused on the same topic within the hospitality industry are also haphazard with regard to what really determine employee turnover. Most of the studies in hospitality industry have focused on employee turnover intentions or employee satisfaction and not the actual employee turnover. While organizational characteristics such as managerial characteristics, organizational culture and organizational structure have been postulated as predictors of various organizational outcomes including productivity as well as employee turnover, there is dearth of research that specifically examine these organizational characteristics as determinants of employee turnover in hospitality industry. Such research are also scanty in Nairobi County despite it registering the highest employee turnover rate in the hotel sector (72%) compared to other regions in Kenya.

1.3 Objective of the Study

1.3.1 Main Objective of the Study

The main objective of this study, therefore, was to investigate the effect of organizational characteristics on employee turnover among star-rated hotels in Nairobi County, Kenya.

1.3.2 Specific Objectives

Specifically, the study set out to address the following objectives:

1. To determine the effect of managerial characteristics on employee turnover among star-rated hotels in Nairobi County, Kenya
2. To identify the effect of organizational culture on employee turnover among star-rated hotels in Nairobi County, Kenya
3. To establish the effect of organizational structure on employee turnover among star-rated hotels in Nairobi County, Kenya

1.4 Research Hypothesis

To address the research objectives, the study tested the following hypotheses:

H₀₁ Managerial characteristics do not have significant effect on employee turnover among star-rated hotels in Nairobi County, Kenya

H₀₂ Organizational culture does not have significant effect on employee turnover among star-rated hotels in Nairobi County, Kenya

H₀₃ Organizational structure does not have significant effect on employee turnover among star-rated hotels in Nairobi County, Kenya

1.6 Scope of the study

The study focused on hospitality sector (star rated hotels) in Nairobi currently listed by the Tourism Regulation Authority of Kenya and registered with the Hotel Keepers and Caterers

Association in Kenya. Nairobi County hosts majority of star rated hotels in Kenya and also experiences higher rates of employee turnover in the country. The study investigated employee turnover rates in the star-rated hotels in terms of voluntary and involuntary turnover. The study tested the hypotheses that managerial characteristics, organizational culture, and organizational structure do not significantly affect employee turnover rate among star rated hotels in Nairobi County, Kenya. Managerial characteristics comprised of age, gender, education level and tenure of the manager. Organizational culture included stability orientation culture and innovative orientation culture. Similarly, organizational structure comprised of decentralization structure, centralization structure and specialization structure. The study targeted 486 departmental managers from 54 hotels.

1.7 Justification of the Study

The outcomes of the study stand to be beneficial in practice to hotel enterprises that might utilize the study to embrace progressive organizational characteristics and skills to minimize employee turnover and maximize on profit and efficiency. The study findings stands to inform formulation of policies for enhancing organizational characteristics. The government of Kenya might also be guided by the study findings in developing appropriate infrastructure in the hospitality sector to improve working environment. Similarly, the study provides additional literature to the field of human resource management and employee turnover. Furthermore, recommendations generated in the study provide a window or opportunity for further research in the area of organizational characteristics and employee turnover.

1.8 Assumptions of Study

The assumptions of the study included the following:

1. That study participants were honest in their responses.
2. That star rated hotels had a general manager and at least eight departments (front office, housekeeping, food and beverage, sales and marketing, human resource, accounts, procurement and maintenance) each with a departmental manager.
3. The departmental managers were endowed with specific characteristics which control their work behaviour towards their subordinates
4. The star rated hotels which were involved in the study had specific culture, and organizational structures which have different effects on employees
5. The sampled departmental managers were aware of such factors related to organizational culture, and structure within their specific hotels and were able to respond to questions pertaining to the same

1.9 Limitation of the Study

The researcher had challenges related to reluctance on the side of respondents who suspected that the study would expose them for giving out confidential information to outsiders. To overcome this, the researcher explained the actual purpose of the study to the respondents and assured them of confidentiality and anonymity. Similarly, accessing all the respondents (selected managers and departmental heads) was a challenge due to their busy schedules. The researcher overcame this by making frequent follow-ups through phone calls to the respondents until all the questionnaires were filled in and returned. In addition, travel restrictions alongside strict Covid- 19 protocols were expected to provide a challenge in accessing the sampled respondents. In this regard, the researcher emailed the study instruments to every respondent and used phone calls to discuss any arising issues with them.

1.10 Conceptual Framework

The relationship between organizational characteristics and employee turnover is presented in Figure 1.1. The independent variable in the study is organizational characteristics, denoted by management characteristics; organizational culture, and organizational structure. The study conceptualized managerial characteristics to include age, education level, and managerial tenure (period in management position) of the manager. Similarly, organizational culture was conceptualized to include innovation orientation and stability orientation cultures, while organizational structure was conceptualized as decentralization, centralization and specialization structures. The dependent variable is employee turnover rate denoted by voluntary turnover and involuntary turnover. Managerial characteristics, organisation culture and organisation structure are hypothesized to predict employee turnover as shown in Figure 1.1.

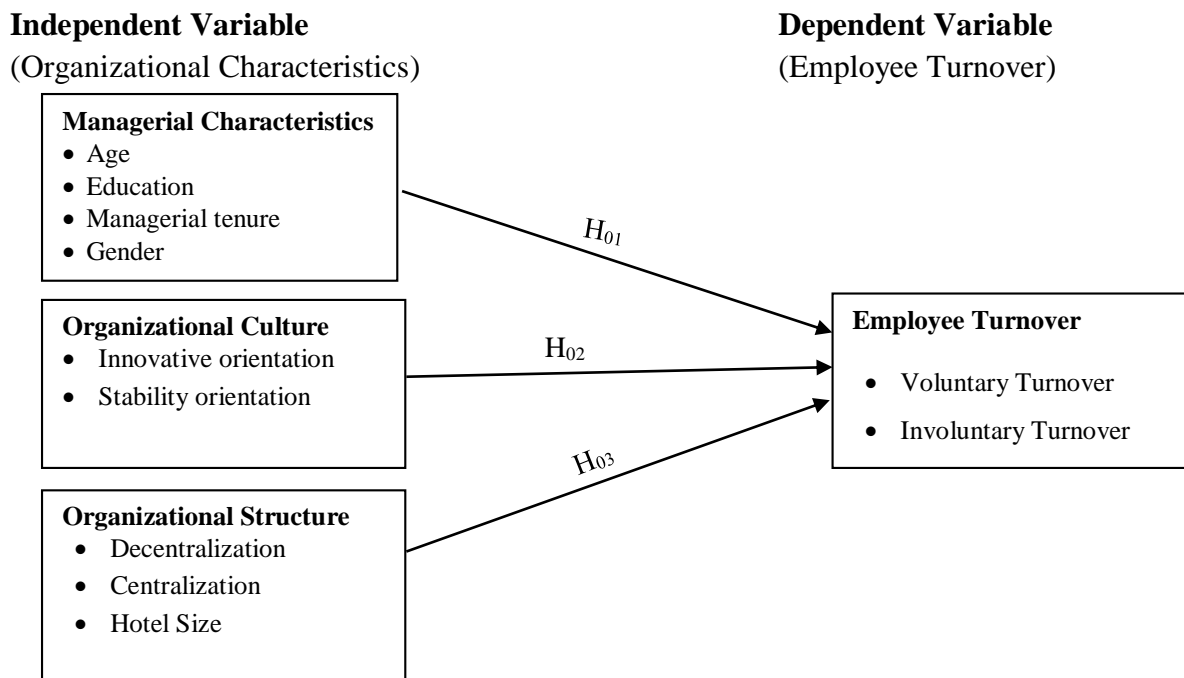


Figure 1.1: Conceptual Framework showing the Relationship between Organizational Characteristics and Employee Turnover

Source: The Author (2023)

CHAPTER TWO

LITERATURE REVIEW

This section contains literature on the impact of organizational characteristics on employee turnover. It starts with a theoretical review, which focuses on the theory used to guide the study as well as the concept of employee turnover. It goes on to present an empirical review of literature by first examining employee turnover and justifying it as a problem. Following that, it presents a critical review of empirical literature on managerial characteristics and employee turnover, organizational culture and employee turnover, and organizational structure and employee turnover. Finally, it discusses the knowledge gaps that emerged from the empirical literature review.

2.1 Theoretical Review

The theoretical review of this study covers the theories of employee turnover as well as an organizational science theory: the Contingency Theory. Among the theories of employee turnover reviewed were the theory of organizational equilibrium, the Unfolding theory, and Job Embeddedness Theory which are discussed in the subsequent section.

2.1.1 Theory of Organizational Equilibrium

The theory of organizational equilibrium was proposed by Marsh and Simon in 1958 and advocates for the creation of a balance between what employees contribute to the firm and the incentives offered by the enterprise (Ngo-Henha, 2017). The spirit of the theory requires that there is balance in offering incentives to employees for purposes of stimulating their stay and continuous contribution in the organization. According to Alla and Rajâa (2019), two major considerations often affect this balance: perceived desire to leave the position, and the perceived ease of movement for the employee. With regards to perceived desire to leave the position, Alla and colleague posit that the employee's job satisfaction or dissatisfaction and

the possibility or impossibility of internal transfer must exist. Existence of satisfaction in the position held by the employee would guarantee retention. On the other hand, perceived ease of movement occurs when there are several alternatives or external offers for employment which are more lucrative. The theory of organizational equilibrium alludes that an employee will voluntarily depart when he desires to leave and when there is ease to leave. This theory while advocating the need to strike a balance between employee incentives to stay in an organization and the desire to leave an organization, relates organizational characteristics to the notion of staying or leaving an organization. It therefore doesn't completely explain how such aspects of organizational characteristics such as organizational culture, organizational structure and managerial characteristics would affect employee turnover yet these are crucial elements of employee satisfaction.

2.1.2 Job Embeddedness Theory

Developed by Mitchell et al in 2001, job Embeddedness theory attempts to explain the existence of diverse factors such as workmates and the work itself guiding an individual's decision to remain in an employment contract. Aptly explained by Paillé et al (2015), job Embeddedness theory interprets how different factors interact to inform an employee's decision to stay or give up his or her position. According to Alla and Rajâa (2019), the theory espouses that three dimensions exist with regards to the relationship between an employee and the organization which extends to the community. Alla and colleague describe these dimensions as links, adjustments, and sacrifices.

Job Embeddedness theory divides links into organizational links and community links. The former consists of formal as well as informal connections that an employee develops with colleagues at the workplace including those with the supervisors and work teams. An employee with such strong relational sense would no doubt develop an attachment to his/her

work. For the latter, job Embeddedness theory articulates that employees belong to diverse links within the society with those living within their geographic precincts: friends, families or neighbour. Employees who fail to develop significant relationship with his/her workplace and community environments would in turn be less attached or embedded to the same. For adjustment, the perception of comfort with the firm and its environment within an employee explains why he or she stays in an organization. Factors which have been noted to catalyze such comfort include employee's skills, career goals, and personal values with the organization. On the other hand, a sacrifice explains the act of abandoning favorable social networks and work environment to join less favorable ones. Employees who do not sacrifice much would often leave and employment without much effects. This theory while attempting to explain aspects of employee turnover in terms of makes and employee stay or leave, it focuses on workmates and the work itself and the links created both within the organization and outside the organization. It doesn't focuses on critical aspects of organization characteristics which are the focus of this study and therefore may not find a complete fit in explaining the study variables in the current study.

2.1.3 Contingency Theory

Originated in 1964 by Professor Fred Fiedler, contingency theory espouses that different business strategies are linked to the competitive setting of the processes within the enterprise and their outcomes. Morgan (2007) as well as Fincham & Rhodes (2005) articulate that contingency theory emphasizes that effective organizations ensure that there is a fit between structure, strategy and environmental context (Fincham & Rhodes, 2005) and the outcomes of an organization (Suharyanto & Lestari, 2020). It should therefore be observed that organizational outcomes are affected by the design of the organizational system and characteristics (Suharyanto & Lestari, 2020). The outcomes in this context could be anything

as a result of the organization processes and operations including performance and even employee turnover.

The theory therefore brings the school of thought that organization's effectiveness is an outcome of contextual variables including the firm's environment, its strategy and its size. The current study therefore opted to adopt contingency theory as its guiding principles since it was anchored on organizational characteristics as underpinning factors for specific outcomes such as employee turnover rates.

An organizational characteristic as an integrative process allow the firm to align its unique characteristics with its internal and external environment and dictates its outcomes. Organizational characteristics spell out the direction that facilitates practices for achieving its goals or objectives. In the context of this study, contingency theory links the role of organizational characteristics in defining employee turnover. The culture adopted by the organization, management characteristics, size of the organization, and structure of the organization should be reflective of changes taking place within the business environment (contextual contingency) as articulated by Omoluabi (2016). Contingency theory befits this study because employee turnover is contingent upon characteristics of the organization that defines the work environment.

2.2 Empirical Review

2.2.1 Employee Turnover

According to Flippo (1984 as cited in Mulwa, 2010), employee turnover describes the in-and-out movement by employees within an organization: it is the ratio of the number of workers hired by an establishment to the total number of employed workers. The action replaces those who have left in a given period (Cheruiyot, et al, 2017). According to Niguse (2019), turnover is a situation in which employees depart the organization for several reasons. It is

“...the number or percentage of people who leave an organization voluntarily or involuntarily and are replaced by new employees” (Mutua & Simba, 2017, pg. 2).

Employee turnover is cited as one of the challenges affecting Organization with hotel industry ranking high in the list (Bula and Muriithi, 2018; Cheruiyot et al, 2017; Cicerale, 2020; Narkhede, 2014; Bureau of Labor Statistics, 2022; Dogru et al., 2023; Malek et al., 2018). Employee turnover in the hotel industry on average doubles that in other sector at 51.2% (Malek et al., 2018; Cicerale, 2020) with the highest turnover ever registered at 74.6% a decade ago (Malek et al., 2018). In fact, Malyarov (2020) notes that over the years, the turnover rate in the hotel industry worldwide has been oscillating between, 30% and 70% on average (Malyarov, 2020). According to Harris et al (2002), this is against the optimal turnover rate of 30%. Haldorai et al. (2019, pg 46), attribute this to the fact that “employees in the hotel industry are the catalyst to create and render services”. High employee turnover, therefore, leads to loss of valuable organizational resources coupled with the cost for recruiting and training new employees (Bula & Muriithi, 2018; Cicerale, 2020; Haldorai et al., 2019; Narkhede, 2014; Dogru et al., 2023; Bureau of Labor Statistics, 2022). As a results, employee turnover become a considerable topic for scholars, academicians and organizational managers (e.g., McGinley et al., 2020; McGinley & Shi, 2022; Chowdhury & Nazmul, 2017; Mutua & Simba, 2017, Dogru et al., 2023; Michael & Fotiadis, 2022).

For instance, Holston-Okae and Mushi (2018) used variables such as job satisfaction, employee compensation, employee engagement, employee motivation, and work environment in a correlational study to assess their relationship with employee turnover intention in USA. They revealed that the 5 variables accounted for approximately 36% of the variance in employee turnover intention. However, their results showed that motivation was not a significant predictor of employee’s turnover intentions. While few studies have attempted to link it with organizational characteristics, such linkage still remains

understudied. Furthermore, various authors (e.g., Michael and Fotiadis, 2022; Dusek et al., 2014) contend that employee turnover are organization and employee specific, implying that it emanates from both aspects of the organization as well as the employees themselves. This study therefore focused on organizational characteristics such as managerial characteristics, organizational culture and organizational structure. The subsequent section reviews literature on the three organizational characteristics and employee turnover.

2.2.2 Managerial Characteristics and Employee Turnover

According to Milana and Maldaon (2015), personal characteristics inherent in a manager or a leader are the core of any leadership and dictates the success of such managers in an organisation. Similarly, Boeker (2017) notes that managerial characteristics interacts with performance to affect changes in an organisation. These characteristics include length of tenure, age, education, gender, experience (Milana & Maldaon, 2015; Hayes, 2015; Emiroğlu, Akova and Tanrıverdi, 2015) among others. In this regard, Hayes (2015) analysed the relationship between managerial characteristics such as age, education, gender, income, length of tenure, and employee turnover intention among 187 full-time employees from different industries in Texas (USA). The results of the study indicated that there was a significant relationship between age, income, and turnover intentions. On the same note, the results didn't show any significant relationship between education, gender, length of tenure and employee turnover intentions. The results of the multiple regression analysis generally indicates that not all aspects of managerial characteristics would affect employee turnover intention. The study also focused on general employee turnover intention and not employee turnover which is the actual problem facing most Organization, particularly in the hospitality industry.

In a similar study, Emiroğlu et al. (2015) analysed the effect of demographic factors such as age, gender, marital status, education level, tenure, wage, position, working department, on the other hand, affects employee turnover intention among 297 managers and staff of five-star hotels in Turkey. They found that age and income (wage) as a managerial characteristic had an effect on employee turnover intentions. Contrary to Hayes (2015), their regression results also showed that managerial characteristics such gender, education and tenure affected employee turnover intention.

From the Kenyan perspective, Kamau, Mwathe and Wainaina (2021) adopted a cross sectional study to investigate the association between demographic factors and turnover intention among 400 teachers in public secondary schools in Kenya. Data analysis by cross-tabulation and Pearson Chi-square statistics revealed that age had significant association with turnover intentions, while tenure, gender, and educational level had no significant association with turnover intentions. Their study however focused on secondary school and evaluated demographic factors at the level of employees and not necessarily managerial characteristics. The focus of the study like the rest was also on turnover intentions and not turnover which is the actual problem facing Organization. It therefore did not look at how such managerial characteristics would affect employee turnover. On their part, Milana and Maldaon (2015) explored the impact of managerial characteristics (i.e., age, level of education, tenure of office, functional track) on organizational outcome such as performance. Their findings showed no significant impact of age, education or functional track, but a positive, strong as well significant impact of manager's tenure. This study though examined managerial characteristics; it focused on performance and not employee turnover.

2.2.3 Organizational Culture and Employee Turnover

Organizational culture relates to the values, patterns, norms, assumptions and beliefs within an organization that shape actions and behaviour of people in an organization (Armstrong, 2009; Schein, 2010; Asif & Sajjad, 2018). It is the glue that holds organization systems employees together and stimulates their commitment to an organization (Schein, 2010). It is therefore tied to organizational outcomes such as performance (Ngugi, Wanjiku and Agusioma, 2014) and employee turnover (Chahal and Poonam, 2017; Wright, 2021; Mutonyi, Slåtten, Lien and González-Piñero, 2022; Lee and Jang, 2020; Habib, Aslam, Hussain, Yasmeen and Ibrahim, 2014; Niguse, 2019).

Various researchers (e.g., Mutua and Simba, 2017; Chahal and Poonam, 2017) have looked at effect of organizational culture on employee turnover. Mutua and Simba (2017) for instance investigated the effect of organization culture on employee turnover among 148 employees of Technical University of Mombasa, Kenya. Multiple regression analysis results indicated that both stability orientation and innovation orientation aspects of organizational culture had significant and positive effects on employee turnover. This study however focused on employees in a university in Kenya, and not hospitality organizations which operate differently from universities.

Chahal and Poonam (2017) investigated the effect of organization culture on employee turnover among 107 hotel employees drawn from twenty hotels in Chandigarh, India. Their study revealed that organization culture was a significant predictor of employee turnover. This study however, only examined employees and did not factor in the views from the management. On a similar note, Wright (2021), in his review reported that organizational culture affected employee turnover.

Mutonyi et al. (2022), investigated the impact of organizational culture and leadership climate on organizational attractiveness and innovative behaviour in Norwegian hospital

employees. Data collected from 1008 hospital employees was analyzed using partial least-squares structural equation modeling (PLS–SEM). The results revealed that organizational culture was positively related to organization attractiveness implying that internal-market oriented cultures resulted in employees who were willing to stay rather than leave the organization. Lee and Jang (2020) investigate the effect of organization culture on intention to resign by 252 registered nurses in Korea. Their study shows that negative organization culture that translates to employee stress and fatigue would lead to high employee turnover. These studies while reporting effects of organization culture on employee turnover aspects, was mainly done in a hospital environment, which is slightly different from a hotel set-up. The studies also purely focused on employees and not management.

Similarly, Habib et al. (2014), investigated the impact of organizational culture on job satisfaction, employees' commitment and turn over intention among 235 employees of different manufacturing organizations in Southern Punjab, Pakistan. Their results indicated that organization culture (e.g., stability, people orientation, aggressiveness etc.) highly affects employee commitment, job satisfaction and retention, implying that organization culture was a significant predictor of employee turnover. This study like others already discussed again failed to look at the hotel sector and mainly focused on manufacturing firms. It's therefore not clear as to how organization culture affects employee turnover among hotels, particularly in Kenya.

Another study by Niguse (2019) sought to identify the effects of organizational culture on turnover intention with mediated role of satisfaction in Ethiopia. Data was collected from 315 employees of Oromia Forest and Wild Life Enterprise using self-administered questionnaires. Data was analyzed using structural equation modeling (SEM) with the results showing that both bureaucratic culture and innovative culture had no significant effect on employee

turnover intention. However, the results indicated that supportive culture positively affected turnover intention among the surveyed employees.

2.2.4 Organizational Structure and Employee Turnover

Organizational structure refers to how individual and team work within an organization are coordinated (Nedović & Božinović, 2013). According to Corporate Wellness Magazine (2023), organizational structure refers to the hierarchical arrangement of an organization's roles, responsibilities, and communication channels. It includes the methodologies through which work flows in an organization (Jones & Gorge, 2017; Robbins & Judge, 2018; Mon, 2019) and the communication lines and the reporting relationship between employees in an organization (Mc Shane & Von Glinow, 2018; Adeoye, 2018). According to Eze, Bello and Adekola (2017), organizational structure is important to organization outcomes; thus, managers must understand the importance of structuring their organization. It is regarded as an important aspect of organization characteristics as it impacts employee communications, autonomy, collaboration, work-life balance and opportunities for growth and development (Corporate Wellness Magazine, 2023). All these would impact their wellbeing which in turn would affect turnover.

Previous research has examined organizational structures in relation to organizational outcomes using different dimensions. These include complexity, formality and concentration (Chegini et al., 2013; Rajaeepour, Azizollah, Mahmoud and Shokouhi, 2012); mechanical and organic structure (Rajaeepour et al., 2012); centralized structures, flat structures, specialized structures and horizontal integration (Teixeira, Koufteros and Peng, 2012); centralization and decentralization (Csazar, 2012; Shafae, Rahnama, Alaei and Jasour, 2012;

Eze et al., 2017; Mugizi, Nuwatuhaire and Turyamureeba, 2019). This study used the two extreme ends of organizational structure, centralization and decentralization as espoused by Csazar (2012). It also incorporated specialization as another form of organizational structure. Centralization in this context is the degree to which decision making is concentrated at one point in an organization while decentralization is the extreme opposite (Shafae et al., 2012). Centralization therefore is exhibited in formal organization set-ups as compared to decentralization where decision making is a result of group efforts through employee participation (Eze et al., 2017; Mugizi et al., 2019).

Shafae et al. (2012) evaluated the impact of organizational structure and job characteristics on job satisfaction and commitment of 112 employees of Parsabad Islamic Azad University in Iran. Data collected through questionnaire was analyzed using structural equation modeling evaluation of the impact of organizational structure and job characteristics on job satisfaction and organizational commitment of employees. Their results revealed that both formalization and centralization indirectly affected employee commitment through job characteristics and job satisfaction. Accordingly, this study revealed that organizational structure would determine the nature of work carried out by employees who in turn would determine their satisfaction and commitment to the organization. Highly committed employees would translate to lower employee turnover. Similarly, Mugizi et al. (2019) investigated the relationship between organizational structure and academic staff commitment in a private university in Uganda. Data was collected from 145 academic staff members from a branch of a private university using self-administered questionnaires. Pearson correlation results indicated that there was a weak but significant relationship between formalization, centralization and commitment of the academic staffs. These studies, however, was conducted in a university set up and did not look at the direct relationship

between organizational structure and employee turnover, which is the real problem investigated by the current study.

Surman Srivastava (2012) investigated the determinants of organizational commitment among employees at an Indian steel plant. According to the regression results, organizational structure affected organizational commitment positively. Holagh et al. (2014) investigated the impact of organizational structure on organizational creativity and commitment using the staff of the Tabriz municipality in Iran as study units. The results of their regression analysis revealed a significant positive relationship between organizational structure and commitment.

Further, Ansari and Valiyan (2015) investigated the relationship between organizational structure and organizational commitment among employees of Water Company in Golestan Province, Iran. Their regression results revealed a significant positive relationship between formalization and complexity and organizational commitment, but not between centralization and formalization. Similarly, Lambert, Qureshi, Klahm, Smith and Frank (2018) investigated the effects of organizational structure on organizational commitment among Indian police officers. According to the regression results, formalization and complexity had a significant impact on organizational commitment. Lambert, Paoline and Hogan (2006), on the other hand, investigated the impact of centralization and formalization on staff organizational commitment at a Midwestern high security state prison in the United States. Their regression analysis results revealed that, while formalization had a positive impact on organizational commitment, centralization had a significant negative impact on organizational commitment. The implications of these results are that different dimensions of organizational structure affect employee commitment in different ways, which in turn would have effect on employee turnover. Other than reporting contradictory results, these studies were also done outside the hotel industry with the key outcome being employee commitment and not employee turnover.

Similar studies are also limited in African context, particularly among hotels in Nairobi County, Kenya.

2.3 Knowledge Gaps

Employee turnover has been cited as one of the challenges affecting most organizations, with the issue ranking high among the hotel industry. While organizational characteristics is viewed as very critical in determining success of organizational outcomes including employee turnover, there is very minimal studies done to investigate the effect of organizational characteristics on employee turnover. Extant studies that have focused on this topic have examine organizational characteristics such as managerial characteristics elements such as age, gender, tenure, education level among others in relation to employee turnover. Majority of these studies focused on employee turnover intention rather than the real problem which is employee turnover. In addition, the findings of these studies, though not purely within the hospitality sector in Nairobi Kenya, are inconclusive. It's therefore not clear as to how managerial characteristics affect employee turnover.

There's also evidence from the literature on the relationship between organization culture and employee turnover issues. Despite this, majority of the researchers have focused on organization culture and employee turnover intention, and not turnover itself. Most of these studies have also been conducted outside the hotel industry outside Kenya. The findings though indicative of effect of organization culture on employee turnover intentions, some authors did report that organizational culture such bureaucratic culture do not affect employee turnover intentions. Furthermore, there is no conclusive agreement as to how innovative

culture for instance affect employee turnover, implying that the debate on this topic is inconclusive.

Furthermore, there is a link between organizational structure and organizational outcomes such as organizational performance and employee commitment is very clear. A number of studies have been conducted primarily to investigate the relationship between organizational structure and employee commitment, but these studies have primarily been conducted in other industries, excluding the hotel industry, where employee commitment and turnover issues present organizational challenges. While existing studies on organizational structure components indicate effects on employee commitment and, eventually, implied employee turnover, the results are inconclusive. While Ansari and Valiyan (2015) and Lambert et al. (2018) found a positive relationship between formalization and employee commitment, Holagh et al. (2014), Shafae et al. (2012), and Suman and Srivastava (2012) found a relationship between all dimensions of organizational structure and employee commitment. On the contrary, Lambert et al. (2006) found that centralization had a significant negative impact on employee commitment. It goes without saying that the majority of these studies focused on employee commitment, which is a precursor to employee turnover, rather than the real issue, which is employee turnover.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter describes the study's methodological approach. It discusses the study's context, philosophy and design, target population, sample size and sampling procedure, data collection instruments, instrument validity and reliability, analysis and presentation, and ethical considerations.

3.1 Research Area

This study was conducted in Nairobi County, the capital city of Kenya and a host to a majority of star rated hotels in the country hence making it an ideal setting for the current study. The County comprises of constituencies namely: Westland, Dagoretti North and South, Langata, Kibra, Roysambu, Kasarani, Ruaraka, Embakasi North, South, Central, East and West, Makadara, Kamukunji, Starehe and Mathare. It is 696km² with a total population of 3,375,000 people as per the 2009 census. It has 85 wards. Nairobi County has its headquarter in Nairobi city which has coordinates 1°16' 59.99° Latitude and 36°49' 0.01'E Longitude. Nairobi County was chosen by the researcher since it hosts majority of star rated hotels in Kenya and also experiences higher rates of employee turnover among enterprise in the hospitality sector in Kenya.

3.2 Research Philosophy and Design

The broad research approach involves the intersection of philosophy, research designs, and specific methods. This study adopted positivism philosophy and correlational design in order to accomplish its objective.

3.2.1 Research Philosophy

According to Creswell (2009), researchers need to think through the philosophical worldview assumptions that they bring to the study in planning a research. Making explicit the larger philosophical ideas a study espouses help in explaining why a researcher chooses qualitative, quantitative, or mixed methods approaches for his/her research (Sekaran & Bougie, 2010). This study adopted post positivism assumption with a quantitative approach - where data was collected and analyzed through quantitative approaches. Phillips and Burbules (2000) explain that post positivists hold a deterministic philosophy in which causes (probably) determine effects or outcomes. This philosophy was chosen because the problem studied in this research reflect the need to identify and assess the causes (e.g., organizational characteristics) that affect outcomes (employee turnover).

3.2.2 Research Design

Research design is a plan and procedure for carrying out a research that comprise plans such as purpose of study, location of study, type of investigation, extent of researcher interference, time horizon and the unit of analysis (Sekaran & Bougie, 2010). Correlational design was used to explore the effect of organizational characteristics on employee turnover rate among star rated hotels in Nairobi County. According to Creswell (2014), correlational design is deemed appropriate for this study due to its robustness in estimating the relationships between study variables as envisaged by previous international researches in hospitality.

3.3 Population of the Study

The population of the study were general managers and departmental level managers or line managers of star rated hotels in Nairobi County. According to the Tourism Regulatory Authority (2019) there are 54 star rated hotels in Nairobi County (see Appendix V). It was expected that star rated hotel has the general manager, at least eight departments with

departmental managers: front office, housekeeping, food and beverage, sales and marketing, human resource, accounts, procurement and maintenance managers. This gave total general and departmental managers per hotel which totals to 486 for the 54 hotels as the target population. The general and departmental managers were therefore the unit of analysis in the study. The choice of the general and line managers was due to the fact that they directly communicate with junior employees on a daily basis on behalf of the top management. They were therefore considered to be well placed to understand how organization characteristics might affect various aspects of employee outcomes including turnover intention. Moreover, past studies (Ndlovu, Quaye & Saini, 2021; Mathafena and Hewitt, 2018) established that line manager communication positively affects employee wellbeing and affective organizational commitment.

3.4 Sample Size and Sampling Techniques

The sample size was calculated using the Fisher's formula (Fisher, Laing & Stoeckel, 1998) shown as:

$$SS = \frac{Z^2 \times (p) \times (1 - p)}{C^2}$$

Where:

SS = Sample Size

Z = Z-value (e.g., 1.96 for a 95 per cent confidence level)

P = Percentage of population picking a choice, expressed as decimal (.5 used for sample size needed)

C = Confidence interval, expressed as decimal (0.05)

$$SS = \frac{1.96^2 \times (.5) \times (1 - .5)}{.05^2}$$

$$SS = 380$$

Given that the population for the study is 486, which is less than 10, 000, the sample size for the study was calculated using the correction Formula 2 as shown below:

$$New\ SS = \frac{SS}{(1 + (SS - 1)/pop)}$$

Where pop = study population

$$New\ SS = \frac{380}{(1 + ((380 - 1)/486))}$$

$$New\ SS = 212.11$$

New Sample Size = 212 Top and middle level managers

The minimum sample size for the study is therefore 212. To determine the actual sample size for the study, the population was stratified based on employment level and then proportionate sampling was used to compute actual sample size as shown in Table 3.1;

$$Actual\ Sample = \frac{Population\ strata}{Total\ population} \times minimum\ sample\ size$$

For example, the sample size for general managers was computed as:

Actual Sample for general managers

$$= \frac{54}{486} \times 212\ Actual\ Sample\ for\ general\ managers = 24$$

The same approach was applied to compute the sample size of departmental heads whose population was 432 as:

$$Sample\ for\ departmental\ heads = \frac{432}{486} \times 212 = 188$$

Table 3.1: Population stratification and sample size distribution

Employment level	Population Strata	Sample Size
General Managers	54	24
Departmental Heads	432	188
Total	486	212

The sample size therefore was 212. Simple random sampling was then applied to select the respondents from each of the strata.

3.5 Data Collection

3.5.1 Data collection Instrument

Structured questionnaire (a 5-point Likert scale) was used to collect the required information from the respondents. A structured questionnaire was developed based on the literature review and objectives of the study. Questions developed were closed ended. The questionnaire consisted of five sections. Section I covered biographical information of respondents; Section II covered managerial characteristics; Section III covered the organizational culture; Section IV focused on the organizational structure, while Section V focused on Employee turnover Rates. The questionnaire used is presented in Appendix 2.

3.5.2 Data Collection Procedures

Once the proposal had been approved by the School of Graduate Studies (SGS) and Maseno University Ethics and Review Committee (MUERC), the primary data was collected through mailed structured questionnaire. In order to evaluate individual item content and response format, the revised survey was first refined through pre-testing. After pre-testing, a cover letter was designed which outlined the purpose of the study, directions on how to respond to the questionnaire and confidentiality issues. The cover letter is presented in Appendix 1.

3.5.3 Pretest

To ensure instrument validity and reliability, the researcher carried out a pilot study using 10% of the sample size representing 21 departmental managers from 5 star rated hotels selected through purposive random sampling technique. These respondents were eventually excluded from the main study.

3.5.4 Validity Test

Validity is the ability of an instrument to measure a concept under study and to be able to measure it accurately so that any observed differences are true and not the result of random or constant errors. Instrument validity determines whether an instrument accurately measures that which it is supposed to measure (Brink et al 2006). The validity of research instruments was realized through the calculation of content validity index. The study used expert rating method to calculate Item Content Validity Index (I-CVI) of the instrument. Two experts from the University were asked to rate each scale item in terms of its relevance to the underlying constructs using a 4-point ordinal scale: 1=not relevant; 2=somewhat relevant; 3=quite relevant; 4=highly relevant. Then, for each item, the I-CVI was computed as the agreed items (giving a rating of either 3 or 4) divided by the number of experts via the formula:

$I-CVI = (\text{agreed item}) / (\text{number of expert})$ as stipulate by Davis (1992).

The instrument was rated as highly relevant by the two experts, giving a CVI of .88.

3.5.5 Reliability Test

Reliability refers to the extent to which an instrument yields similar results each time it is administered by independent persons under comparable conditions (De Vos et al, 2010). To enhance instrument reliability, pre-testing of the tools was undertaken using a randomly selected 21 (10% of sample size) departmental managers to test whether the questions were clear and easily understood. Reliability of the data was assessed by evaluating the internal

consistency of the data using Cronbach's coefficients threshold of $>.70$. The results are presented in Table 3.2.

Table 3.2: Reliability Statistics after the pretest

Constructs	Cronbach's Alpha	N of Items
Managerial Characteristics	.809	8
Organizational Culture	.950	12
Organizational Structure	.856	9
Employee Turnover	.712	4

The results in Table 3.2 indicate that all the items included in each study construct were reliable in measuring the construct given that Cronbach's coefficients ranged between .712 and .950 for the three study constructs.

3.5.6 Normality Test for Data Distribution

According to Gissane (2016), any data set should be examined for normality before analysis of the same. This is because normal distribution is the foundation of many statistical analysis techniques (Khatun, 2021). To this end, analysis of variance (ANOVA) and a combination of , as well as assessment using Skewness and kurtosis were used to examine normality of data distribution as recommended by experts (Kim, 2013; Norman, 2010).

3.6 Data Analysis and Presentation

The study used descriptive statics and regressions analyses to analyse data with the aid of Scientific Package for Social Science (SPSS version 21). Section one (demographic background of respondents) first objective (managerial characteristics); second objective (organizational culture); and third objective (organizational structure) as well as the dependent variable (employee turnover rate) were analysed using descriptive statistics in the forms mean, standard deviation and percentage. The effects of managerial characteristics,

organizational culture, and organizational structure on employee turnover were analysed using regression analysis. Regressions helped to find the variable that is most significant in affecting employee turnover. These variables were tested from a general multiple regression equation of the form:

$$Y_0 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \dots \dots \dots \text{Equation (iii)}$$

(*Source:* Adopted from Hair, Babin, Money & Samuel, 2010).

Where;

Y_0 = employee turnover

β_1, β_2 and β_3 = Coefficient of organizational characteristics

X_1 = Managerial characteristics

X_2 = Organizational culture

X_3 = Organizational structure

β_0 = Constant representing the fixed organizational performance

ε = Error term representing factors affecting employee turnover not included in the study

A partial regression coefficient represents the change in dependent variable, due to one unit change in independent variable; ε is the margin term.

3.7 Ethical Considerations

The researcher sought approval from ethical review committee in Maseno University. The researcher explained to the respondents what the research was about so that they could consent to what they know. The researcher observed Respect for anonymity, confidentiality and privacy. The researcher further sought consent from various authorities in respect to special groups of people. Similarly, the researcher did not affect the participants to participate in the study. The participants were also assured that the responses were to be used only for

academics and that there would be no negative consequences to their responses. The researcher also asked the study participants to exclude their names to feel safer from any sort of reprimand from their seniors while answering the questions of the study. The instrument also ensured anonymity of respondents as their identities were not requested. Similarly, a commitment was made to safely store the collected data under key and lock where only the researcher and nobody else could access them for a period of five years after the project report shall have been presented to Maseno University. Research records are expected to be retained for at least 3 years after the completion of the research while data are required to be kept for at least 5 years (Williams, 2005).

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Questionnaire Response Rate

This study set out to achieve three specific objectives as highlighted in chapter one. To achieve the study objectives, a total of 212 questionnaires were sent out to hotel managers to fill out of which 182 questionnaires were received back. This accounted for 85.85% response rate. Any further attempts to retrieve the remaining questionnaires through phone calls did not materialize and therefore the 182 questionnaires were deemed adequate for analysis.

4.2 Data Screening

The questionnaires were coded and data entered into SPSS to evaluate data suitability. The data was evaluated in terms of missing values, reliability, normality and cases of outliers. To assess missing values, the data set was subjected to descriptive statistics using frequencies. The statistics result indicated no cases of missing values. To assess outlier cases, box plots (box-and-whisker diagram) were generated for all the Likert scaled variables in SPSS and the result indicated no cases of outliers. Reliability of the data after the main survey was assessed by evaluating the internal consistency of the data using Cronbach's coefficients threshold of $>.70$. The results are presented in Table 4.1

Table 4.1: Reliability Statistics after the main Survey

Constructs	Cronbach's Alpha	N of Items
Managerial Characteristics	.757	10
Organizational Culture	.936	9
Organizational Structure	.849	9
Employee Turnover	.700	4

Skewness and kurtosis results (see Table 4.2) show that the data was in the range of ± 2 threshold an indication that the data was normally distributed. According to Khatun (2021), normal distribution forms the foundation of many statistical analysis techniques. To achieve such foundation, several scholars (see Norman, 2010) recommend thorough assessment using Skewness and kurtosis for the examination normality of data distribution.

Table 4.2: Descriptive Statistics for Normality

	Min	Max	SDEV	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
MC1	1	5	1.167	-.313	.180	-1.039	.358
MC2	1	5	.710	.023	.180	.307	.358
MC3	1	5	1.079	.025	.180	-.705	.358
MC4	1	5	.802	.514	.180	.067	.358
MC5	1	5	.777	-.140	.180	-.018	.358
IVTO	1	5	.841	.153	.180	-.391	.358
VTO	1	5	.883	-.368	.180	.131	.358
STAB1	1	5	.956	-.007	.180	-.760	.358
STAB2	1	5	.791	-.110	.180	-.049	.358
STAB3	1	5	.862	-.407	.180	-.305	.358
INOV1	1	5	.788	-.070	.180	-.040	.358
INOV2	1	5	.779	-.067	.180	-.003	.358
INOV3	1	5	.778	-.586	.180	.450	.358
INOV4	1	5	.870	-.069	.180	-.410	.358
STAB4	2	5	.726	.161	.180	-.268	.358
STAB5	1	5	.981	-.089	.180	-.908	.358
OGS1	2	5	.696	-.161	.180	-.131	.358
OGS2	2	5	.755	.009	.180	-.358	.358
OGS3	1	5	.713	.591	.180	.581	.358
OGS4	2	5	.741	.238	.180	-.242	.358
OGS5	2	5	.831	.116	.180	-.576	.358
Valid N (list wise)	182						

4.3 Regression Analysis Assumptions Results

Before conducting regression analysis however, the data was assessed whether it meets regression analysis assumption. These included assessment of Multicollinearity, normality, linearity, autocorrelation and homoscedasticity.

4.3.1 Linearity and Autocorrelation Results

The scatter plots (see *Figures A, B and C in Appendix 6*) indicated a good linear relationship between the predictor variables (managerial characteristics, organizational culture and organizational structure) and the dependent variable (employee turnover). Further, Pearson's Bivariate Correlation was conducted in SPSS to ascertain the relationship between the variable of interest. *Table 4.3* indicates that both the dependent and independent variables were correlated at $p < 0.001$.

Table 4.3: Correlation Results for Study Constructs

Constructs	ET	MC	OC	OS
Employee Turnover (ET)	1			
Managerial Characteristics (MC)	.782**	1		
Organizational Culture (OC)	.870**	.833**	1	
Organizational Structure (OS)	.766**	.793**	.856**	1

** . Correlation is significant at the 0.01 level (2-tailed); N = 182

4.3.2 Multivariate Normality and Multicollinearity Results

This was assessed by generating Quintile-Quintile plots (Q-Q plots) in SPSS. The Q-Q plots (see *Figures A, B, C and D in Appendix 7*), shows that the data appears to be normally distributed with no much significant deviation from the diagonal. The Skewness and kurtosis results also indicate fairly acceptable range of ± 2 for both kurtosis and Skewness (see Table 4.2). The results indicate that the data is fairly normally distributed and that multivariate normality is not a serious issue for this data set.

4.4 Demographic Profile of the Respondents

Respondents' demographic profile was examined descriptively and the results are presented in Table 4.4 below. The results indicate that majority of the respondents were Male (59.3%) and that the sample mainly consisted of respondent aged between 41-50 years (51.6%) followed by those in the age bracket of 31-40 years at 39.6%. The sample also consisted mainly of respondents who had attained diploma level with regard to education at 59.9%. Only 0.5% of the respondents had not gone past secondary education level. Majority of the respondents (81.3%) had not served longer as managers in the hotels with only about 3.8% of the managers having served for more than 10 years.

Table 4.4. Demographic profile of the respondents

Demographic Characteristics		Frequency	Percent
Gender	Male	108	59.3
	Female	74	40.7
	Total	182	100.0
Age	Below 30 Years	9	4.9
	31 - 40 Years	72	39.6
	41 - 50 Years	94	51.6
	51 and Above Years	7	3.8
	Total	182	100.0
Level of Education	Secondary	1	.5
	Certificate	27	14.8
	Diploma	109	59.9
	Undergraduate	29	15.9
	postgraduate	9	4.9
	Others	7	3.8
Total	182	100.0	
Managerial Tenure	1 - 5 Years	148	81.3
	6 - 10 Years	27	14.8
	Above 10 Years	7	3.8
	Total	182	100.0

4.5 Effect of Organizational Characteristics on Employee Turnover

This study set out to investigate the effect of hotel organizational characteristics on employee turnover. Specifically, the study set out to address the following three specific research hypotheses:

H₀₁ Managerial characteristics do not significantly affect employee turnover among star rated hotels in Nairobi County

H₀₂ Organizational culture does not significantly affect employee turnover among star rated hotels in Nairobi County.

H₀₃ Organizational structure do not significantly affect employee turnover among star rated hotels in Nairobi County

The study first used correlations analysis to determine the relationships existing between the dependent variable (Employee Turnover) and coefficients of independent variable (managerial characteristics, organizational culture and organizational structure (Table 4.3). Results show that there is a high and significant relationship between employee turnover and organizational culture ($r=.870^{**}$; $p < 0.001$). Similarly, employee turnover and managerial characteristics ($r=.782^{**}$; $p < 0.001$) as well as employee turnover and organizational structure ($r=.766^{**}$; $p < 0.001$) both had high and significant relationships.

In order to test the hypotheses, a series of multiple linear regression analysis was conducted. The results of the multiple linear regression (see Tables 4.5 and 4.6) indicate that managerial characteristics, organizational culture and organizational structure had a combined significant effect on employee turnover, ($F [3, 178] = 195.249$, $p < .001$, $R^2 = .767$). These imply that the three predictors together explain for 76.7% of the variance in employee turnover in star-rated hotels in Nairobi County.

Table 4.5: Organization Characteristics and Employee Turnover Model Summary

Model	R	R ²	Adjusted R ²	STEE	Change Statistics				Durbin-Watson	
					R ² Change	F Change	df1	df2		Sig. F Change
1	.876 ^a	.767	.763	.36610	.767	195.249	3	178	.000	2.196

Note: Predictors: (Constant), Organizational Structure, Managerial Characteristics, Organization Culture; Dependent Variable: Employee Turnover
STEE - Std. Error of the Estimate

Further examination of the individual predictor (see Table 4.9) shows that managerial characteristics ($\beta = .205$, $t = 2.643$, $p = .009$, confidence interval = [.052, .359]) and organization culture ($\beta = .767$, $t = 8.660$, $p < .001$, confidence interval = [.592, .924]) are significant predictors of employee turnover in star-rated hotels in Nairobi County. As a result, hypotheses one and two of the study were rejected. Organization structure on the other hand ($\beta = .035$, $t = .373$, $p = .710$, confidence interval = [-.148, .218]) was not a significant predictors of employee turnover among star-rated hotels in Nairobi County. As a result, the study failed to reject the third null hypotheses.

Table 4.6: Organization Characteristics and Employee Turnover ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78.506	3	26.169	195.249	.000 ^b
	Residual	23.857	178	.134		
	Total	102.363	181			

a. Dependent Variable: Employee Turnover

b. Predictors: (Constant), Organizational Structure, Managerial Characteristics, Organization Culture

Table 4.7: Coefficients for Organizational Characteristics

Model	USTC		STC	t	Sig.	95.0% CI		COS	
	B	STE	Beta			Lower	Upper	TOL	VIF
1 (Constant)	-.040	.166		-.244	.808	-.367	.286		
Managerial Characteristics	.205	.078	.180	2.643	.009	.052	.359	.283	3.539
Organizational Culture	.767	.089	.696	8.660	.000	.592	.942	.203	4.938
Organizational Structure	.035	.093	.027	.373	.710	-.148	.218	.246	4.063

Note: Dependent Variable: Employee Turnover

USTC - Unstandardized Coefficients; STC - Standardized Coefficients; CI – Confidence Interval, COS - Collinearity Statistics; STE - Std. Error

The regression equation $Y = \beta_0 + \beta_1X_1+ \beta_2X_2+\beta_3X_3+ \epsilon$, with the constant (β_0) being -.040, the coefficients can be plugged into the formula to predict employee turnover among the star rated hotels as:

$$Y = \beta_0 + \beta_1X_1+ \beta_2X_2+\beta_3X_3 +\epsilon,$$

$$Y = -.040+.205X_1+ .767X_2+ .035X_3+\epsilon$$

After obtaining the general model that shows the combined effect of the three study constructs on employee turnover, a series of regression analysis was also done separately for managerial characteristics indicators, organizational culture indicators and organizational structure indicators as predictors of employee turnover. The results are presented and discussed in the subsequent sections.

4.5.1 Managerial Characteristics and Employee Turnover

The first objective was to determine the effect of managerial characteristics on employee turnover among star-rated hotel in Nairobi County. To achieve the following hypothesis was postulated.

H₀₁ Managerial characteristics do not have significant effect employee turnover rate among star rated hotels in Nairobi County

The results generally indicate that managerial characteristics affect employee turnover among the star rated hotels. To understand how the five components of managerial characteristics (i.e., age, education, gender, managerial tenure and job position affect employee turnover, this hypothesis was disintegrated into sub hypotheses as follows:

H_{01a} Age as a managerial characteristic does not have significant effect on employee turnover rate among star rated hotels in Nairobi County

H_{01b} Education as a managerial characteristic do not have significant effect on employee turnover rate among star rated hotels in Nairobi County

H_{01c} Gender as a managerial characteristic do not have significant effect on employee turnover rate among star rated hotels in Nairobi County

H_{01d} Managerial tenure as a managerial characteristic do not have significant effect on employee turnover rate among star rated hotels in Nairobi County

H_{01a} Job position as a managerial characteristic do not have significant effect on employee turnover rate among star rated hotels in Nairobi County

Regression results (see Table 4.7) indicate that on overall, managerial characteristics ($\beta = .205$, $t = 2.643$, $p = .009$, confidence interval = [.052, .359]) have significant effect on employee turnover.

Further regression analysis results (see Tables 4.8, 4.9 and 4.10on) indicate that age ($\beta = .121$, $t = 3.141$, $p = .002$, confidence interval = [.045, .198]), education ($\beta = .364$, $t = 5.226$, $p < .001$, confidence interval = [.234, .494]), gender ($\beta = .160$, $t = 4.282$, $p < .001$, confidence interval = [.086, .234]), managerial tenure ($\beta = .113$, $t = 2.079$, $p = .039$, confidence interval = [.006, .220]) and job position ($\beta = .220$, $t = 3.716$, $p < .001$, confidence interval = [.103, .337]) collectively affect employee turnover ($F [5, 176] = 63.957$, $p < .001$, $R^2 = .645$). This

implies that the five components of managerial characteristics, without including other organizational characteristics, explain 64.5% of the variance in employee turnover. As a result, all the five sub-hypotheses are rejected.

Table 4.8: Managerial Characteristics and Employee Turnover Model Summary

Model	R	R ²	Adjusted R ²	STEE	Change Statistics					Durbin-Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
1	.803	.645	.635	.45436	.645	63.967	5	176	.000	2.138

Note: Dependent Variable: Employee Turnover; Predictors: (Constant), MC1 – Age, MC2 – Education, MC3 – Gender, MC4 – Managerial Tenure, MC5 – Job Position

Table 4.9: Managerial characteristics and employee turnover ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.028	5	13.206	63.967	.000 ^b
	Residual	36.334	176	.206		
	Total	102.363	181			

Note: Dependent Variable: Employee Turnover; Predictors: (Constant), MC1 – Age, MC2 – Education, MC3 – Gender, MC4 – Managerial Tenure, MC5 – Job Position

Table 4.10: Coefficients for managerial characteristics

Model		USTC		STC	t	Sig.	95.0% CI		COS	
		B	STE	Beta			Lower	Upper	TOL	VIF
1	(Constant)	.189	.206		.918	.360	-.217	.596		
	MC1	.121	.039	.188	3.141	.002	.045	.198	.561	1.782
	MC2	.364	.066	.344	5.526	.000	.234	.494	.521	1.921
	MC3	.160	.037	.230	4.282	.000	.086	.234	.700	1.428
	MC4	.113	.054	.120	2.079	.039	.006	.220	.604	1.656
	MC5	.220	.059	.227	3.716	.000	.103	.337	.539	1.855

Note: Dependent Variable: Employee Turnover; USTC - Unstandardized Coefficients; STC - Standardized Coefficients; CI – Confidence Interval, COS - Collinearity Statistics; STE - Std. Error; MC1 – Age, MC2 – Education, MC3 – Gender, MC4 – Managerial Tenure, MC5 – Job Position

The study findings generally show that a managerial characteristic has a significant effect on employee turnover among star-rated hotels in Nairobi County. Managers serve as the main source of motivation and inspiration in the hotel industry, since they determine a number of employee related issues that include commitment and job satisfaction. Hotel managers provide leadership roles to their subordinates which include guidance, support and the relevant exposure to conduct their duties. Lack of such support from management would instigate employees' thoughts in terms of quitting the job as they do not find fulfillment. The outcome of most Organizations including hotels, therefore, are pegged on the ability and capability of its management team. These abilities and capability are defined by a number of managerial characteristics that include age, education, gender, tenure or experience, and job position. Position in this case entails the nature of the job held by the said manager. These managerial characteristics would have an effect on how subordinates, in a hotel for example, behave and perform their job (Williams, 2018; Hampton, 2019; Hayes, 2015; Mumtaz & Hassan, 2018; Alkahtani, 2015; Emiroğlu et al, 2015). The findings of this current study therefore support existing studies such as Hayes (2015) and Kamau et al (2021) who found positive effect of managerial characteristics such as age, education, gender and length of tenure on employee turnover intentions. It however contradicts Emiroğlu et al (2015) who did not find managerial characteristics such as gender, education and tenure to affect employee turnover intention. The current study however goes beyond turnover intentions and examine the actual turnover which is the main problem affecting the hotel industry.

4.5.1.1 Age and Employee Turnover

Regarding age, the findings revealed that age of managers significantly affect employee turnover. While this study did not specifically look at age differences among the management and their subordinates, it corroborates Kunze and Menges (2017) findings regarding age of managers' emotions of subordinates that would affect work performance and eventually

turnover in most cases. Kunze and Menges (2017) in their study examined how age difference between younger supervisors and older subordinates are linked to the emotions that prevail in the workforce. Usually, emotional difference would result in resignation by younger supervisors who may feel their ideologies are not welcomed by the senior subordinates or even firing of the younger supervisors or subordinates by the management. This relates to what Khattak et al (2013) and Chandren et al (2021) refer to as job stressors or employee-boss relations (Mumtaz & Hasan, 2018). Khattak et al (2013) in their study found a positive correlation between job stressors and turnover intention. This in turn would increase turnover in such Organizations. The findings also support those of Hayes (2015) and Emiroğlu, et al. (2015) who found that age of managers significantly affect employee turnover.

4.5.1.2 Education Level and Employee Turnover

The current findings also show that education level of managers affect employee turnover. Education, particularly from tertiary level and above usually provide managers with knowledge and skills on how to carry out their managerial work. An educated hotel manager will therefore have the requisite skills needed to handle subordinates, which in turn affect how they feel about the organization. This would include work planning and structuring which in turn would affect the work environment and as well as the nature of work done, the procedures, policies and communication systems within the hotel. This would translate to a positive work environment which in turn would affect job satisfaction and in turn employee turnover (Hanafi, 2016). The findings while supporting many other similar studies (e.g., Mumtaz & Hasan, 2018; Williams, 2018; Hampton, 2019; Alkahtani, 2015; Emiroğlu, et al, 2015), however, diverge from that of Hayes (2015) who found no significant relationship between education and employee turnover.

4.5.1.3 Gender of Manager and Employee Turnover

Gender has been a hotly debated issue in the hospitality industry with some studies pointing to disparities experienced by women in terms of pay, managerial positions among others. This study found that gender as a managerial characteristic has got a significant effect on employee turnover. While this current study did not compare the different effect of male and female managers on employee turnover, it supports previous similar findings (e.g., CNN, 2013; Gallup, 2013; Hassan & Shafiq, 2019; Williams, 2018; Hampton, 2019; Alkahtani, 2015; Emiroğlu, et al., 2015; Morgan & King, 2012). Hassan & Shafiq, 2019 for instance examine the role of CEO's gender on employee turnover and returns and found out that male CEOs reduced employee turnover (on average) insignificantly more than female CEOs by around 0.641 percent. This implies that gender of the senior manager indeed generally affects employee turnover.

In support, other studies such as CNN (2013) and Gallup (2013), indicate that employees would prefer a male boss over a female one. They also content that employees generally exhibit higher levels of distress and physical symptoms when working under a female supervisor. Morgan and King (2012) found that turnover intentions increased for employees who had managers of the opposite gender. The implications of these arguments are that hotel subordinates would not leave an organization if their boss was male and are more likely to leave if their boss is a female. All these arguments however point to the fact that gender indeed affect employee turnover as is the case in the study findings. The study findings however contradict those of Grissom et al. (2012) who concluded that gender does not exert and impact on turnover intentions and employee turnover. Similarly, Hayes (2015) did not find any significant positive relationship between gender of managers and employee turnover.

4.5.1.4 Tenure of Manager and Employee Turnover

Length of service or managerial tenure was found to significantly affect employee turnover. Managers with a greater number of work experience brings with them vast knowledge and skills in managing a hotel. Long serving managers will have the ability to handle challenging situations in the hotel workplace which in turn would have negatively affected employees hence voluntary turnover. The findings support previous similar research (e.g., Hassan & Shafiq, 2019; Williams, 2018; Hampton, 2019; Alkahtani, 2015; Emiroğlu, et al, 2015) that have found positive relationship between management length of service (tenure) and turnover intentions or employee turnover. However, despite tenure of manager being a significant predictor of employee turnover in this study, it contradicts Hayes (2015) who reported lack of significant relationship between management tenure and employee turnover.

4.5.2 Organisation Culture and Employee Turnover

The second objective of this study was to determine the effect of organizational culture on employee turnover among star-rated hotel in Nairobi County. To achieve the following hypothesis was postulated.

H₀₂ Organizational culture do not have significant effect on employee turnover rate among star rated hotels in Nairobi County

The study indicates that organizational culture as a composite variable generally has effect on employee turnover (See Table 4.7). This finding is consistent with those of other researchers (e.g., Mutua and Simba, 2017; Chahal and Poonam, 2017; Wright, 2021; Lee and Jang, 2020) who concluded in their study that organizational culture was significant predictor of employee turnover. It, however, contradicts findings of Mutonyi et al. (2022) and Niguse (2019) who reported that organizational culture such as bureaucratic and innovative culture had no significant effect on employee turnover. This study adopted two orientations to

organizational culture namely stability orientation culture and innovative orientation culture. Therefore, the second research hypothesis was disintegrated into sub hypotheses as follows:

H_{02a} Stability orientation culture do not have significant effect on employee turnover rate among star rated hotels in Nairobi County

H_{02b} Innovative orientation culture do not have significant effect on employee turnover rate among star rated hotels in Nairobi County

Subsequent regression analysis results (see Tables 4.11, 4.12 and 4.13) indicate that stability orientation culture ($\beta = .473$, $t = 5.897$, $p < .001$, confidence interval = [.314, .631]) and innovative orientation culture ($\beta = .484$, $t = 6.223$, $p < .001$, confidence interval = [.330, .637]), has a combined effect on employee turnover ($F [2, 179] = 278.617$, $p < .001$, $R^2 = .757$). This imply that the two-organizational culture orientation, without including other organizational characteristics, explain 75.7% of the variance in employee turnover. As a result, all the two sub-hypotheses related to organization culture are rejected.

Organizational culture are belief systems, norms and value orientations that prevails in an organizations and shapes the way people behave in an organization. It is the glue that holds employees and organizational systems together thereby stimulating employee commitment and performance (Schein, 2010; Njugi & Agusioma, 2014; Hakim, 2015; Mutua & Simba, 2017; Bosomtwe & Obeng, 2018).

Table 4.11: Organizational culture and employee turnover model Summary

Model	R	R ²	Adjusted R ²	STEE	Change Statistics					Durbin-Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
1	.870	.757	.754	.37287	.757	278.617	2	179	.000	2.157

Note: Dependent Variable: Employee Turnover; Predictors: (Constant), Innovative Orientation, Stability Orientation

Table 4.12: Organizational culture and employee turnover ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	77.475	2	38.738	278.617	.000
	Residual	24.887	179	.139		
	Total	102.363	181			

Note: Dependent Variable: Employee Turnover; Predictors: (Constant), Innovative Orientation, Stability Orientation

Table 4.13. Coefficients for organizational culture

Model	USTC		STC	t	Sig.	95.0% CI		COS	
	B	STE	Beta			Lower	Upper	TOL	VIF
1 (Constant)	.093	.148		.628	.531	-.199	.386		
STABOC	.473	.080	.438	5.897	.000	.314	.631	.246	4.061
INOVOC	.484	.078	.462	6.223	.000	.330	.637	.246	4.061

Note: Dependent Variable: Employee Turnover; USTC - Unstandardized Coefficients; STC - Standardized Coefficients; CI – Confidence Interval, COS - Collinearity Statistics; STE - Std. Error; STABOC – Stability Orientation Culture, INOVOC – Innovative Orientation Culture

The current study generally revealed that organizational culture ($\beta = .767$, $t = 8.660$, $p < .001$, confidence interval = [.592, .924]) have significant effect on employee turnover among star-rated hotels in Nairobi County (see Table 4.13). The findings generally support similar studies (Mathew & Ogbonna, 2009; Greenwood et al., 2010; Cameron & Quinn, 2011; Gordon, 2012; Aldhuwahi & Shee, 2015; Brenyah & Tetteh, 2016; Mutua & Simba, 2017; Chahal & Poonam, 2017; Niguse, 2019; Machoka, 2019) that demonstrated the importance of organizational culture to employee commitment to an organizational, employee retention as well as performance. In this regard, organizational commitment relates to employees' attachment to a hotel organization and would therefore have implications on their decisions to leave or remain in the hotel. This in turn have implications for turnover. Brenyah and Tetteh (2016) for instance found that organization culture as a composite variable had a positive significant effect on employee retention. Similarly, Mutua and Simba (2017) found that organizational culture had significant effect on employee turnover. The implication of the

current study finding is that star-rated hotels in Nairobi County must pay attention to organizational culture or the work culture of the hotels as it affects employees' behaviour, work attitude, employee commitment and job performance which in turn dictate turnover. Contrary to this current finding, Bosomtwe and Obeng, (2018) found an inverse relationship between organizational culture and employee retention which is related to employee turnover. While various studies have investigated organizational culture using varied culture orientation, this study examined organizational culture using mainly two orientations namely stability orientation and innovative orientation.

4.5.2.1 Stability Orientation Culture and Employee Turnover

Further regression analysis results indicate that stability orientation had a significant effect on employee turnover among star rated hotels in Nairobi County (see Table 4.13). Stability orientation culture relates to those organizational culture elements that focuses on employee consultation, teamwork and team spirit promotion, employee job security, common vision that expresses employee aspirations, employee recognition and reward systems, employee mentoring, participation and empowerment, training and development among others. Burchell and Kolb (2007) associate stability with conformity, control, formalization, security and status quo. The findings of this current study support a number of other similar studies (Burchell & Kolb, 2007; Nganga, 2015; Mutua & Simba, 2017). For example, Mutua and Simba (2017) found that stability orientation culture had significant effect on employee turnover. Nganga (2015) found that stability orientation culture elements that encourage free communication amongst employees and where management were easily approachable reduces employee turnover. The results also corroborate a study done by Schaufeli and Bakker (2004) which concluded that employees who are involved in decision making are likely to have a greater attachment to their organization and lower tendency to quit. The findings are also consistent with Truss (2012). Truss (2012) found that employees who are

valued and engaged by management feel so secure in their job and therefore are unlikely to leave the organization.

4.5.2.2 Innovative Orientation Culture and Employee Turnover

The current study results indicated that innovative orientation culture had a positive significant effect on employee turnover (see table 4.13). Most Organizations including hotels both in developed and developing countries operates in a dynamic environment and therefore only those hotels that can be able to embrace, promote and inculcate an innovative culture can be able to operate successfully. The study findings imply that hotels where management promotes a culture of innovativeness are unlikely to experience high turnover. Innovation does not only affect the organization itself, but also the components of the organization key among them being the people. Innovative concepts that hoteliers should adopt include flexibility and adaptability to change, responding to changing customer and employee needs, promoting and valuing employee creativity as well as investing in new innovative products and facilities.

Due technological advancements, employees of hotels would want to be associated with Organizations that embrace current innovative ideas thus hotels that do not encourage and embrace innovativeness amongst its members are likely to experience high turnover. The findings consistent with other similar studies (Mutua & Simba, 2017; Mugove & Mukonzi, 2018; Mugenya, Odek & Kuria, 2020) that reported positive significant effect of innovative orientation culture on employee turnover. Mugenya et al (2020) for example noted the importance of innovative culture on organizational employees. They suggested that Organizations must have a well-structured mechanism that is used to enhance creativity among staff members to positively impact on employee turnover. Mutua and Simba (2017) correspondingly found that innovative orientation had a significant effect on employee turnover. They recommend that as part of retention strategy, management should come up

with measures on how to incorporate innovation in Organizations. In their argument, Mutua and Simba (2017) contend that Organizations that have innovative culture have high level of creative and dynamic employees who are committed to the organization as a result of dealing with flexible and adaptable managers. The current study findings therefore suggest similar recommendations to hoteliers of star rated hotels in Nairobi County.

4.5.3 Organization Structure and Employee Turnover

The last objective of this study sought to establish the effect of organizational structure on employee turnover rate among star rated hotels in Nairobi County. Organization structure as a component of organizational characteristics is concerned aspects that are of relevance to management of hotels. These include chain of command, work specialization, responsibilities for decision making within the organizational, coordination of work and communication, documentation of work-related activities, work rules, standard operating procedures, among others. These aspects generally define the work environment which in turn impacts employee commitment as well as turnover. The study findings (Table 4.7) revealed that organizational structure ($\beta = .035$, $t = .373$, $p = .710$, confidence interval = $[-.148, .218]$) generally did not affect employee turnover among star rated hotels in Nairobi County. The current study findings deviate from similar research findings (Alipoor et al, 2017; Adeoye, 2018; Olajide, 2015; Shafae et al, 2012; Mugizi et al, 2019; Holagh et al, 2014; Lambert et al, 2018) who reported significant relationship between organization structure and employee turnover aspects such as commitments and engagements. Adeoye (2018) for instance assessed the impact of organizational structure on employee engagement and found positive relationship. Olajide (2015) examined the effects of organizational structure on job satisfaction and concluded that organization structure positively impacts on employee job satisfaction. The findings support that of Lambert et al (2006) who found negative impact of organizational structure i.e., centralization on employee commitment. These studies however, did not

examine employee turnover directly but rather examined precursors of employee turnover such as commitment and job satisfaction. The conclusions from such studies however would be that employees who are not committed or not satisfied are likely to leave an organization.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

This chapter presents conclusions and recommendations of the research. The researcher also suggests other areas for further studies based on the study findings.

5.1 Conclusions

The general objective of this study was to investigate the effect of organizational characteristics on employee turnover among star-rated hotels in Nairobi County, Kenya. The coefficients of organizational characteristics assessed include managerial characteristics, organizational culture and organizational structure. Specifically, the study set out to determine the effect of managerial characteristics on employee turnover, as well as the effect of organizational culture on employee turnover and the effect of organizational structure on employee turnover among Nairobi County's star-rated hotels. Data was collected from top and middle level managers of star-rated hotels in Nairobi County and subjected to multiple regression analysis.

The findings reveal that the five components of managerial characteristics namely age, education, gender, managerial tenure and job position had a significant effect on employee turnover in star-rated hotels in Nairobi County. Managerial characteristics would be a very critical aspects in defining other organizational characteristics such as organizational structure and even the culture which would in turn impact on employee turnover.

To address objective two, the study reveals that organizational culture significantly affect employee turnover in star-rated hotels in Nairobi County. While this study focused on two aspects of organizational culture, stability orientation and innovative orientation, the findings

further revealed that both stability orientation culture and innovative orientation culture had a significant effect on employee turnover. This implies that those hotels where employees feel job stability and inculcate innovative culture; their employees are less likely to leave the organization.

The last objective focused on establishing the effect of organizational structure on employee turnover in star-rated hotels in Nairobi County. The results revealed that organizational structure did not affect employee turnover.

5.2 Recommendations

5.3.1 Recommendations for Improvement

- i. This study found that managerial characteristics such as age, education, gender, managerial tenure and job position have a significant effect on employee turnover rate among star rated hotels in Nairobi County. It is therefore recommended that promotion to management positions among the star rated hotels should consider age, education, gender, and managerial tenure so as to stem employee turnover rates.
- ii. The study findings have shown that components of organizational culture such as stability orientation culture and innovative orientation culture have a significant effect on employee turnover rate among star rated hotels in Nairobi County. The researcher therefore recommends that firms in the hotel industry should strive to maintain stability and innovative-ness so as to curtail employee turnover rate.
- iii. This study also established that organizational structure components such as decentralization, centralization, standardization, formalization and specialization do not have significant effect on employee turnover rate among star rated hotels in Nairobi County. The researcher therefore recommends that these organizational

structure practices should be implemented in alignment with cultural practices such as stability and innovative-ness orientation.

5.3.2 Suggestions for Further Research

This study, having drawn conclusions and recommendations, provides the following suggestions for further research:

- i. This study found that managerial characteristics such as age, education, gender, managerial tenure and job position have a significant effect on employee turnover among star rated hotels in Nairobi County. This study therefore recommends that further research should be done on the effect of managerial characteristics-based promotion on employee turnover among the star rated hotels.
- ii. The study findings have also shown that components of organizational culture such as stability orientation culture and innovative orientation culture have a significant effect on employee turnover among star rated hotels in Nairobi County. Further research should therefore be done on the moderating effects of stability and innovativeness culture on the relationship between employee satisfaction and turnover rates among star rated hotels.
- iii. This study also established that organizational structure components such as decentralization, centralization, standardization, formalization and specialization do not have significant effect on employee turnover rate among star rated hotels in Nairobi County. The researcher therefore recommends that further research should be done on the effects of aligning organizational structure implementation strategies with stability and innovativeness orientation cultural on employee turnover rate among star rated hotels.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

BEATRICE ONYANGO
MASENO UNIVERSITY
PRIVATE BAG
MASENO

APRIL, 2022.

Dear Sir/Madam,

RE: AUTHORITY TO CONDUCT RESEARCH

I am a student at Maseno University undertaking a Degree of Masters in Ecotourism, Hotel and Institutional Management. I would wish to conduct my research on **‘ORGANIZATIONAL CHARACTERISTICS AND EMPLOYEE TURNOVER AMONG STAR RATED HOTELS IN NAIROBI COUNTY’**. Data obtained from the respondents will be kept confidential, and will only be used for this academic research. Kindly accord me necessary support so as I get data that will enable me complete my course. Thank you in advance.

Yours faithfully,

BEATRICE ONYANGO

SC/SC/00014/2016

APPENDIX 2: STUDY QUESTIONNAIRE

SECTION A: DEMOGRAPHIC DISTRIBUTION OF RESPONDENTS *(please tick as appropriate)*

Respondents Profile:

1 Gender: _____

2 Age

- Below 30 years old [] 31-40 years old []
 41-50 years old [] 51years old and above []

3 Level of education

- Secondary [] Certificate []
 Diploma [] Undergraduate []
 Postgraduate [] Others (specify).....

4 Number of years of working in the organization

- Below 1 year []; 1-5 years []
- 6- 10 years []; Above 10 years []

5. Position held

- Head Chef []; Food and Beverage Manager [];
- Housekeeper []; Sales and marketing [];
- Administration []; Accountant [];

Section II: Managerial Characteristics

The following items or statements related to managerial characteristics effects often experienced by organizations. Based on how these characteristics have had effect on employee turnover in your hotel, respond accordingly as **1 to 5 where 1= strongly disagree: 2= disagree: 3= neither agree nor disagree: 4=Agree and 5 = strongly agree.**

No	Managerial Characteristics	1	2	3	4	5
	Age of Supervisor					
1	Young supervisors are often at loggerheads with older subordinates					
2	Old supervisors often intimidate young subordinates					
	Gender of The manager					
3	Female supervisors are often authoritative on subordinates					
4	Male supervisors often harass subordinates particularly females					
	Education Level of Supervisor					
5	Highly educated supervisors (degree holders and above) often show					

	cruelty and arrogance to subordinates					
6	Low educated supervisors (KCSE and below) are often cruel to educated (Degree/Tertiary certificate holders) subordinates					
	Tenure of Supervisor					
7	Highly experienced supervisors (10 and above years) are often cruel to inexperienced (with less than 1 year) subordinates					
8	Supervisors with low experience (less than 5 years) are often cruel to experienced (with over 5 years) subordinates					
	Job Position					
9	Managers at higher positions are often cruel to their subordinates					
10	Junior managers are often unfriendly to their subordinates					

Section III: Organizational Culture

The following items or statements relate to organizational culture effects often experienced by organizations. Based on how these cultural practices have had effect on employee turnover in your hotel, respond accordingly as **1 to 5 where 1= strongly disagree 2= disagree: 3= neither agree nor disagree: 4=Agree and 5 = strongly agree.**

No	Organizational Culture effects	1	2	3	4	5
	Stability Orientation					
1	Teamwork and team spirit are rarely promoted at the hotel					
2	There is no vision reflecting employee aspirations					
3	There are limited opportunities for training and development					
4	Job insecurity (lack of job security) is rampant at the hotel					
5.	Employee recognition and reward system is unsatisfactory					
	Innovative Orientation					
6	Flexibility and adaptability in response to change are not encouraged					
7	There is often slow response to customer and employee changing needs					
8	Employee creativity is hardly encouraged					
9	The hotel hardly invest in new innovative products and facilities					

Section IV: Organizational Structure

The following items or statements related to organizational structures effects often experienced by organizations. Respond accordingly with regards to how they effect employee turnover in your organization as **1 to 5 where 1= strongly disagree2= disagree: 3= neither agree nor disagree: 4=Agree and 5 = strongly agree.**

No	Organizational structure effects	1	2	3	4	5
	Social Architecture Effects					
1	Vertical structure with centralized power in decision making					
2	Rigid adherence to work rules					
3	Horizontal structure with easy sharing of information and resources					
4	Horizontal structure offering adequate bonding and employee relations					
5	Functional structures enabling speedy execution of tasks owing to					

	departmental specialization					
	Size of Hotel					
6	The number of rooms to be covered with service per person are too many					
7	The level of ICT adoption has rendered some employee redundant					
8	Lack of ICT knowledge has made work difficult to some employees					
9	Employee welfare services are poor because of large workforce					

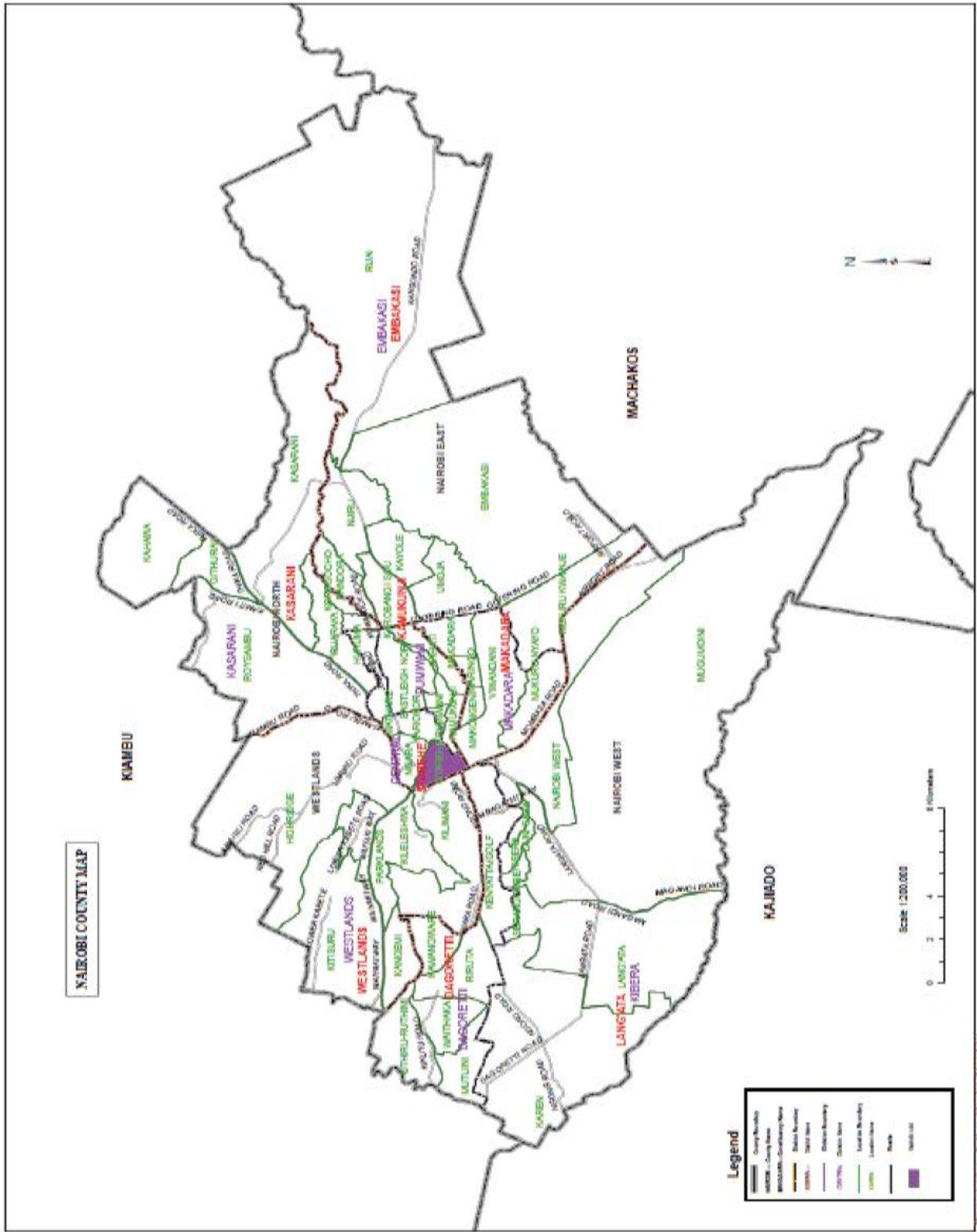
Section VI: Employee Turnover Rate

The following statements relate to employee turnover rates often experienced in organizations. Respond accordingly with regards to how the following employee turnover rates have taken place in your organization as **1 to 5 where 1= strongly disagree 2= disagree: 3= neither agree nor disagree: 4=Agree and 5 = strongly agree**

No	Employee Turnover Rate	1	2	3	4	5
	Voluntary Turnover Rate					
1	Every year, over 30% of our staff voluntarily leave the hotel					
2	Each year, over 30% of our staffs are newly recruited to replace voluntarily departing employees					
	Involuntary Turnover Rate					
3	Each year, over 30% of our staff is sacked by the hotel management					
4	Each year, over 30% of our staffs are newly recruited to replace sacked employees					

The end

APPENDIX 3: MAP OF NAIROBI COUNTY



APPENDIX 4: STAR RATED HOTELS IN NAIROBI

CLASSIFIED ESTABLISHMENTS-REGISTER (GREATER NAIROBI)					
NO	ESTABLISHMENT	COUNTY	CAPACITY		RATING
			ROOMS	BEDS	
1.	Intercontinental Nairobi	Nairobi	326	372	*****
2.	Radisson Blue Hotel Nairobi	Nairobi	271	354	*****
3.	The Sarova Stanley	Nairobi	217	440	*****
4.	Villa Rosa Kempinski	Nairobi	200	216	*****
5.	Fairmont The Norfolk	Nairobi	170	200	*****
6.	Sankara Nairobi	Nairobi	156	167	*****
7.	The Boma Nairobi	Nairobi	148	178	*****
8.	Crowne Plaza Nairobi Airport	Nairobi	144	209	*****
9.	Tribe Hotel	Nairobi	137	154	*****
10.	Dusit D2	Nairobi	101	122	*****
11.	Hemingway's Nairobi	Nairobi	45	50	*****
12.	Hilton Nairobi Limited	Nairobi	287	334	****
13.	Crowne Plaza	Nairobi	206	254	****
14.	Hilton Garden Inn Nairobi Airport	Nairobi	175	226	****
15.	City Lodge Hotel At Two Rivers	Nairobi	171	200	****
16.	Southern Sun Mayfair Nairobi	Nairobi	171	212	****
17.	Eka Hotel	Nairobi	167	220	****
18.	Sarova Panafric Hotel	Nairobi	162	324	****
19.	Silver Springs Hotel	Nairobi	160	180	****
20.	Nairobi Safari Club	Nairobi	146	186	****
21.	The Panari Hotel, Nairobi	Nairobi	136	272	****
22.	Ole Sereni Hotel	Nairobi	134	206	****
23.	Windsor Golf Hotel and Country Club	Nairobi	130	205	****
24.	Fair view Hotel	Nairobi	127	133	****
25.	Weston Hotel	Nairobi	120	154	****
26.	Golden Tulip Wastelands	Nairobi	94	188	****
27.	Pride Inn Lantana Apartments	Nairobi	55	110	****

28.	Executive Residency By Best Western	Nairobi	48	106	****
29.	House Of Waine	Nairobi	11	20	****
30.	Carnivore Restaurant	Nairobi	0	0	****
31.	Ibis Styles Nairobi West lands	Nairobi	277	331	****
32.	Azure Hotel	Nairobi	165	231	***
33.	Best Western Plus Meridian Hotel	Nairobi	128	166	***
34.	Ngong Hills Hotel	Nairobi	110	165	***
35.	The Heron	Nairobi	109	218	***
36.	Portico	Nairobi			***
37.	Pride Inn Raptha Nairobi	Nairobi	100	200	***
38.	Sports view Hotel Kasarani	Nairobi	94	188	***
39.	Kenya Comfort Suits	Nairobi	88	120	***
40.	La Masion Royale	Nairobi	71	144	***
41.	The Clarion Hotel	Nairobi	62	67	***
42.	Boma Inn	Nairobi	59	83	***
43.	Utali Hotel	Nairobi	57	114	***
44.	Marble Arch Hotel	Nairobi	41	57	***
45.	Fahari Gardens Hotel	Nairobi	32	64	***
46.	Jacaranda Hotel Nairobi	Nairobi	128	256	***
47.	Town Lodge	Nairobi	84	124	***
48.	Central Park Hotel	Nairobi	80	100	**
49.	After 40 Hotel	Nairobi	63	101	**
50.	Summerdale Inn	Nairobi	60	75	**
51.	Eton Hotel	Nairobi	58	116	**
52.	Zenheria Portico	Nairobi	56	65	**
53.	Kahama Hotel	Nairobi	47	51	**
54.	West Breeze Hotel	Nairobi	26	34	**

APPENDIX 5: REGRESSION ANALYSIS ASSUMPTIONS RESULTS SCATTER

PLOTS

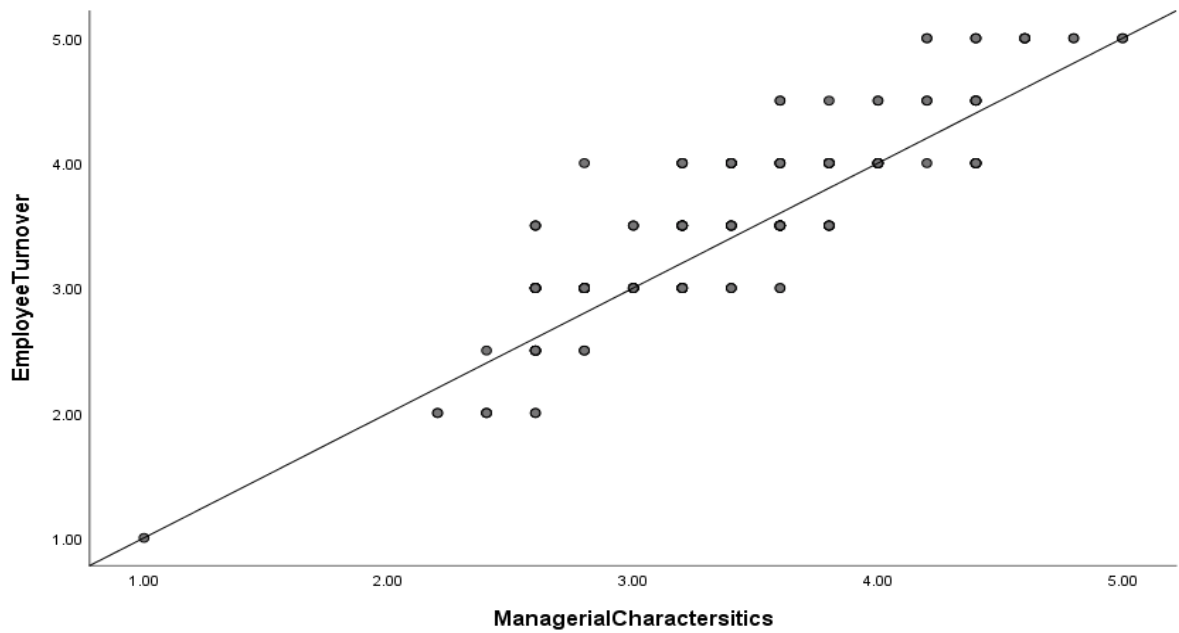


Figure A: Scatter plot for employee turnover and managerial characteristics

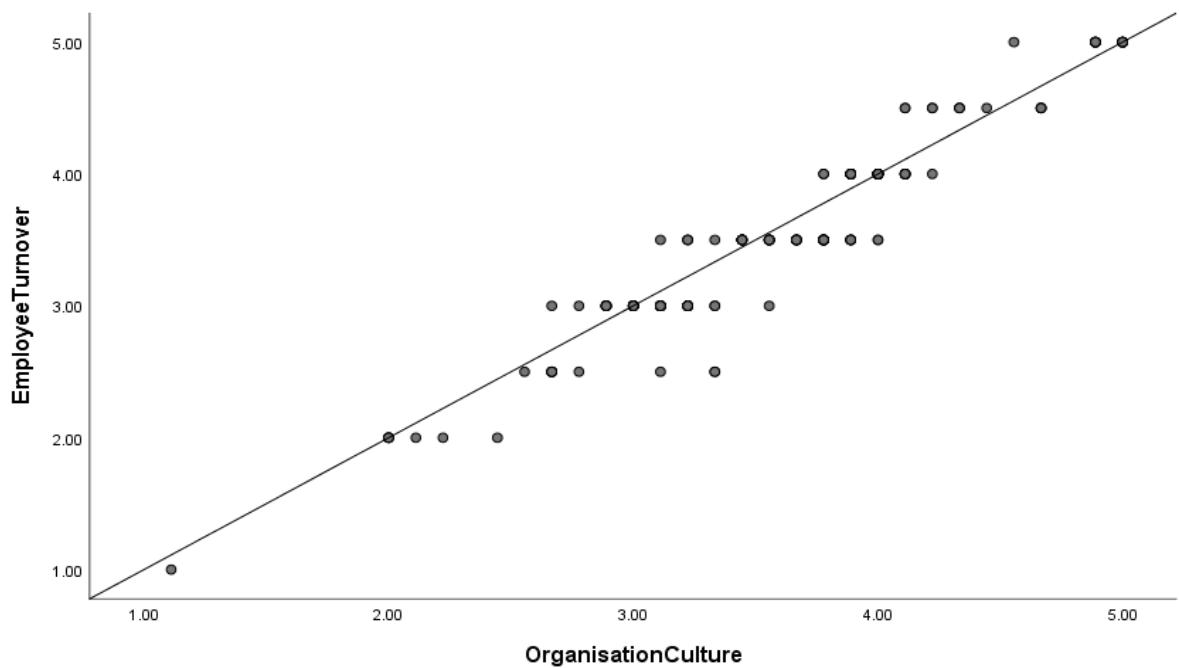


Figure B: Scatter plot for employee turnover and organizational culture

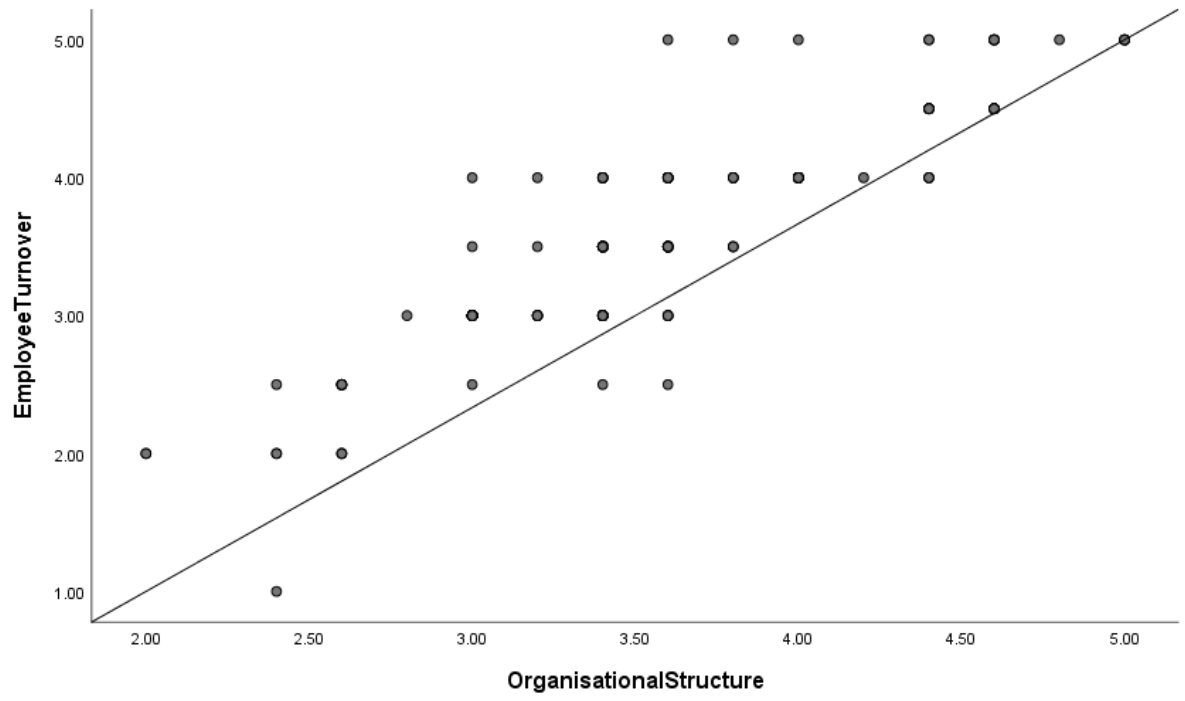


Figure C: Scatter plot for employee turnover and organizational structure

APPENDIX 6: REGRESSION ANALYSIS NORMALITY ASSUMPTIONS RESULTS:

Q-Q PLOTS

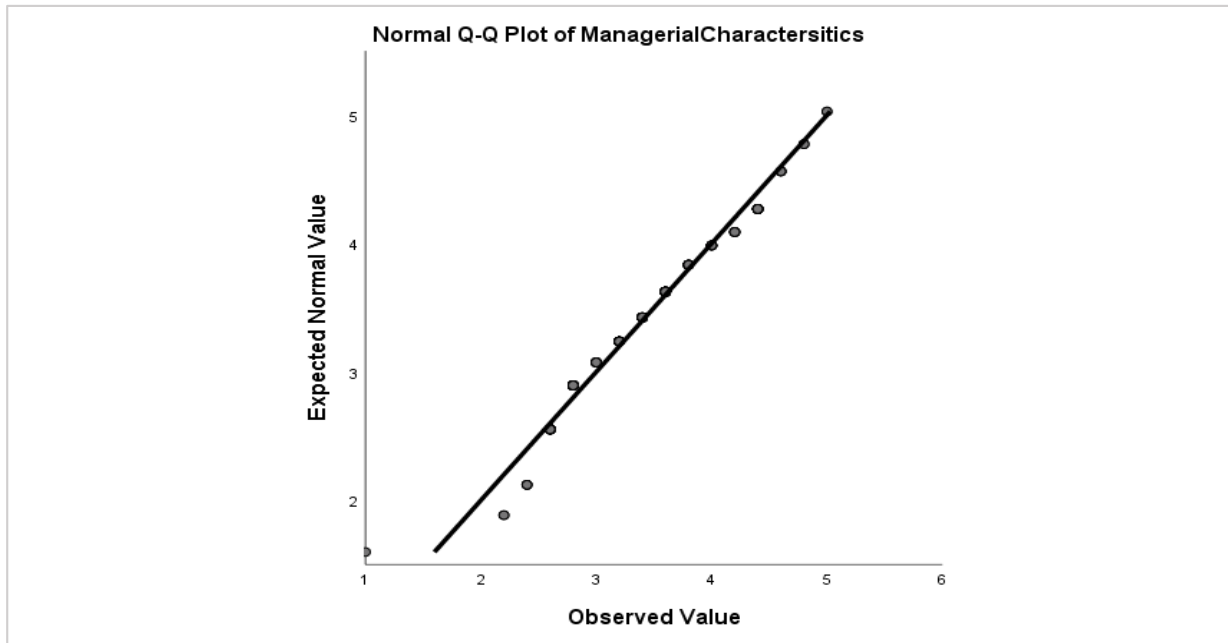


Figure A: Q-Q plot for managerial characteristics

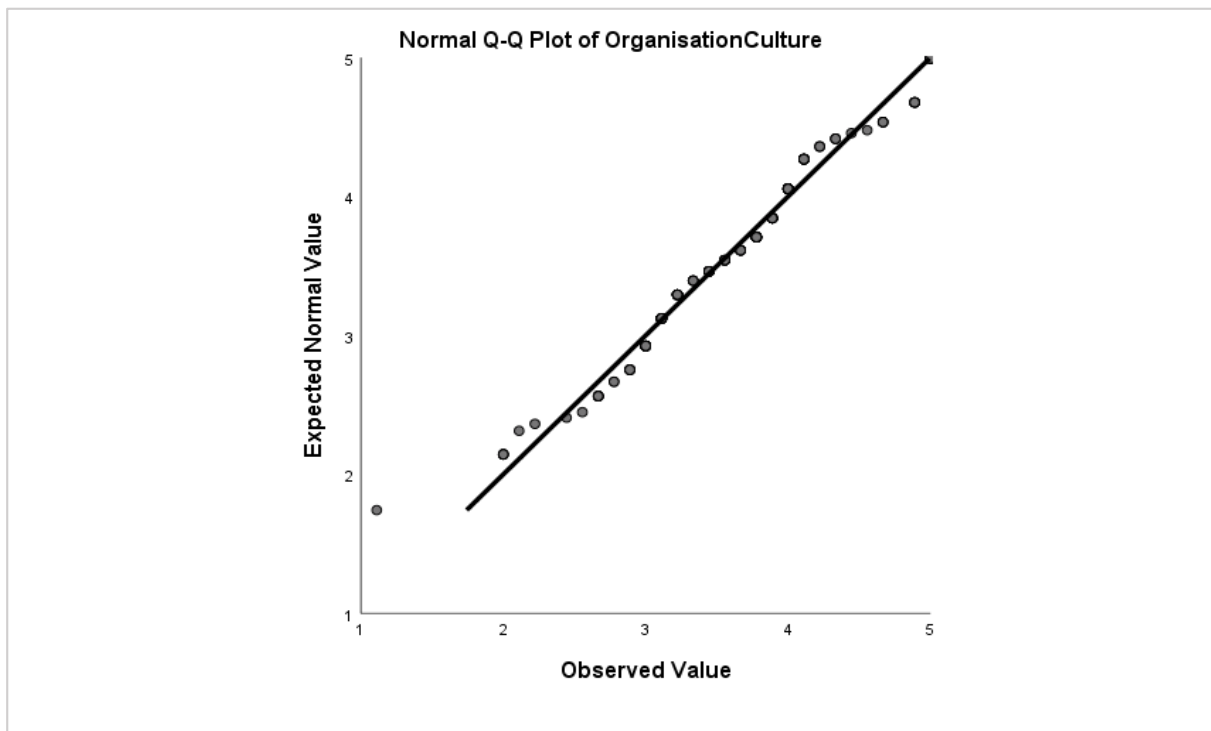


Figure B: Q-Q plot for organizational culture

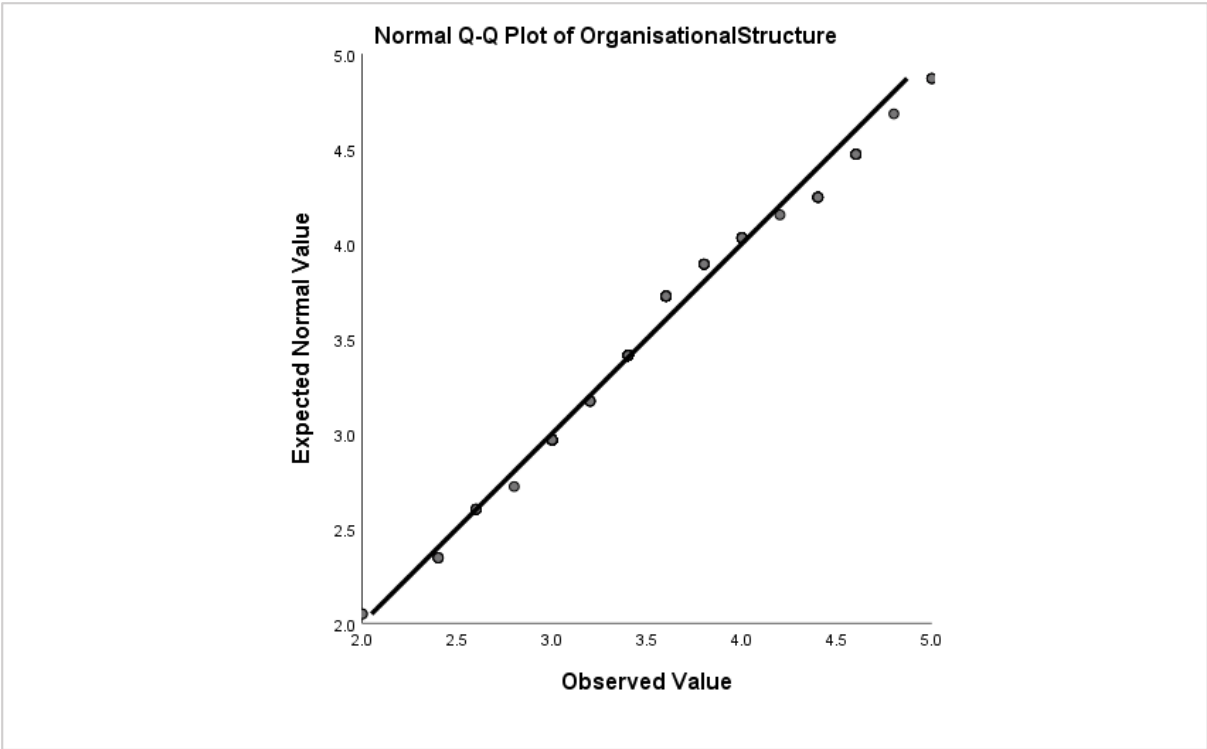


Figure C: Q-Q plot for organizational structure

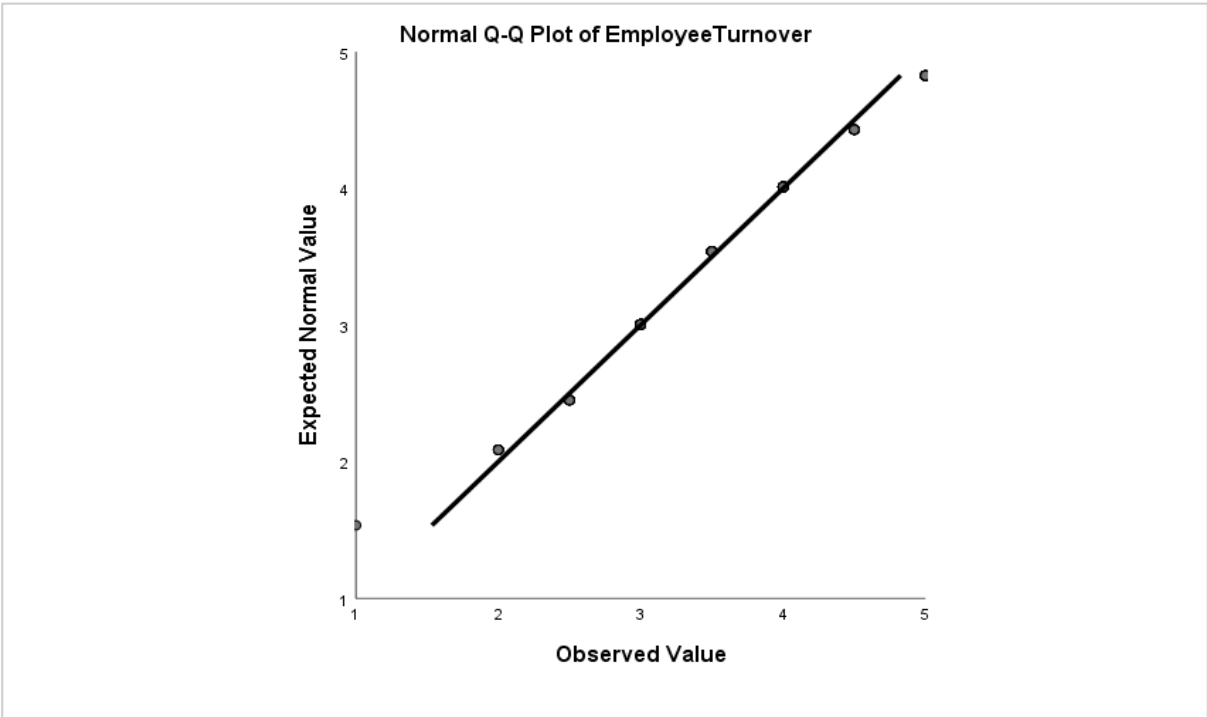


Figure D. Q-Q plot for employee turnover

APPENDIX 7: MASENO UNIVERSITY ETHICS AND REVIEW COMMITTEE

APPROVAL



MASENO UNIVERSITY ETHICS REVIEW COMMITTEE

Tel: +254 057 351 622 Ext: 3050
Fax: +254 057 351 221

Private Bag – 40105, Maseno, Kenya
Email: muerc-secretariate@maseno.ac.ke

REF: MSU/DRPI/MUERC/00961/21

Date: 31st August, 2021

TO: Beatrice Aoko Onyango
PG/MSC/SC/OOO14/2016
Department of Ecotourism, Hotel and Institutional Management
School of Physical and Biological Science
Maseno University
P. O. Box, Private Bag, Maseno, Kenya

Dear Madam,

RE: Organizational Characteristics and Employee Turn Over Rate in Star Rated Hotels in Nairobi County

This is to inform you that Maseno University Ethics Review Committee (MUERC) has reviewed and approved your above research proposal. Your application approval number is MUERC/00961/21. The approval period is 31st August, 2021 – 30th August, 2022.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by Maseno University Ethics Review Committee (MUERC).
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to Maseno University Ethics Review Committee (MUERC) within 24 hours of notification.
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to Maseno University Ethics Review Committee (MUERC) within 24 hours.
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to Maseno University Ethics Review Committee (MUERC).

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://oris.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely

Prof. Philip O. Oduor, PhD, FAAS, FKNAS
Chairman, MUERC



MASENO UNIVERSITY IS ISO 9001: CERTIFIED

