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Abstract

Career development is a systematic planning strategy for linking the corporate career needs and requirements of a company's workforce with employee career aspirations, and it comprises activities carried out by both the individuals and organizations in order to satisfy career goals and employment requirements. Employee retention is a key important aspect for the hospitality industry considering that the sector employs more people than any other industry in any given economy. The purpose of the study was to evaluate career advancement techniques and staff retention in a 3-5-star hotel in Nairobi, Kenya. The study's objective was, to assess the influence of human resource policies on employee retention. The study was hinged by theory of work adjustment (TWA). The study employed a cross-sectional descriptive research design. Nairobi hotels were picked because they attract visitors from all over the world and represent the city accurately. The study population target was 2374 employees employed on contract employment in 3-5 star rated hotels in Nairobi County. Using Yamane's (1967) formula, the sample size proportions from the entire population was calculated. A total of 342 people working in operational departments and upper management were included in the sample. Employees in the operational department were surveyed using structured questionnaires, while interviewing rules was used to engage the company's senior executives. Descriptive statistics and Simple Linear Regression Analysis were used to examine the data. The outcomes were used to display the findings. According to the research regression coefficient findings, human resource policy is favorably and substantially connected to employee retention ($= 0.163$, $p=0.000$). To increase staff retention, the research advised that the hotel sector adopt a clearly written HR policy on employee retention methods that provide a vibrant and pleasant working atmosphere. The report also suggested that the hotel business institute a work rotation scheme to make employees feel more valuable, boost morale, increase engagement and improve knowledge and other organizational skills.

Keywords: *Career Development, Employee Retention, 3-5 Stars Rated Hotels, Nairobi City County, Kenya*

1.0 Background to the study

Career progression has entered a new phase as a skilled field with a significant theoretical underpinning that guides its use in the commercial arena on a worldwide scale (Hartung, 2012). Equally, career development through its dynamic has become a global practice with increasing importance committed to service provided by manpower in the global economy. Employers in Africa have begun to appreciate the significance of offering chances for professional progress to its workforce (Mwanje, 2010). Employee retention has been among the key goals of every organization because the focus of long-term success in any given entity depends on employee retention (Chepkosgey, Namusongem & Makokha, 2019). According to Kubaison, Mukangu and Rutiria (2015), once a business organization has built up and captured skilled employees, the returns benefits is securing the company's back entrance to keep valuable workers from leaving. According to Oladopo (2015), dissatisfied workers will leave their jobs if they aren't able to contribute to the organization in meaningful ways and feel that their work is of value. It is very expensive and time-consuming to find and train a new workforce, so keeping the ones you have is essential. Management training and its effect on turnover was investigated by Malek, Kline, and DiPietro (2018). Retaining talented workers is a problem all over the world in today's increasingly interconnected economy. An increase in cultural differences in the workplace poses serious challenges for human resource professionals.

Disparate expectations for pay, work assignments, benefits, and so on have made it challenging to implement employee retention efforts in some parts of the world. (Kibui, 2015). Indicative of the economy as a whole, the annual turnover rate in the United States was 39.6% from 2001 to 2006, with the average annual turnover rate for 2015 being 25%, according to the study. High rates of employee turnover (74.6% from 2001 to 2006 and 51.2% in 2015) were seen in the leisure and hospitality sector. The United States is not alone in experiencing the number of worker's total sales in the hospitality sector; it affects every country on the planet. For example, Malaysia's people-oriented business is rapidly expanding (Haldorai, *et al.* 2019). In addition, according to Haldorai *et al.* (2019), worker turnover is widespread, and it is especially high in the hotel business due to the nature of the work, which is based on a 24-hour economy. The hotel industry, according to Haldorai *et al.* (2019), is more significantly impacted by turnover because employees are the key determinant of generating and offering services. In African, the hotel industry has introduced various strategies in an attempt to remedy the issue of employees' turnover. Countries like Ghana, Morocco, Mozambique, Seychelles, Tanzania and Zanzibar, for example, have enacted regulations founded on the notion that the hotel business is progressive, and that employee retention is based on current job possibilities (Honyenuga & Adzoyi, 2012).

The main reasons for increased employee turnover have been related to low pay and poor working conditions. Moreover, there are also young people who quit their jobs advance their studies while the very experienced are poached by competitors where better terms are provided. Due to low and unfavorable compensation, job promotion, employee recognition, and career development, the hotel sector in Kenya has battled to retain workers for decades (Sitati, Were, Waititu, 2016). Employee retention is high in the hospitality business since it is all about providing personalized care to customers (Peric *et al.*, 2011). In 2019, the Travel and Tourism sector grew by 3.5%, for the eighth year in a row, worldwide tourism growth has exceeded 2.5 percent, according to the WTTC reports (2020), the findings are based on a study done with Oxford Economics. One out of every four new jobs have been produced by the industry over the past decade, making it the most

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important source of employment for the government. WTTC (2019) reported that, the tourism and hospitality sector employs over 330 million people worldwide, accounting for one out of every ten jobs. In Kenya, the hospitality industry alone employed around 1,579,500 people, accounting for 8.5 percent of overall employment and one out of every four new jobs created (WTTC, 2019).

1.1 Statement of the Problem

In Kenya, the hotel industry is a major source of job creation. Hotels that prioritize professional development have a better chance of producing high-quality results from well-trained employees, which strengthens their competitive advantage. According to an ILO report, employee turnover in the hospitality industry worldwide was 29 percent in 2017. According to the report, low pay and a lack of employee motivational initiatives account for 68 percent of reported turnovers. The lack of opportunities for career advancement accounted for 13%, the poor working environment for 10%, and other internal and external factors, such as a lack of proper working tools, accounted for the remaining 9%. Based on a Deloitte analysis published in 2018, employee turnover in Kenya's hotel industry has reached an all-time high of 31%, with the risk that the rate will continue to rise. In accordance with these figures, employee total sales are a major issue that has severely hampered the hotel industry's expansion.

To address this problem of employee turnover in the hospitality business, this research sought to determine the effect of career development on retaining employees. It is not only the huge issue of employee turnover in the hospitality business that spurred this research, but also the voids in past research on the topic at hand. The very few existing related research have not provided adequate literature. Employee retention in Kenyan hotels was the subject of a study by Sitati *et al.* (2016) who focused on human resource managers. HR managers, on the other hand, are part of senior management and hence are unable to advocate on behalf of employees, especially when the company is involved. Msengeti and Obwogi (2015) discovered that pay and employee retention is influenced by working environment in the Mombasa County Hotel Industry. However, because of the geographical location and tourist attractions, these conclusions cannot be applied to other sections of the country. Therefore, the study sought to address a research gap by determining the link between employee career progression and employee retention in Nairobi City County, Kenya's 3–5-star hotels.

1.2 Research Objective

To determine the influence of human resource policy on employee's retention in 3-5 star rated hotels in Nairobi City County, Kenya

1.3 Research Hypothesis

H01- There is no significant relationship between human resource policy and employee's retention in 3-5 star rated hotels in Nairobi City County, Kenya

2.1 Theoretical Framework

2.1.1 Theory of work adjustment (TWA)

The University of Minnesota's Work Adjustment Project first advanced this theory in the 1950s (Dawis, 2005). When it comes to professional development, Brown (2003) argued that this was the most cutting-edge concept. The TWA model connects people and their work surroundings in

a reciprocal interaction that serves as a framework for defining how people and work settings network (Swanson, 2013). People plan for work settings that fulfill their wants, and the environment responds by planning for people who can meet the organization's demands (Dawis, 2005). TWA has been associated to positive psychology in recent years due to its focus on individual fulfillment (Swanson, 2013). TWA, according to Dawis (2005), is concerned with real job performance in addition to career planning. In the theory of work adjustment, Felix (2012) argues that career planning helps businesses place employees in jobs that match their interests, ambitions, and aspirations in the workplace. This idea is relevant to the research because it supports and explains the goal of career advancement. The theory aids in understanding how career development may link with employees' retention and productivity.

2.2 Empirical literature review

2.2.1 Influence of human resource policy on employee retention

The practice of guiding an individual's professional growth and advancement toward competency is known as career development (Gyansah & Guantai, 2018). In order to improve an individual's competence and design a desired in the long run, Higgs, Crisp, and Letts (2019) argued, one must strike a balance between school, work, leisure, and changes in order to have a successful career. Tüzüncan and Altıntaş (2018) define career development as "the process by which an individual grows and changes over the course of his or her working life and beyond retirement" (emphasis added). According to Khan, Rajasekar, and Al-Asfour (2015), the majority of firms have career development plans in place to assist employees in properly planning their careers. Documented research established that, employees frequently respond positively to opportunities for advancement and promotion. Kibui et al. (2014) discovered, talented employees are always focused on personal and organizational achievement, and they anticipate to rise quickly in their careers.

Consequently, motivating, committing, investing in one's profession, advancing one's career, and rewarding one's employees are all important factors to consider. The term "human resource" refers to the group of people who make up an organization's workforce team (Qasim, et.al, 2012). Human resource is also a phrase that has been used to define the responsibilities inside an organization that are in charge of establishing and implementing policies relating to personnel management (Qasim, et.al, 2012). Human Resource Policies covers various functions in an organization. Khan et.al (2011) reported that Policies, procedures, and rules governing the employment process are among these functions. Work satisfaction, remuneration, and HR policies were researched by Kwenin et al. (2013) to see if they were significant in keeping employees at the Vodafone Ghana Company. Job satisfaction and supporting policies, such as career progression, performance management, and promotion chances, the research revealed to have a positive correlation with staff retention.

Human resource practices that help the telecom industry in Pakistan keep their best and brightest employees are the focus of a current investigation (Haider et al., 2015). Methods included training and development, pay and culture. In this study, a questionnaire was used. Twenty-five hundred people were used as study participants. The retention rates of employees were shown to be strongly influenced by HR policies and processes, as determined by multiple regression studies. Salary and business atmosphere have a good effect on retention, whereas possibilities for professional growth and development have the opposite effect. The findings of the research can help upper management

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come up with better methods of keeping their best employees. Findings suggested that organizations with strong human resource practices had lower turnover rates and higher rates of employee retention. Having a core group of reliable workers is the key to a company's success.

Human resource management practices matter because they have a major bearing on the standard of work produced by institution, group, or grouping (Ahmad & Daud, 2016; Gehrels & de Looij, 2011; Uen et al., 2012). A productive work environment is essential to retaining a skilled workforce, and effective employee practices, play a key role in this, as demonstrated by the research of Burns et al. (2018) in the hospitality industry. Tiwari et al. (2019) investigation into hotel HRM practices reveals a severe problem with retaining valuable employees. It also proposed a variety of incentives, training, and employee welfare initiatives to increase the likelihood of retaining current employees. Kim and Jogaratnam (2010) noted that high employee turnover is a serious problem in the hospitality industry. According to Proenca (2012), high employee turnover in the hospitality industry can have a negative impact on guest satisfaction and the hotel's reputation.

The HR manager, according to Sanborn et al. (2011), should prioritize policies and procedures that increase staff participation and collaboration to boost the company's brand value. According to Zablah et al. (2012), staff turnover has a negative impact on how companies deal with difficult customer interactions. In conclusion, since it is the workers in the hospitality industry who interact directly with customers, it is crucial that they receive adequate training and support [Chan, Kuok, Eversole, Venneberg, Crowder, 2012]. As with any service industry, the hospitality sector relies heavily on its employees for both productivity and customer satisfaction. HRM plays a crucial role in the success of the hospitality industry, particularly in the recruitment of new employees. Best HRM practices must be implemented, and employee skill development must be a top priority, if organizations are to reap the benefits of employee investment. Human resource management (HRM) begins with the hiring and selection of employees, who serve as the organization's backbone (Dwesini, 2019).

2.3 Conceptual Framework

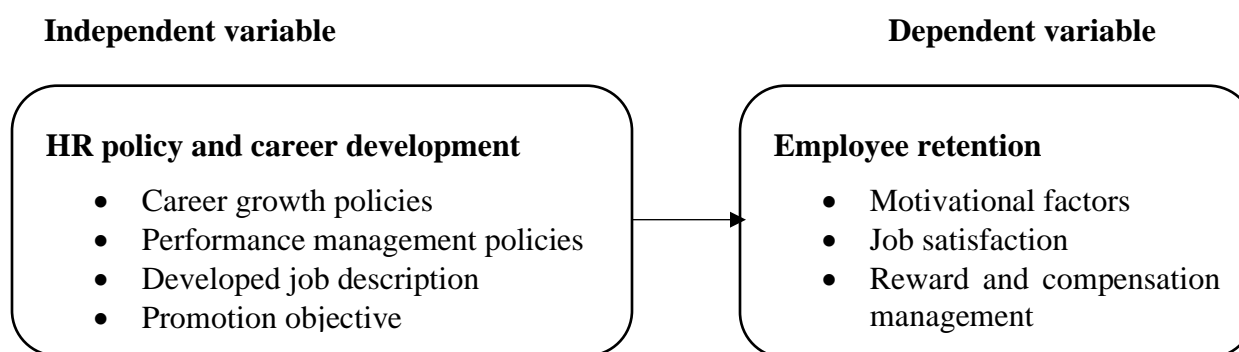


Figure 1: Conceptual framework

3.0 Research Methodology

The study combined many samples of the population at once using a cross-sectional descriptive survey approach. The target populations of the study were employees in 3-5 stars rated hotels.

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According to the tourism regulatory authority in Kenya national classification register August 2019, there are forty-three (43) 3-5 star rated hotels in Nairobi City County. They consist of eleven (11) five-star hotels, eighteen (18) four-star hotels, and fourteen (14) three-star hotels as shown in appendix 1V. The respondents were members of staff on contract employment in the operational department, (housekeeping, front office, food and beverage) and the top management. The population was divided into three strata using the star rating criterion which was 3 stars, 4 stars and 5 stars, and then a given number of cases was randomly selected from each population subgroup. The number of participants per hotel was calculated using proportionate stratification. The sample size was drawn from members of staff on contract employment in the operational department and the top management. The sample size was 342 respondents. Employees in the operational department were interviewed using structured questionnaires, while top management were interviewed using interview guidelines. The study used primary data. Quantitative and qualitative data analysis methodologies were used in the research study. The data was organized and prepared for analysis through the use of coding and spreadsheets prior to being analyzed using the appropriate statistical software tool.

4.0 Findings and Discussion

The research distributed 308 questionnaires. A total of 287 questionnaires were completed resulting in a 93% response rate. Demographics; on age; 0.7% were under the age of 20, 30.7% were between the ages of 21-30, 36.9% were between the ages of 31-40, 26.5% were between the ages of 41-50, 4.5% were between the ages of 51-60, and 0.7% were beyond the age of 60. On gender; majority of the employees were female with 50.9%, male with 49.1%. On experience; the majority 36.2% of respondents have worked in the hotel sector for 5 years and below. On education; 56% of respondents had a diploma, 32% had a bachelor's degree, and 9% had a postgraduate degree. On job position; majority of the participants 47% were the food and beverage managers, 35% executive housekeepers, 12% front office managers and 6% general managers.

4.1 Descriptive statistics

This section contains descriptive analysis for human resource policy. The responses are presented in 5-point Likert scale as shown in Table 1.

Table 1: HR Policy

	Strongly			Strongly			
Statements	disagree	Disagree	Neutral	Agree	agree	Mean	St. D
Career growth policies							
Training and development are a major human resource policy for the company	0.70%	4.20%	10.80%	44.90%	39.40%	4.18	0.837
I can attend new trainings or courses to support my career development.	3.50%	5.90%	8.40%	43.90%	38.30%	4.08	1.008
Developed job description							
Job description is clearly followed at your work station	3.10%	5.90%	11.10%	40.40%	39.40%	4.07	1.011
There is a formal recruitment and selection policy in place at the business	1.40%	5.20%	10.80%	47.00%	35.50%	4.1	0.889
The recruitment and selection policies ensure that employees are aware of their work tasks and responsibilities from the start, allowing them to meet targets	0.70%	4.90%	10.50%	44.90%	39.00%	4.17	0.853
Promotion opportunities							
The organization has a transparent promotion policy	0.30%	3.10%	9.80%	49.80%	36.90%	4.2	0.766
The organization has a documented disciplinary policy	1.00%	4.20%	9.80%	48.80%	36.20%	4.15	0.837
There are objective evaluation and success criteria	7.70%	9.80%	13.90%	40.40%	28.20%	3.72	1.195
Performance management policies							
My organization has a policy on rewards both financial and non-financial rewards	1.40%	4.90%	11.10%	48.10%	34.50%	4.09	0.878
The hotel has set clear communication and feedback channels both internal and external.	0.00%	2.80%	9.40%	50.20%	37.60%	4.23	0.73
Average						4.099	0.9004

Table 1 shows that the majority of employees agreed that training and development are a major human resource policy for the company, as indicated by a mean response of 4.18 and a standard deviation of 0.837. Additionally, the majority of employees attend new trainings or courses to support their career development, as evidenced by a mean response of 4.08 and a standard deviation of 1.008.

According to the findings of the development job description, the majority of workers believed that the job description was followed at their company, as demonstrated by a mean of 4.07 and a standard deviation of 1.011. Furthermore, the majority of participants believed that the organization had a formal recruiting and selection procedure in place, with a mean of 4.1 and a standard deviation of 0.889. Furthermore, the majority of respondents claimed that the recruiting and selection criteria guaranteed that workers were informed of their job duties and responsibilities from the outset, enabling them to accomplish objectives, as evidenced by a mean of 4.17 and a standard deviation of 0.853.

The findings on promotion possibilities showed that the majority of participants believed that the business had a transparent promotion strategy, as shown by a mean of 4.2 and a standard deviation of 0.766. Furthermore, the majority of respondents (a mean of 4.15 and a standard deviation of 0.837) said that the business had a recorded disciplinary policy. Furthermore, the majority of respondents demonstrated objective assessment and success criteria, as evidenced by a mean of 3.72 and standard deviation of 1.195.

In regards to performance management policies, the majority of respondents (a mean of 4.09 and a standard deviation of 0.878) agreed that the firm had a policy on incentives, both financial and non-financial. Finally, the majority of workers believed that the hotel has established clear internal and external communication and feedback channels, as shown by a mean of 4.23 and standard deviation of 0.73. With variances of 0.9, the total mean was 4.099, indicating that the majority agreed to the assertions on human resource policy procedures.

In an interview, a key informant remarked 1 that;

"We use career development plans in our organization as a strategy to help employees achieve their career goals. The career development plan provides employees with short-term and long-term goals that take into account their strengths and future career goals. Career development provides employees with new skills in an important field that guides its use in the commercial arena of the hotel industry. Similarly, career development in the hotel industry has become a global practice through its dynamic, with increasing importance committed to service provided by personnel in the world economy. Hotel management has begun to understand the significance of providing opportunities for professional advancement to their employees."

Key informant 2, mention that;

"A career development plan has been demonstrated in our organization because it has positively impacted employees. It has aided in motivating employees, boosting morale, increasing productivity, career satisfaction, and responsiveness to meeting departmental and organizational goals. Employees can now develop an actionable plan that will lead them to their ideal job."

Key informant 3, quoted saying;

"Employee retention can be aided by career development because workers who feel they are valued by their bosses are more likely to stay with that company. In a similar vein, professional advancement opportunities are a selling point for prospective workers when it comes time to fill open positions. For example, our hotel has created to boost retention

and earnings, it has implemented its own unique training and advancement programs to ensure employees from leaving.”

4.2 Correlation Analysis

Analyses of correlation were performed to evaluate the degree of connection between human resource policy and employee’s retention. As shown in Table 2.

Table 2: Correlation analysis

	Employee retention	HR policy
Employee retention	1.000	
HR policy	0.637	1.000
	0.000	

Employee retention is positively and strongly related with human resource policy ($r = 0.637$, $p = 0.000$), according to the findings. This means that improving human resource policies improves employee retention.

4.3 Regression Analysis

To determine the, a regression analysis was performing statistical significance relationship between human resource policy and employee retention. The results presented in Table 3.

Table 3: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637a	0.406	0.404	0.26241

Table 3 shows that different human resource policies were determined to be sufficient factors in explaining employee retention. This was corroborated by a coefficient of determination, commonly known as the R square of 0.406. This suggests that human resource policy explains 40.6% of the variance in the dependent variable, employee retention.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.43	1	13.43	195.037	.000b
	Residual	19.625	285	0.069		
	Total	33.056	286			

Table 4 indicates regression model is significant and supported by $F = 195.037$, $p < 0.000$ since p-values is 0.000 which is less than 0.05.

Table 5: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.485	0.038		65.198	0.000
	HR policy	0.163	0.012	0.637	13.966	0.000

Table 5 shows that the constant of 2.485 showed that when human resource policy is held constant, employee retention remained at 2.485 units. The regression of coefficient results shows that human resource policy and employee retention is positively and significantly related ($\beta = 0.163$, $p = 0.000$).

Regression model;

$$ER = 2.485 + 0.163CD\&HR$$

Where,

ER=Employee retention

CD&HR = Human resource policy

4.4 Hypothesis testing for human resource policy and employee retention

The hypothesis was tested using the regression analysis. The study sought to test the given null hypothesis:

H₀₁ There is no significant relationship between human resource policy and employee's retention in 3-5 star rated hotels in Nairobi City County, Kenya

The p-value method was used to test hypotheses in the regression analysis model. If the p value for H₀₁ is greater than the 0.05 significance threshold, accept it; otherwise, reject it. Hotels in Nairobi City County, Kenya, rated between three and five stars were studied, and a strong correlation between human resources policy and staff retention was found ($p = 0.000 < 0.05$).

4.5 Descriptive analysis on employee's retention

This section presents descriptive results regarding employee retention. The respondents were asked to response the statements regarding; motivational factors, job satisfaction and reward and compensation management. The responses are presented in 5-point Likert scale as shown in Table 6.

Table 6: Employee Retention

	Strongly			Strongly			
Statements	disagree	Disagree	Neutral	Agree	agree	Mean	Std. D
Motivational factors							
Every year, the hotel has to lay off employees	5.90%	8.40%	7.00%	46.70%	32.10%	3.91	1.12
Many employees are forced to leave the hotel	9.40%	7.70%	9.80%	50.50%	22.60%	3.69	1.18
Some employees quit the hotel on their own will	9.80%	8.70%	8.40%	54.40%	18.80%	3.64	1.17
Every year, there is a retrenchment of employees	9.10%	7.70%	14.30%	48.40%	20.60%	3.64	1.16
My career will benefit from the training and development provided	5.90%	2.40%	5.60%	53.30%	32.80%	4.05	1.01
I have the opportunity to receive training in order to develop my talents	3.50%	3.10%	9.80%	54.00%	29.60%	4.03	0.91
Job satisfaction							
My company promotes hotel employees to work longer in the hotel	5.60%	4.90%	9.80%	48.40%	31.40%	3.95	1.05
My boss expresses gratitude for a job well done	3.50%	4.50%	8.70%	45.30%	38.00%	4.10	0.98
Employee ability grows as a result of promotions	4.20%	2.10%	6.60%	52.30%	34.80%	4.11	0.93
Changes in roles are common as a result of job promotions	2.40%	1.70%	5.20%	49.50%	41.10%	4.25	0.83
My employer gives me the chance to advance in my career	3.10%	3.50%	10.80%	41.50%	41.10%	4.14	0.96
Your job provides you with the opportunity to improve your abilities	2.10%	3.50%	9.80%	46.30%	38.30%	4.15	0.89
Reward and compensation management							
My company pays me a wage that is commensurate with the work I do	1.70%	2.80%	7.70%	46.30%	41.50%	4.23	0.84
My boss pays me more for working extra hours and on weekends	7.30%	4.50%	9.80%	45.30%	33.10%	3.92	1.13
My employer pays us bonuses based on our performance	6.30%	3.10%	7.30%	52.30%	31.00%	3.99	1.04
My employer pays us bonuses based on our performance	5.60%	3.50%	6.60%	51.60%	32.80%	4.02	1.02
Average						3.99	1.01

According to the findings in Table 6, the majority of respondents agreed to the claims that the hotel must lay off staff every year, with a mean of 3.91 and a standard deviation of 1.12. It also reveals that the majority of respondents (a mean of 3.69 and a standard deviation of 1.18) agreed that many staff are compelled to quit the hotel. Furthermore, a mean of 3.64 and a standard deviation of 1.17

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indicate that the majority of respondents felt that some staff left the hotel on their own will. Furthermore, the majority of those polled believed that there was a retrenchment of personnel every year, as shown by a mean of 3.64 and a standard deviation of 1.16. Furthermore, a mean of 4.05 and a standard deviation of 1.01 agreed that training and growth would enhance their career. Furthermore, the findings suggest that the majority of participants, with a mean of 4.03 and a standard deviation of 0.91, agreed that they had the chance to acquire instruction in order to improve their skills.

In terms of job satisfaction, the majority of respondents felt that the corporation encourages hotel staff to work longer hours, as seen by a mean of 3.95 and a standard deviation of 1.05. Furthermore, the majority of respondents thought that their supervisor displays thanks for a job well done, as shown by a mean of 4.10 and a standard deviation of 0.98. Employee ability develops as a consequence of promotions, as shown by a mean of 4.11 and standard deviation of 0.93. Furthermore, the majority of respondents (4.25 and 0.83 standard deviation) answered that changes in jobs are typical as a consequence of work advancements. The findings also suggest that the majority of respondents (a mean of 4.14 and standard deviation of 0.96) believed that their companies provide them with opportunities to progress in their careers. Finally, the results reveal that the majority of participants agreed with the statement that their employment allows them to better their talents by a mean of 4.15 and a standard deviation of 0.89.

Concerning reward and compensation management, majority of the participants agreed that their company pays them a wage that is commensurate with the work they follow the suggestion of a mean of 4.23 and a standard deviation of 0.84. It also reveals that the majority of respondents, with a mean of 3.92 and standard deviation of 1.13, agreed that their supervisor pays them more for working more hours and on weekends. Moreover, the participants agreed that their employers provide them incentives depending on their performance, as shown by a mean of 3.99 and a standard deviation of 1.04. Additionally, a mean of 4.02 and a standard deviation of 1.02 suggested that the majority of respondents believed that their employers gave them incentives based on performance. The total mean was 3.99, with a standard deviation of 1.01, indicating that the majority of respondents agreed with the claims about staff retention.

In an interview key informant 5 remarked that:

"Employee retention is critical for the economic development of an organization; for instant, our organization has taken the initiative to strive to retain outstanding employees for longer periods of time. One of the pillars of these achievements is referring to some staff retention elements and maintaining trainings to new marketing dynamics in the industry. Among the measures implemented are an exciting work culture, professional development, teamwork, a reasonable salary with incentives, and a pleasant management system approach."

Key informant 6 said that;

"Career development is an effective method of developing future leaders within the organization who have the necessary skills and experience to put organizational strategies into action. Various organizations have advanced alternative ideas on how people shape their careers, and career development has evolved. Career development programs help

employees achieve their career goals and aspirations while also aligning these goals with organizational needs, opportunities, and goals.”

5.0 Conclusion

The research finds that HR policy has an effect on employee retention based on the data collected. Therefore, HR rules are crucial to ensuring a company's ability to keep its best employees. In the hotel industry, human resource policy are critical determinants of employee retention, with career development playing a unique role in providing employees with short-term and long-term goals that take their strengths and future career goals into account.

6.0 Recommendations

According to the research, the hotel sector should adopt a thorough written HR policy on staff retention procedures that provide a vibrant and congenial working atmosphere in order to increase employee retention.

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