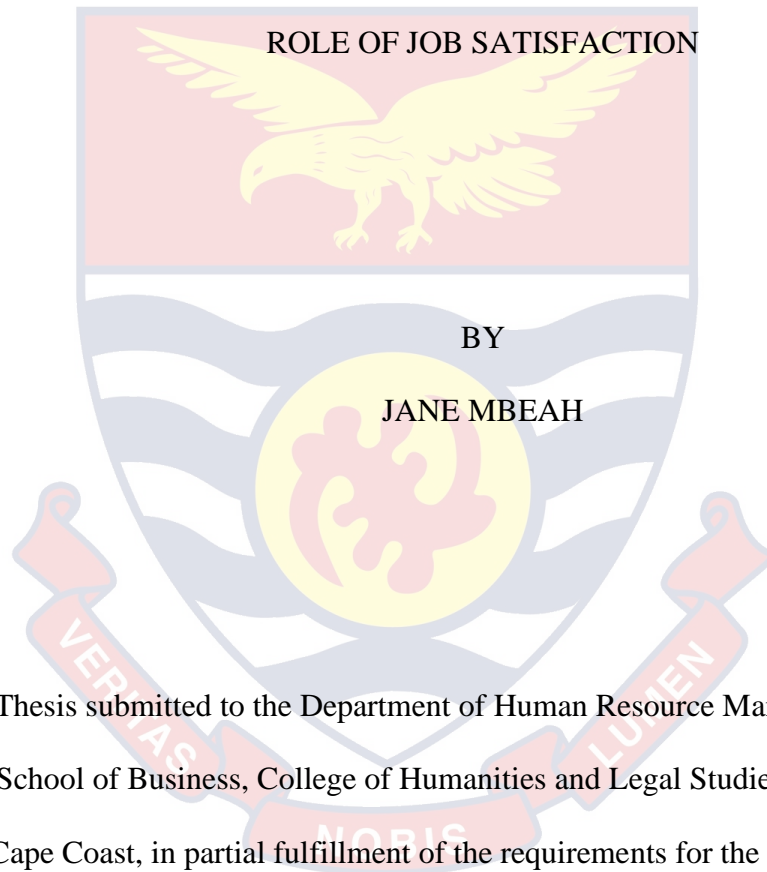


UNIVERSITY OF CAPE COAST

COMPENSATION AND EMPLOYEES' INTENTION TO QUIT IN
SELECTED HOTELS IN THE CENTRAL REGION: THE MEDIATING
ROLE OF JOB SATISFACTION



Thesis submitted to the Department of Human Resource Management of the
School of Business, College of Humanities and Legal Studies, University of
Cape Coast, in partial fulfillment of the requirements for the award of Master
of Commerce degree in Human Resource Management

AUGUST 2021

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature: Date:

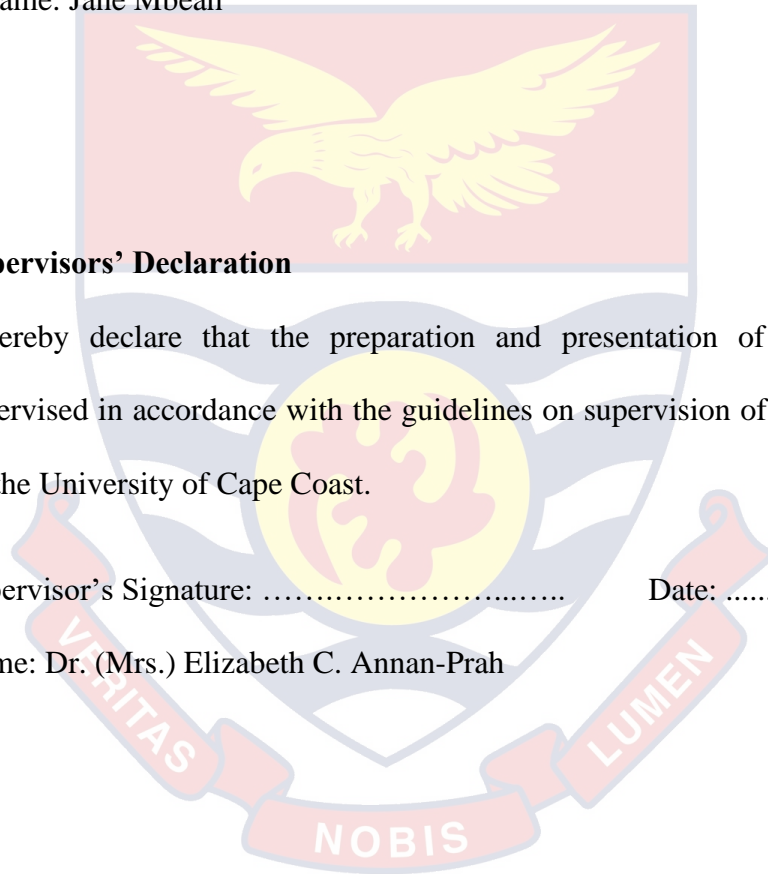
Name: Jane Mbeah

Supervisors' Declaration

I hereby declare that the preparation and presentation of the thesis was supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Supervisor's Signature: Date:

Name: Dr. (Mrs.) Elizabeth C. Annan-Prah



ABSTRACT

The main goal of this study is to investigate the effect of compensation on the intention of employees to leave and the mediating role of work satisfaction in particular hotels in the Central Region of Ghana. Specifically, the analysis sought to define the compensation packages available at the Cape Coast and Elmina hotels, evaluate the impact of monetary compensation on the intention of employees to leave, to assess the impact of non-monetary compensation on the intention of employees to leave, and assess mediating role of work satisfaction in the relationship between compensation and job satisfaction. Also, since the examined period was only measured over one year, the result is limited to a specific time period. As previous research suggests, compensation, satisfaction and turnover intention change over time. Therefore, it was suitable to perform a similar study over several years by a longitudinal study. The study provided an overview of compensation, job satisfaction and employees' intention to leave. Their relationships were discussed in literature, analysed and presented. Key findings were made and hence provided that avenue to conclude based on the outcome. The study found that employees of hotels were happy with majority of compensation packages provided to them by management of the hotels. The study again found that among others, providing incentives, training, allowances to employees is key to reward employees than salary and fringe benefit. The study therefore, concluded that both monetary and non-monetary compensation have negative association with employee intention to leave. However, non-monetary compensation predicted high scores than the monetary compensation.

ACKNOWLEDGEMENTS

This thesis would not have been possible without the support of persons, whom I wish to sincerely acknowledge their support for the immense contributions toward the success of this thesis. I am grateful to my supervisor Dr. (Mrs.) Elizabeth C. Annan Prah for her advice and guidance. I am also grateful for those who contributed in diverse ways.



DEDICATION

To my family.



TABLE OF COENTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
TABLE OF COENTENTS	vi
LIST OF TABLES	x
LIST OF FIGURES	xii
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	8
Purpose of the Study	9
Research Objectives	9
Research Questions	10
Significance of the Study	10
Delimitations	11
Definitions of Terms	12
CHAPTER TWO: LITRATURE REVIEW	
Introduction	13
Theoretical Review	13
Equity Theory	13
Concept of Compensation	15
Monetary Compensation	17
Pay/Salary	18

Fringe Benefits	20
Incentive Packages	21
Allowance and Bonus	23
Non-Monetary Compensation	24
Supervisor Support	26
Training	27
Organisation Climate	28
Career Development	29
Job Satisfaction	31
Monetary Compensation and Intention to Quit	36
Non-Monetary Compensation and Intention to Quit	39
Monetary Compensation and Job Satisfaction	42
Non-monetary Compensation and Job Satisfaction	43
Job Satisfaction and Intention to Quit	45
Empirical Review	48
Conceptual Framework	53
Chapter Summary	55
CHAPTER THREE: RESEARCH METHODS	
Introduction	57
Research Design	57
Research Approach	58
Study Area	60
Population	61
Sample and Sampling Procedure	62
Data Collection Instrument	63

Pre-Testing	65
Reliability Test	66
Data Collection Procedure	67
Data Analysis	68
Ethical Consideration	69
Chapter Summary	69
CHAPTER FOUR: RESULTS AND DISCUSSION	
Introduction	70
Demographic Characteristics	70
Measurement of Constructs of Compensation Packages	73
Objective One: Compensation Packages Available in Hotels	83
Objective Two: The Influence of Monetary Compensation on Employees' Intention to Quit	86
Objective Three: The Influence of Non-Monetary Compensation on Employees' Intention to Quit	91
Objective Four: The Mediating Role of Job Satisfaction on the Relationship Between Compensation and Employee Intention to Quit	96
Chapter Summary	103
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
Introduction	104
Overview	104
Summary of Key Findings	105
Conclusions	106
Recommendations	107

Suggestions for Further Studies	107
REFERENCES	109
APPENDIX	141



LIST OF TABLES

Table		Page
1	Reliability Statistics of Items	67
2	Demographic Information	71
3	Salary/ Wages	74
4	Fringe-Benefit	75
5	Incentives	76
6	Allowance	77
7	Supervisor Support	78
8	Training	79
9	Organizational Climate	80
10	Career Development	81
11	Job Satisfaction	82
12	Turnover Intentions	83
13	Compensation Packages	84
14	Model Summary	86
15	Anova	87
16	Coefficients	88
17	Model Summary	91
18	ANOVA	92
19	Coefficients	94
20	Model Summary	96
21	Model	97
22	Model Summary	98
23	Model	98

24	Model Summary for Direct Relationship	99
25	Model for Direct Effect	100
26	Indirect Effect of X on Y	100



LIST OF FIGURES

Figure		Page
1	Conceptual Framework	54
2	Statistical Diagram Showing Relation between Variables	101



CHAPTER ONE

INTRODUCTION

Effective and strategic goals can be accomplished by the quality and efficiency of human resources handled correctly, in particular for businesses delivering services. Thus, compensation and the degree to which workers are happy excited with their work have been seen to play an important role in the success of human resources as well as in the sustainability and productivity of the company, hence the motivation for this study. This chapter concentrates on the background to the study, statement of the problem, research objectives and questions, significance of the study, delimitations and the organisations of the study.

Background to the Study

Human resources are a very critical aspect and cannot be released from their position within the organization. Effective and corporate goals is often accomplished with quality and efficiency of human resources effectively handled, particularly for businesses such as the hotel industries that offer services (Parashakti, Nashar, & Usliawati, 2017). Hence, Olubusayo, Stephen, and Maxwell (2014) note that the achievement or failure of an organisation is centred on its capability to attract, retain, and recompense appropriately talented and competent employees. In order to ensure the retention of employees, organisations deliberate on appropriate compensation management practices that will elicit the right level of satisfaction among employees (Dessler, 2006).

Akgunduz (2018) proposes a triad mechanism in addressing the challenges of turnover intention. He opines that factors influencing employees' turnover intentions are work related and these are; the satisfaction with wages and monetary compensation. An organization that fails to pay employees rightly for their contribution will experience high turnover intentions. Secondly, non-financial contribution for example to employee career development improves employee's ability and their desire to remain. Akgunduz (ibid) adds that employment satisfaction is another significant determinant of turnover intention linked to work. Employees are more likely to move out of an organisation if they are unhappy with monetary and non-financial issues within the organization. Being considerate of the mechanism through which compensation and job satisfaction influences employees' turnover intentions is imperative for organisational success (Hwang & Ramadoss, 2017).

Compensation is viewed as any form of proceeds that employees get as a result of a service connexion (Milkovich & Newman, 2005). Parashakti, Krismadewi and Juniarti (2017) give a holistic view that compensation is an allowance or reward which is monetary or non-monetary and which is available for workers in exchange for helping to achievement the objectives of an organization. In the view of Ulfatin, Nurul and Teguh Triwiyanto (2016), "direct financial compensation entails payments provided by an individual in the form of salaries, wages and incentives whereas indirect financial compensation is any additional compensation given on the basis of the discretion of the company to all employees in an attempt to enhance their welfare. On the other hand, non-financial compensation is compensation in the

form of employee gratification resulting from the work or a happy working environment”.

Mathis and Jackson (2012) posit that, compensation is a significant aspect of the reasons employees work in a business. According to Waqas and Saleem (2014), monetary incentives increase the direct happiness of workers, while non-monetary rewards improve the appreciation of workers. In the same vein, Burgess and Ratto (2003) posit recognition motivates workers and contributes to a dedication to work. Thus, Parashakti, et al (2017) contend that compensation becomes one of the key conditions that the employee, as a human being, wants to make a living. They, furthermore, intimate that compensation must be reasonable and equal so as to establish favourable and efficient work climate for an organisation, hence, it is necessary to incorporate “direct and indirect” rewards into a system that facilitates the attainment of the organisation's goals (Odunlade, 2012).

While researchers such as Kohn (2009) and Kepner (2010) relate monetary rewards to modern society as the most transferable means of fulfilling basic requirements, such as physiological fulfilment, security and social requirements, workers appear to have a different view to monetary rewards. Ordinarily, compensation and reward systems should boost performance, however, there are some challenges that occur. Michael (2015) submits that these challenges occur when compensation and reward systems used within an organisation fail to recognise and reward performance. These challenges include little or no job satisfaction, staff turnover and high rate absenteeism, which is the focus of this study (Alam, 2015; Khan, Aslam, & Lodhi, 2011).

In the view of Awang, Amir, and Osma (2013), the purpose of turnover as a behavioural attitude of a person seeking to withdraw from an organization, is an important indicator of actual turnover. Employee turnover implies loss of talented and well experienced professionals, resulting in expensive recruitment and training of new employees (Loi, R., Hang, Yue & Foley, 2006). High turnover of employees can mean that employees are unhappy, not engaged, distracted or unproductive as indicated by Shipp, Furst-Holloway, Harris and Rosen (2014); and significantly affects the performance, productivity and profitability of organisations (Mohamed & Mohamed, 2013). Staff turnover endangers organizational efficiency and profitability due to its related loss of substantial corporate capital and assets (Guilding, Lamminaki, & Mcmanus, 2014).

Zingheim and Schuster (2008) reviewed surveys that showed that 50% of workers are open to changing jobs and that only 55% of workers are employed in their jobs. Kiuns (2008) also found that 75% of the employee felt that a major reason of employee turnover in organisations was inadequate compensation. As Saira, Madiha, Sumaira and Anam (2014) submit employees' ability to remain at work depends primarily on the degree to which they are happy with their jobs and the pay packages they obtain from employers. Hester (2002) had already pointed out that satisfaction with compensation is an important predictor of turnover intentions.

Theoretically, the equity theory by Adams (1963, 1965) forms basis for the study and creates a connection between compensation, job satisfaction then employee's intention to leave within the hotel industry. Equity theory implies that an employee compares the ratio of his or her outputs to inputs to

the ratio of outputs to inputs of some others. Employees who see themselves in an inequitable position would be unhappy and strive to minimize inequity (Griffeth & Gaertner, 2001). Adams (1965) projected that a way employee might reduce inequity is leaving the situation (voluntary turnover). Telly, French, and Scott (1971) noted that aggregated equity expectations within the sub-units of the organisation were substantially linked to the turnover rate of that sub-unit in the earlier 11 months on five of the seven dimensions (e.g. social aspects, control). It goes on to conclude that if employees within the hotel industry perceive that their compensation do not match their input or some level of unfairness, it will lead to low level of satisfaction with their job and to restore inequity, they will resort to turnover.

Globally, compensation is considered to be of strategic significance in recruiting and retaining workers, inspiring them and promoting good results, which could, in turn, improve organizational performance (Wang, 2012). Organizations with a fair compensation plan can have a sustainable competitive advantage due to lower turnover, more committed workers and higher earnings from working employees. Researchers concluded that organizational factors such as engagement, productivity and compensation may have an effect on turnover (Kara, Uysal, Sirgy & Lee, 2013). Compensation is also a crucial factor in recruiting and maintaining the best staff and ensuring that companies such as the hospitality industry have a competitive advantage in an increasingly competitive world.

Job satisfaction, which to a large extent indicates the degree to which employees like their jobs, that is also an important determinant of turnover intentions (Falknerbur & Schyns, 2007). Europhia (2008) adds that employees

choose to remain with organisations only when they are satisfied with their jobs and especially their compensation. In developing economies, compensation is the most common determinant of satisfaction and intention to remain within an organisation (Europhia, *ibid*). Earlier research by Iliopoulou and while (2010) show that turnover is often a logical result of work dissatisfaction, with workers leaving the unit, the business and then the occupation. Staw (1980) had earlier indicated that when many workers encounter work dissatisfaction, a high turnover rate will lead to unnecessary costs for the company.

Holston-Okae and Mushi (2018) are of the view that the hospitality industry is one of the most diverse and flourishing sectors in the world. Some countries, such as the United States, have maintained a strong tourism industry that supports activities that have influenced the economy of the region. Teng (2013) in support defined the hospitality industry as an organization with the goal of satisfying a wide range of needs, such as food, drinks and accommodation. The hospitality industry includes regular guest – host encounters and hospitality organizations that cater to the needs of a diverse community of people. Knani (2014) asserts that commercially, the hospitality industry has been around for almost 4,000 years and remains a billion-dollar industry that relies on the disposable income and affordability of its consumers.

The 2018-2019 Africa Hospitality Report earmarked the hospitality industry as the most significant financial activities in Africa. Specifically, tourism and travel pointedly impacted the gross domestic product (GDP), creating USD 37 billion in international visitor expenditure in 2017. The

hospitality industry in 2017 generated a total of 8.1% to Africa's GDP (equivalent to USD 177.6 bn). Its contribution is expected to increase by 3.7% to reach 12% in 2018. Furthermore, the direct influence on the GDP stood at 3.3% in 2017. The success stories notwithstanding, U.S. Labor Turnover Survey 2008 (Bureau of Labor Statistics, 2009) found that housing and food services had the largest number of voluntary turnovers from January 2008 to December 2008 in all of the surveyed industries. The U. S. Department of Labor (2009) indicated that "Hospitality professions are frequently described as low-wage and high turnover, which is a key problem for the hospitality industry." Chikwe (2009) thought that hospitality had a culture of turnover and that this was considered natural and inevitable.

In Ghana the hospitality industry contributed 7.8% to the GDP in 2015 (Jumia Hospitality Report, 2017). The tourism sector accounted for 6% in total employment and 5.3% to GDP while growing at an average of 9% annually (Louis, 2018). The Central Region of Ghana, especially Cape Coast and Elmina, has become a focal point for tourism development as it possesses significant tourism resources such as natural, historic 'Slave Castles,' rich cultural backgrounds and educational attractions (Nadiri & Tanova, 2010). However, employee turnover has been an on-going concern in the hospitality sector despite the many compensation packages that the hospitality organisations have instituted (Hinkin & Tracey, 2000).

Islam and Alam (2015) posits that it is imperative to understand the mechanism through which employees' turnover intentions affect the inputs of employees. It has been indicated that compensation has a detrimental impact on the objective of turnover of employees (Silaban, 2018), in addition, other

studies have indicated that higher levels of both monetary compensation (Salisu et al, 2015; Supatmi et al, 2012) and non-monetary compensation (Sun, 2013; Deperi, Tortia & Capita, 2010) positively influences employees' job satisfaction. Various studies have also confirmed a converse association between job satisfaction and employees' intention to quit (Iliopoulou & While, 2010; Europhia, 2008). However, Zhang and Chen (2010) posit that a huge gap exist within the turnover literature, given the fact that low compensation does not always result into employee staying within the organisation. Against this context, this research aims to examine the process by which both monetary and non-monetary compensation affects the intention to leave by exploring the mediating role of work satisfaction.

Statement of the Problem

Employees' in the hotel industry are the most important resources (Dominguez, 2011). Robbins and Judge (2007) found that companies with more happy workers appear to be more successful and is a result of happy workers being more likely to be productive. Phonsanam (2010) points out that employees hold a major role and are important assets in every sector and the hotel industry is no exemption. A study conducted by Owusu-Acheampong and Williams (2016) investigating turnover among hotels in Cape Coast and Elmina based on a sample of 196 non-managerial hotel staffs postulates that the industry in Cape Coast and Elmina employs a substantial number of staff, but is unable to maintain a significant number of them for a long period of time.

In the view of Nayak, Pai, Prabhu and Granil (2015) and Pearlman and Schaffer (2013), the high turnover rates of the hotel industry are among the

greatest challenges that human resource manager's face. Boyens (2007) indicated that turnover has detrimental impacts on production, product and service quality and profitability. It is expensive and difficult to find and recruit a new professional worker). The problem identified in literature is the fact that compensation and turnover intentions within the hospitality industry has been researched into in the developed economies (Phonsanam, 2010; AlBattat et al., 2014; Davis, 2018; Holston-Okoe & Mushi, 2018), however only few studies have been done within the Ghanaian hospitality industry (Cudjoe, 2016) and especially Cape Coast and Elmina. Additionally, studies on compensation and intention to quit have mostly been on a single dimension of compensation.

Evidentially, Cudjoe (2016) and Phonsanam (2010) were concerned about financial compensation. None of the researches considered the importance of job satisfaction in providing the mechanism for compensation to influence intention to quit. Therefore, the purpose of this study is to investigate the effect of both monetary and non-monetary compensation on employees' intent to leave and the facilitating role of job satisfaction within Cape Coast and Elmina hotel industry.

Purpose of the Study

The purpose of this research is to study the effect of compensation on employees' intention to quit and the mediating role of job satisfaction in some selected hotels in Elmina and Cape Coast in the Central Region of Ghana.

Research Objectives

To realise the purpose of this study, the study sought to address the following specific objectives:

1. To determine the compensation packages available in the Cape Coast and Elmina Hotels.
2. To assess the influence of monetary compensation on employees' intention to quit.
3. To assess the influence of non-monetary compensation on employees' intention to quit.
4. To assess the mediating role of job satisfaction on the relationship between compensation and intention to quit.

Research Questions

1. What are the compensation packages available in the Cape Coast and Elmina hotels?
2. What is the influence of monetary compensation on employees' intention to quit?
3. What is the influence of non-monetary compensation on employees' intention to quit?
4. What is the influence job satisfaction on the relationship between compensation and employees' intention to quit?

Significance of the Study

The significance of this study is to provide a better insight into the various compensation practices that are introduced in the Elmina-Cape Coast hotel industry, with the goal of highlighting whether successful compensation practices will increase the employee's intention to stay in the hotels. The efficacy of the application of pay policies is different for different industries. The results of this report, which focuses on the hotel industry, are expected to

contribute to the industry by providing more reliable and detailed information on the retention of important workers. In addition, the results and observations would be useful for hotel industry to improve their pay practices. Through this analysis, managers will learn more about compensation strategies that are successful among workers and will eventually use them as a guideline or reference when designing compensation practices.

Moreover, due to a lack of research related to the hotel industry in Elmina and Cape Coast, it is hoped that the findings would be able to provide information for the hotel industry and will therefore be of benefit to managers and human resources departments in the region. The results of the study will provide an empiric understanding of the process by which monetary and non-monetary compensation can affect the intention to leave by analysing the function of job satisfaction.

Delimitations

This study focuses merely on compensation, job satisfaction and employees' intention to quit in some selected hotels in Elmina and Cape Coast in the Central Region. The influences of other variables on the intent to leave of employees such as demographic and job characteristics, organisational environment, organisational culture, is excluded. The study should therefore be seen in that perspective, in order to avoid any misconception of its outcomes. For purposes of this study, the indicators of compensation practices comprised of some monetary and non-monetary dimensions. Other dimensions of compensation practices were excluded solely for purposes of this study. The population was restricted to employees of hotels in Cape Coast and Elmina in the Central Region.

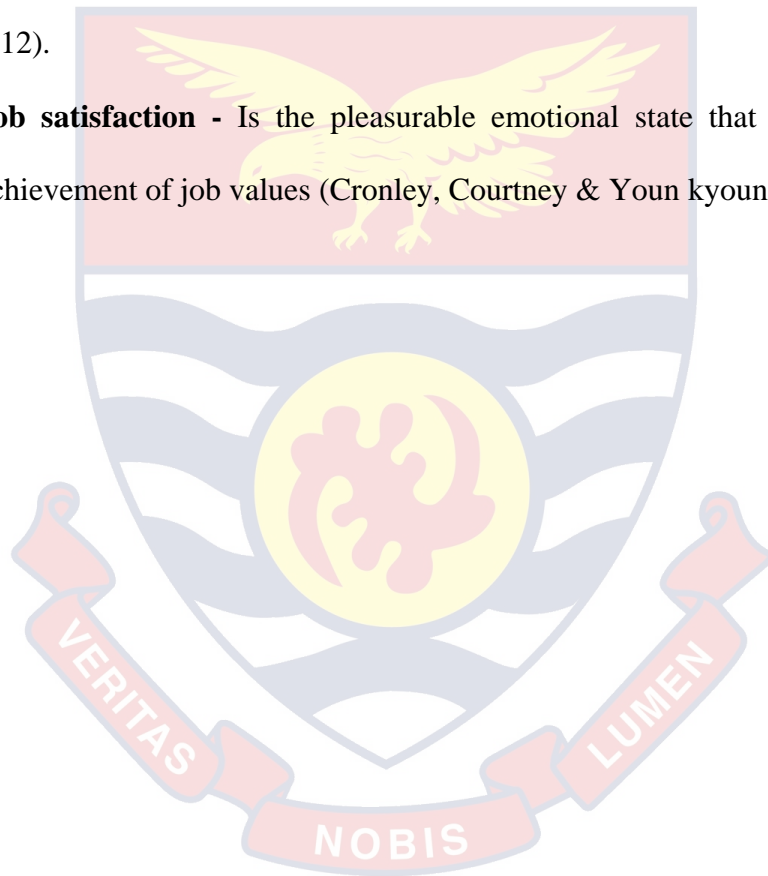
Definitions of Terms

This section clearly defines the meaning of the variables in this study

Compensation - Compensation is the cumulative amount of monetary and non-monetary compensation paid by the employer to the employee in exchange for work done as necessary (Parashakti, et al., 2017).

Intent to Quit - The behavioural “intention to leave employment immediately prior to the actual turnover decision” (Mowday, Koberg, & McArthur, 1984, p.12).

Job satisfaction - Is the pleasurable emotional state that results from the achievement of job values (Cronley, Courtney & Youn kyoung, 2017).



CHAPTER TWO

LITRATURE REVIEW

Introduction

This section discusses the theoretical, empirical and conceptual frameworks that set this study into perspective. The theoretical framework looks at the theories that best explain the connexion between monetary and non-monetary compensation practices and employees' turnover intention. The empirical framework, on the other hand, discusses what other scholars have done with regard to this subject matter while the conceptual framework displays the pictorial association between the variables.

Theoretical Review

The relation between monetary and non-monetary compensation as a result of work satisfaction is reinforced by the principle of equity.

Equity Theory

Theory of Equity is based on the belief that employees are inspired both in terms of the workplace and their employer if they feel that employment practices are unfair. It can be expected that employees will react to it in different ways, e.g. by deactivation, less effort, dissatisfaction, or by disturbances in extreme cases. As Maslow's five levels of need and two motivational factors, which were classified by Herzberg (intrinsically and extrinsically), Adams (1965) equity theory indicates that positive results and a high level of satisfaction is predictable only if the employees are handled fairly. The equity theory has been commonly used by industrial psychologists

in industry to explain the relationship between the compensation provided by the company and the satisfaction of workers.

Adams (1965) indicated that, equity theory incorporates the idea of social comparisons in which workers measure their own input / output ratios on the basis of their comparison with the input / output ratio of other workers (Carrell & Dittrich, 1978). Contributions in this sense include time, knowledge, skills, experience, intangible personal characteristics such as employee engagement and motivation, as well as interpersonal skills. The outcomes shall provide both monetary and non-monetary rewards. Employees who experience discrimination will attempt to minimize it either by distorting inputs and/or outputs known as cognitive biases in their own heads, by explicitly altering inputs and/or outputs, or by quitting the company (Carrell & Dittrich, 1978). These acuties of disparity are perceptions of organizational fairness or, more specifically, oppression.

In this study, equity theory is employed to explain the mechanism through which monetary and non-monetary compensation influences employee intentions to quit in the hotels. Adams (1965) laid the foundation for the understanding that the perception of how equitable the compensation package offered the organization is, the outcome is a higher level of satisfaction with the package and the job entirely and finally this will result in a desire to remain with the organization. Contrary to this position, Walster et al. (1987) and Greenberg (1989) noted that people can adjust their efforts to fit results, thus, work less to equalize results or modify their inputs to equate perceived inequity or distort expectations of themselves or others. In order to address inequity, individuals can also see leaving as a way out of the situation

(Robbins 2003). Altarawmneh and Alkilani (2010) add that the moment employees perceive that equity is applied to compensation and other human resource management practices, they become satisfied and it reduces quit intention.

The importance of this theory cannot be overlooked with respect to this current study hence very useful at explaining the constructs adopted in this study. This is because, several researchers such as Dhanpat, Modau, Lugisani, MaboJane and Phiri (2018) and Smit, Stanz and Bussin (2015) found that the aim of turnover is the product of an unevenness between the organization and the individual employee as a product of the idea of a person – organization match that leads to job dissatisfaction. According to the authors, employees prefer to stay in an organisation where they have perceived satisfaction towards the job. Based on this theory, the study postulates that job satisfaction is therefore the mediating mechanism through which both financial and non-financial compensation affects employees' turnover intentions.

Concept of Compensation

Burns (2006) defined compensation is the overall benefit provided to employees as a return on their hard work. A successful system of compensation will be able to accommodate workers and will allow the company to acquire, hire and retain workers. Compensation has a significant significance for the company as it represents the efforts of the organization to preserve and improve the prosperity of workers. The lack of pay would reduce the morale and satisfaction of the work, resulting on workers leaving the organisation. Compensation has a significant potential to affect output. Should a company neglect the opportunity, it can lead to problems such as low

morale, low productivity, high turnover, reckless conduct and employees becoming deceitfulness (Bebchuk & Fried, 2003).

Popoola and Ayeni (2007) concluded that, in order to be in existence for a long time, companies must consider compensation as the key motivator for workers and as an essential tool and cost for companies. Compensation is a formal method of supplying workers with monetary benefit in return for their success (SHRM, 2012). Compensation programs in companies must be consistent with corporate goals and strategies and must also match the employer's priorities with workers' expectations. It influences how and why prospective applicants want to work in a company as compared to others. Managers must be reasonably creative with various forms of compensation so that they can recruit, retain and recompense workers of a company. Compensation is also important for the retention of experienced workers within their current organisation.

Several researchers have stated that, compensation forms part of the factors that influence turnover intention (Shukla and Sinha, 2013; Silaban, 2018; Olawale and Olanrewaju, 2016). Griffin (2000) argues in his research that pay strategy affects main outcomes such as work satisfaction, attraction, retention, efficiency, skills development, collaboration, motivation and employee turnover. Compensation and benefits have been established as one of the factors responsible for the high attrition rate. An analysis of the remuneration policy and the purpose of the turnover shows that there is a negative relationship between the two factors. In his report, Forest (2001) argues that the compensation strategy is extremely important because it helps to create an efficient and competitive organization; while a wrong set-up of the

compensation strategy, which does not meet the needs of the organization and the HR and business objectives, can kill the organization within a few years and the organization suffers from a decline in efficiency.

Monetary Compensation

Organizational behaviour as a research is of considerable significance in the study of management theories and employee attitudes (Osland, Devine & Turner, 2001). Koys (2001) found a relationship between organizational behaviour and employee retention in organizations indicating that an organization's behaviour has an effect on employees' decision to leave or continue working. Intention to leave an organisation is an indicator of an employee of an organization's decision to leave the organization (Schwepker, 2001). Tseng and Wallace (2009) explored voluntary turnover intentions of workers listing many factors that lead to the creation of this concept. One of the constraints of the employees' turnover intentions listed was the monetary reward of workers (Tseng & Wallace, 2009).

Money is known to be a highly important motivator, as many studies have shown (Jansen & Spink, 2007; Schweitzer, Ordóñez-Douma 2004). Chiu and Francesco (2003) argued that the adequacy of the wage in relation to the amount of work that an employee performs with a company is a key element in monetary reward. Monetary compensation means the payment by the employer of money or things of economic value to the employee (Lysgaard, Fonager & Nielsen, 2005).

In addition, the wage an employee receives in one organisation when compared to that of another organisation and the period of payment are respected dimensions in monetary compensation (Chiu & Francesco, 2003). In

the view of Tang, Kim and Tang (2000), workers decisions to remaining in their current company or transfer to others is dependent on their compensations. When employees receive better compensation from other employers, they continue to flock to new organisations. Hom and Griffeth (1991) observed an inverse relationship between work satisfaction and employee turnover intentions and further explained that monetary compensation is a key factor leading to the production of turnover intentions.

A number of monetary compensation factors influence an employees' intent to quit an organisation. Among these factors which form the dimensions of monetary compensation in this study include practices such as pay/salary, fringe benefits, incentives, allowance and bonus.

Pay/Salary

A common reason why more employees leave their organisation is the pay scale. Workers basically are generally looking for well paid jobs while the unemployed take on any job that come their awaiting better paid jobs. Employees also intend to leave an organization due to poor wages, which might negatively impact their productivity (Rampur, 2009). Unequal or non-standard pay systems can result in employees leaving their jobs when two or more employees do the same work or have similar responsibilities but are not compensated equally. Similarly, an organisation is likely to lose its employees to another if employees do similar jobs but are paid differently (Handelsman, 2009).

De Cieri and Kramar (2008) argue that organisation is more likely to recruit high performing workers than their rivals if they compensate their employees well. Wage is a means an employee determines the worthwhile of

time invested and the efforts put in a work (Ryan & Sagas, 2009). Chelladurai (2006) is of the view that employee satisfaction depends on reward of sacrifices and job requirements. Employees are happy if their wage equals their time, energy, and effort compares with other workers. When employees' efforts and sacrifices outweigh their rewards especially their pay, they become discontent and desire to leave the organisation (Ryan & Sagas, 2009).

It was also reported in the work of Ryan and Sagas (2009) that, pay is per chance one of the best ways to reward employees' time and efforts devoted into the organisation. Spherion (2013) observed that 49% of employers viewed compensation as a key consideration for keeping their workers, while 69% of workers regarded compensation as a key factor. Earlier, Huselid (1995) found that compensation was a significant determinant of the turnover of employees. Consistently, Ovadje (2009) also established a clear, negative relationship between the function of pay and turnover. Similarly, the compensation discovered by Batt et al. (2002) is strongly and adversely linked to the turnover of the telecommunications industry. Although there is a great deal of evidence in the literature that pay is one of the most significant determinants of employee satisfaction, which in turn decreases turnover and is thus negatively linked to the aim of turnover (Grace & Khalsa, 2003), other studies have found opposing views (Khatri et al., 2001). Kim (2005) stated that compensation was not a major reason why employees abandoned their job the USA, although Chew and Chan (2008) suggested that compensation alone would not be sufficient to retain talent.

Fringe Benefits

Fringe benefits are of an additional nature and are typically provided to all employees of an entity, irrespective of their results, such as annual leave allowances, pay advances and educational assistance (Adeniji & Osibanjo, 2012). Cudjoe (2016) notes that another reason why a worker intends to leave is due to the lack of benefits available to them in the business in which they operate. High employee intention to leave may also be correlated with no future prospects for advancement or promotion. Employees favour other businesses with better opportunities and higher pay packages (Rampur, 2009). Rampur (2009) also emphasized that the lack of prospects for advancement or development may be a justification for any organization's intention to leave. If the work is essentially a dead-end idea, this should be clarified before hiring so as not to confuse the employee. The job should be defined precisely, without giving rise to false expectations for growth and advancement in the role. Since workers usually want to do a good job, it follows that they also want to be respected and rewarded for their work.

In the United Kingdom, the Higher Education Academy and the Center for Excellence in Teaching and Learning (2009) found that university academics were discontent with the prospects for promotion, with two-thirds of survey respondents in the teaching staff disagreeing with the assertion "I am happy with the prospects for promotion in my current institution." Walsh and Taylor (2007) also found that hospitality workers leave their company within a year or two because of inconsistent career ladder. Walsh and Taylor (2007) also noticed that workers lack the extrinsic elements of their employment, such as demanding employment and a learning-oriented working experience,

such as rewards. Bagri, Babu and Kukreti (2010) researched on human resource practices in hotels in India and pointed out that lack of training and career development opportunities in hotels makes workers want to leave. The University Council for Educational Administration in Nigeria's research in 2002 among higher education institutions identified the potential for promotion as an important factor in employee turnover implying that inadequate promotion prospects in academia contribute to workers leaving the institutions.

Berger and Berger (2004) in another research suggested that workplace benefits such as health insurance, retirement benefit, medical insurance, life insurance, paid holidays and paid leave, flexible schedules, and educational assistance gets employees to stay on a job for long. Berger and Berger further noted that workplace benefits connect the employee to their organisation indicating an association between the benefits and employees intention to leave. As a result, incentives help workers to keep their job and strengthen their responsibilities including caring for children or enabling them to participate in personal activities instead of leaving their jobs (Berger & Berger, 2004). Mitchell, Holtom, Lee and Graska (2001) also noted that employee commitments to family issues, community service and other non-work-related issues can affect their probability of remaining in an organization. Work/life balance initiatives are important for employees because it is an important need for emerging workers (Spherion, 2010).

Incentive Packages

Incentives are gifts for the achievement of set goals that are directly related to results and have a beneficial effect on the priorities and

organizational progress of employees. Incentives are used to inspire workers to work more efficiently and discrepancies such that workers can work in a particular way looking forward to a certain reward. According to Noe, Hollenbeck, Gerhart and Wright (2003), bonuses are benefits given in addition to basic wages or salaries and are typically directly related to results. They are given to motivate or repay the effort of a specific employee above usual performance standards. They stimulate employee efforts above the usual level of expectation.

Perceived organizational benefit packages and help is an individual's understanding of organizational care, regardless of whether any specific form of treatment is expressly or implicitly promised (Shapiro & Conway, 2005). Chew (2004) defines perceived compensation packages as the extent to which workers feel that the company values their commitment and cares about their well-being, and postulates that workers and the company are engaged in an exchange relationship. In the view of Rhoades and Eisenberger (2002), perceived reward packages and assistance are a common perception that one's company appreciates employee's commitment and has the well-being of employees at heart. Higher compensation programs and organizational support build feelings of responsibility on the employer and also result in workers being committed and loyal to the employer by participating in activities that promotes organizational objectives (Ahmad & Yekta, 2010).

Perceived organizational support and compensation packages can have a direct effect on the employee's decision to leave (Bishop, 2002). This means that if the employee thinks that there will be no compensation packages and help from the company, his or her intention to leave will increase. Research

conducted by Firth (2004) supports Bishop (2002)'s claim that social reinforcement and the provision of compensation packages by managers indirectly reduces burnout, which in turn reduces the intention to leave between employees. Employees stick with the company due to the positive qualities of their work. Employees are thus loyal to the company and remain when they are happy with their schedules and their employers encourage them but employees quit when they are not happy and encouraged with their work (Taplin & Winterton, 2007). Similarly, Allen, Shore and Griffeth (2003) stated that reward packages and assistance were negatively linked to the intention to leave. Relationships are, however, mediated by dedication and work satisfaction. This suggests that if workers experience high levels of perceived organizational motivation and encouragement, they are less likely to experience the purpose of turnover.

Allowance and Bonus

Bonuses are given to workers who meet particular requirements and quotas or accomplish a particular project (Saira, Madiha, Sumaira & Anam, 2014). The authors again argued that monetary incentives such as bonuses and allowances are influential in meeting essential requirements of life and the needs for authority and property. It is a sign of victory and achievement. Inequitable incentives and rewards are a source of gratitude for the work and contributions of employees and, as such, can minimize the risk of leaving an organization. When workers believe that there are inadequate allowances and incentives from employers, they often begin to formulate reasons to quit their jobs (Janas, 2009).

Rosser (2004) suggested that expectations of work-life, such as bonuses, have significant effect on job satisfaction and the decision to quit. Giles (2004) is of the view that supervisors should not lose sight of the need to motivate workers and appreciate their efforts as a way of keeping them on their job. Thus, when workers understand that their contributions are not compensated with incentives and allowances, that they do not feel respected and that their company has priority, they will contribute to their intention to leave. In order for a company to enforce a good policy on allowances and bonuses, it is necessary to ascertain its workers' values and match organisational policy for a sound and equitable competition. Receiving allowances from employers is an important aspect of human resource management.

In the view of De Cieri and Kramar (2008), allocation system is an essential part of implementing strategies. The manner in which people receive allowances, apart from their salaries, affects the quality of their jobs, their attitude towards customers and the company, and their ability to be adaptable and to acquire additional skills.

Non-Monetary Compensation

Non-monetary compensation is a recompense offered to workers in the form of awards such as more demanding jobs, longer working hours, career promotions, social security, or other ways that can contribute to job satisfaction. Non-monetary compensation factors include the job and work environment (Neckermann & Kosfeld, 2008). Ryan et al (2000) concluded that non-monetary forms of compensation can be very important to workers and very motivating to enhance results. Satisfaction of non-monetary benefits

means that the employee wants to remain in the business and to reduce the aim of turnover. Nyaribo and Nyakundi (2016) found that non-monetary rewards (job design, improved work environment, career growth, training) and non-monetary benefits (participation, recognition) could inspire workers, improve their efficiency and retain staff. Asiago (2015) noted that the use of non-monetary incentives influences the mental and physical well-being of workers in their jobs, as well as the quality of their output, which is necessary to attract and maintain value.

In addition, Vnouková and Klupáková (2013) reported that motivation is the key weapon for reducing the negative turnover rate of workers within organizations; this is the backbone of human resource management. Sandeepanie & Ubayachandra (2015) argue that non-monetary motivational strategies, such as the promotion scheme, employee training and growth, welfare benefits, health and medical benefits, the attractive physical and socio-psychological atmosphere offered to employees have the ability to enhance and sustain their motivational levels. Khan (2014) found that retirement benefits, job stability and financial crises have a very important effect on the turnover of workers in the company.

Another study by Musa, Ahmed and Bala (2014) found that promotion, salary / wages, payment of leave benefits, career development / in-service training and working hours had a substantial effect on the turnover of the workforce. In view of this, Vnouková and Klupáková (2013) argued that the essential point of reducing turnover is to improve the way in which workers operate by promoting flexibility, career preparation, open communication and knowledge sharing. Shakeel & But (2015) indicated that 60 or more papers

were studied which established work-related and non-work - related factors causing employee retention. Employees who are profoundly driven towards their own jobs create a sense of identity and loyalty to their company and, in turn, negatively contribute to the aim to make a turnover (Chaitra & Murthy, 2015). This study bases non-monetary compensation products on the dimensions suggested by Samuel and Chipunza (2009) to have a direct effect on the retention of workers in organizations. They include: support for managers, recruitment, organizational environment and career growth. These items assess non-monetary compensation and help to determine the degree to which the employee is happy with the job and plans to leave.

Supervisor Support

Supervisory support means the actions of a boss who ensures continuous high output of workers, such as reward, praise and input (Döckel, Basson & Coetzee, 2006). Regular and prompt feedback are crucial for retaining workers, as perceived organizational support enhances the affective engagement of workers over the long period. Van Dyk and Coetzee (2012) stressed that supervisory support is also seen as a source of confidence in the ability or drive of employees to be the best in everything they do. Support from their managers decreases the degree of stress associated with work and can build a sense of belonging that gives workers ample incentive to remain in the organisation. Again, managers reaching out personally to workers is critical retaining employees, because the emphasis changed from financial influence (i.e. compensation) to more inherent issues (i.e. organizational support) (Cianni & Guddy, 2012).

Supporting managers are those who believe in their workers, appreciate their efforts and care for their well fare (Kottke & Sharafinski, 1988). A boss, for example, who changes plans to suit the wishes of staff, heeds to their challenges, categorises assignments or obligations to suit their family obligations, and offers ideas or guidance may be seen as helpful. Normally, assistance from managers was measured as leader-follower exchanges (Hofmann & Morgeson, 1999; Wayne et al., 1997) and supervisory factors (Allen, 1995; Hutchison, 1997; Hutchison et al., 1998). There is uncertainty as to the existence of association between the assistance of managers and the turnover of employees. Hatton and Emerson (1998) observed a relationship between employee's intention to leave and real turnover was related to the amount of supervisors' support offered. While a variety of organizational issues can lead to workers thinking about quitting their jobs, the boss plays a significant role in its actualisation. Although Stinglhamber and Vandenberghe (2003) found an association between the variables, they posit that the impact of perceived manager help on turnover is mediated by an affective attachment to the supervisor. However, there is consensus that the assistance of the boss is negatively related to the plan to make a turnover.

Training

Training and growth offer openings for workers to progress in their careers (Van Dyk & Coetzee, 2012). Training has a positive psychological impact on workers because employees will believe that the company supports them and in return, employees stay loyal to the organization. Döckel, Basson and Coetzee (2006) claimed that workers remain with an organization that

offers prospects to nurture through training and development, allowing them to apply their skills and expertise acquired. Also, businesses offering training and learning prospects to their workers can have a psychological effect on employees. Education prepares workers with the skills and information needed to do their jobs efficiently and, as a result, employees are happy with their job because they know what they are doing (Armache, 2014).

Lack of progress and continuous improvement is likely to lead to boredom and to the desire of workers to pursue alternative jobs elsewhere. Provide workers with ample training openings is an investment technique for job security (Prihati, Oetomo & Utomo, 2009). Such acts by the company is a vital part of the fulfilment of the tacit agreement between the organisation and its workers. This activity strengthens the sense of connection of workers to the company and thus increases retention. Training opportunities strengthen the bond between the worker and the job with the construction of jobs embeddings, as well as reflecting a compromise that must be made if the employee chooses to work elsewhere (Mitchell, Holtom, Lee, Sablynski & Erez, 2001). As a consequence, supposed training prospects would be negatively connected to the decision to leave.

Organisation Climate

Lussier et al. (2008) opined that the organizational climate is the relatively lasting nature of the inner atmosphere of a company as perceived by its member. Organizational environment is described as a "measurable, collective perception of the members of the organization about those aspects of their working life that influence their motivation and behaviour." Organizational environment is the perception of workers that can be

determined by organizational culture, structure and practice, leadership style and personal policy (Dutka, 2002).

Organizational climate is an important thing, because workers' understanding of the business is central to the creation of employee behaviour, and workers' attitudes would be influenced by their actions (Ayers, 2005). Organizational climate deals with representing the environment than judging or illustrating an expressive response. Ivancevich (2008) indicated that a company would operate well when the standard of workers is such that if the worker is attentive and is provided a good working atmosphere with no barrier to work, the workers in turn give the company real value. Ivancevich (2008) describes the organizational atmosphere as anything which cannot be determined from the work environment, which can be felt directly and indirectly by workers and which influences morale and behaviour.

Career Development

Career growth is how a company can recruit workers and retain qualified employees. Career series applies to workers throughout their lifetime (DeCenzo & Robbins, 2002). Career is a series of activities that offer serenity and smoothness to someone's life (Loader, 2009). Career growth as a series of activities promote discovery, preparation, performance and career achievement. Career growth according to Gomez (2007) is "a constant and formalized initiative that focuses on the development of richer and more qualified workers." According to Mondy (2003), "it is a systematic approach taken by the company to ensure that people with the right skills and expertise are available when appropriate."

In the opinion of Döckel, Basson & Coetzee (2006), career development refers to the adherence of the company to career-oriented policies and job protection that contribute to the engagement of employees. Shoaib, Noor, Tirmizi and Bashi (2009) defined career progression as a coordinated and formalized framework with deliberate efforts to ensure the fulfilment of both personal career desires and organizational goals in order for the organization to achieve and retain a competitive gain. Van Dyk and Coetzee (2012) stressed that career development can be within or outside career openings. Internal profession development increases the contribution of workers to the organization, and thus less the intent of workers to quite the organization.

Career or profession development comprises all activities which make workers ready for career progression. Workers of a company can be part of the training. Professional development projects can be carried out by internal or external agents. The internal training program is typically carried out by the department and the advancement of human resources. This initiative can also be carried out by external organizations, such as management organisations. Organization is typically an involved management meeting, lecture, or some other career development programme. Career growth outcomes are beneficial both to individual workers and to the company. Workers need new opportunities in order to learn new abilities and, at the same time, promotion comes with extra revenue; on the opposite, the company would have skilled and empowered employees who can contribute to organizational success and competitive advantage. If workers believe they have a greater chance of rising

or being promoted within the company, they will do greater and minimize their intention to quit.

Not all employees will enjoy doing the same job forever, some employees will want to expand and be promoted to more demanding jobs with more money. Dhanpat, Modau, Lugisani, MaboJane and Phiri (2018) acknowledged that a lack of opportunities for growth could lead to job dissatisfaction and to employees seeking a better and more demanding way to stimulate their growth. In view of the fact that salary affects work satisfaction, which could affect the intention to leave, the next section focuses on the discussion of the two principles.

Job Satisfaction

According to Robbins and Coulter (2010), job satisfaction is the general actions and attitudes of workers towards their jobs. It also demonstrates the level of serenity that someone feels for work, and this feeling affects their willingness to stay at work (Applebaum et al., 2010). Job satisfaction can be defined as the affective response of an employee to his / her work as a result of a contrast between actual results and anticipated or needed outcomes (Smith & Jones, 2011). This is consistent with the popular Lockian concept of work satisfaction as "a pleasurable or optimistic emotional condition" that is "a feature of the perceived relationship between what one desires from a work and what one sees as providing" (Spector, 2003). Job satisfaction is therefore the subjective feeling of the person that represents the degree to which his / her needs are met by the job. As a result, Spector (2003) clearly summarizes work satisfaction as "the degree to which people like their jobs."

Empirical support differs with respect to the impact of work satisfaction on workers, and the majority of available evidence relates to straightforward associations with organizational variables (Wang & Lee, 2009). To counter this variation, Ahiauzu (2005) argues that African social science researchers and management experts should make a concerted effort to define core features and values of the indigenous African workplace. The more we know about the African worker and his or her thinking method, the more successful we will be in handling him or her (Ahiauzu, 2005). A significant explanation for deciding the outcome of job satisfaction among hotel staff in Ghana.

Every employer's dream is to have his or her employees satisfied with their job. This is because it is found by some researchers that when employees are satisfied at the workplace, they have better attitude towards work than when they are dissatisfied (Spector, 2008; Saghir, Asad & Ishtiaq, 2015; Lai Wan 2007). They also show that workplace satisfaction has a negative effect on increased absenteeism in labour turnover and low morale. Job satisfaction experienced at a workplace can be as a result of the equitable distribution of firms' favours like compensation and rewards. When there is alleged inequity it can affect employees' job satisfaction. Okeke (2010) determined that job satisfaction of employees can be affected by monetary and non-monetary compensation depending on the employee.

Intention to Quit

Employee turnover denotes to the failure of a company to retain its workers. Altarawmneh and Al-Kilani (2010) have described the turnover of employees as the rate at which employees leave the organization on an annual

basis. This can be calculated as a percentage by dividing the number of workers left during the year by the total number of employees who were with the company at the beginning of the year. The turnover of employees is a serious problem, especially in human resource management practices (Yin-Fah et al., 2010). According to Reggio (2003), the turnover of workers is the movement of employees to end their relationship with the company.

Employee turnover impacts teamwork, raises costs, reduces efficiency and results in lost information. Turnover tends to represent challenges in the workplace rather than prospects for transition into better employment (Holzer & Wissoker, 2001). High turnover of workers would jeopardize the development in the achievement of the goals and priorities of the company. Apart from monetary observable costs, non-monetary costs such as impaired goodwill, loss of consumer loyalty, decreased brand trust, etc. may have a long-term effect (Dess & Shaw, 2001). Leaders must also understand the need for employee maintenance activities. Turnover is the mechanism by which workers leave a company or organization and are replaced by a company or organization.

According to Mbah, Ekechukwu and Obi (2018), the aim of turnover is to calculate employees' intentions to leave their positions/organization. To Kashyap and Rangnekar (2014), the object of turnover is 'the subjective calculation of the individual's likelihood of leaving the organization in the immediate future and focuses on the decision of the employee to leave his job.' Occupational discontent may be caused by a lack of respect, less income, tedious work, poor supervision or inability to take time off (leave) (Smit et al., 2015). Turnover intention is the product of the mismatch between the

organization and the individual employee on the idea of a person – organization fit that leads to frustration with the work. When an organization cannot provide what the employee needs, or when the employee cannot provide what the organization needs, there is a disparity in the person-organization relationship (Jacobs & Roodt, 2011).

Turnover intentions are likely to lead to voluntary turnover as a result of the decision made by the employee as opposed to the decision taken by the company that the employer terminates the employee's contract (Allen et al., 2010). The root cause of voluntary turnover may be due to workplace practices, such as unequal treatment of workers, and involuntary turnover may be due to the employee's own behaviour, such as fraud or harm to the employer's property, causing the employer to terminate the employment relationship. The general decision of employees to leave the company results in them finding alternative jobs or accepting a job offer from another company (Kashyap & Rangnekar, 2014). The retention of employees is also important as the decision of the employee to stay or leave is potentially costly for the company (Van Rooyen et al., 2010).

Extensive empiric research has been carried out on human resources strategies and the turnover of workers, often at the organizational level. There is a negative relationship between job satisfaction and the intention to make a turnover (Iqra Saeed et al., 2014) which further argued that if job satisfaction is higher, the intention to make a turnover would be lower and vice versa. Murphy (2008) concluded from his research that "the higher the degree of employee satisfaction, the higher the likelihood for workers to remain in the business." This clearly shows that pay is a factor that can cause the intention to

make a turnover. Although turnover is a voluntary termination of the employee from his place of employment. Sutanto and Gunawan (2013) note that "the turnover intention relates to the effects of the individual evaluations of the continuity of the partnership with the business that has not been realized in the action to quit the business." In the opinion of Vázquez and Hernández (2013), "the transition intention is the subjective view of the members of the organization to quit the current job for another one." On the basis of the opinion of the experts alluded to above, it can be inferred that the object of turnover is the willingness of workers to leave the organisation; this refers to the continuation of their relationship with the organisation, and has not been realized in a concrete action to leave the organisation.

Turnover purpose is calculated by indicators developed by Chen and Francesco. Chen and Francesco (2000) found out that there are four metrics to calculate the intention of turnover, i.e. the mind to leave, the desire to pursue other jobs, the desire to leave the organization in the future, and the feeling that there is no future if they remain in that business. Researchers have noted that there are a variety of other variables that can affect turnover, such as work attitude, personality, biodemography, economic factors, personal factors, role requirements, rewards system, supervisory and group ties. In addition, the Yaqin study (2013) also mentions that "organizational engagement has a huge influence on the aim of turnover."

The way workers see employment has evolved in such a way that it is no longer just a matter of working to get paid. Employees enjoy work that is demanding, provides opportunities for advancement, compensates equally and enables them to achieve a work-life balance (Meier, Austin & Crocker, 2010).

Failure for an organization to meet these needs can contribute to an employee's intention to quit. Managers therefore need to consider why workers choose to leave the company to build initiatives to minimize their intentions (Khan & Du, 2014). Through doing so, companies can reduce future expenses associated with the relocation of workers (Van Rooyen, Du Toit, Botha & Rothmann, 2010).

Of the many variables that affect the purpose of turnover, this analysis will concentrate on the variables of compensation and work satisfaction. The reason for choosing these variables is that, in terms of compensation, there are some factors that will decide whether or not anyone will quit an organization. Stuff that can be seen directly, including monetary and non-monetary incentives, are one of the key priorities of anyone to focus on. If employees do not receive a monetary reward, the employee will leave the company. Job satisfaction is used to appreciate the process, because high pay does not necessarily result in the decision to continue.

Monetary Compensation and Intention to Quit

Salaries, promotions and other financial benefits are primary determinants of an employee's decision to stay or to leave an organization. Europhia (2008) pointed out that workers continue to stay only when they are happy with their wages, since the financial gain is the key reason for remaining in the company in this area of the world. Shukla and Sinha (2013) agreed that if workers are enrolled at low pay rates with less benefits, their expectations are strong. When any other employer gives them a marginally higher bundle, they can effortlessly draw on it. Riggio (2013) made it clear that employees are driven by money and material benefits. Mercer Study

(2003) also suggested that employees are more likely to stick with the company with equal and reasonable financial rewards.

Monetary compensation can be seen as a human resource management tool to recruit, retain and empower staff in a shifting world (Issues in Compensation Management, 2014). In their research, Chiu, Wai and Li (2002) also found that employees earning pay and other compensation incentives, such as year-end bonuses, annual leave, overtime payments and profit sharing, were more pleased. Hester (2002) adds that salary satisfaction is one of the most significant predictors of turnover intentions among employees. In the opinion of Munap, Mohd and Abdul (2013), a proper monetary compensation scheme can stimulate employees' desire to remain with the organization. This is evident from the research carried out by Silaban (2018) which shows that the higher the compensation earned by employees, the lower the intention to leave employees and, conversely, the lower the compensation received by employees, the higher the intention to leave employees.

Empirically, Olawale and Olanrewaju (2016) note that "there is a major negative relationship between monetary compensation and the desire to make a turnover." This results in a high monetary incentive that results in a low turnover intention. In line with this, Yudhistira and Emerald (2015) clarify that the reward has a major negative impact on the desire to make a turnover. Phonsanam (2010) has decided that complete pay policies and their relationship with the hospitality workers plan to abandon the Preference Hotel in the United States. The study found that owners and businesses must recognize that there is a clear correlation between equal, sustainable compensation and increased revenues. The study proposed that it be more

cost-effective to pay a good employee to stay and be efficient than to incur turnover costs as they leave.

In another report, Candra, Hana and Wulandari (2018) examined the impact of financial and non-financial compensation on the turnover intention of employees employed in the mining industry, in particular the heavy equipment repair and maintenance business located in South Kalimantan. The study was an explanatory study in which the researchers sought to explain the causal relationship and explain the relationship between multiple variables by both partial and simultaneous hypotheses. The sample consisted of 60 workers who earned a census sampling technique. The data used was the primary data produced by the distribution of questionnaires. Hypotheses have been evaluated using a multiple linear regression analysis. The findings showed that financial compensation and non-financial compensation had a detrimental and substantial impact on the desire to make a turnover.

The findings of Mendis (2017) was interesting for organisations to note for survival and to keep qualified human capital. The findings showed that remuneration, cash benefits, work life balance, supervisory support and employee appreciation variables were negatively and substantially associated with the goal of turnover. Moreover, the findings of the retrenchment of the turnover intention reward system have shown that the reward system is a strong indicator of labour turnover in the Sri Lankan logistics industry. Research results indicate that better financial and non-financial incentives have a clear effect on employee turnover intentions. Based on the review this study proposes that intention to quit by employees of the selected hotels can be caused by unsatisfactory salary, the level of satisfaction is as a result of

comparing with others as indicated by the equity theory. Satisfaction with salary and financial compensation will result in lower absence rate and lower employees' turnover intentions.

Non-Monetary Compensation and Intention to Quit

Maslow (1998, p. 237) declares that, "many people are influenced more by non-monetary than monetary considerations". Non-monetary compensation is viewed by many as the utmost important tool in compensation employees, Airoldi (2006) adds that almost 70% of global corporations respond to relying on non-cash awards in their organization. Maslow (ibid) It argues that many people cannot be swayed to quit a job except by having, "higher needs and meta-need satisfactions" which can only come as a result of non-monetary compensation. The reason why non-monetary compensation can inversely influence an employee's quitting intention is based on the fact that, most employees perceive financial compensation as a right while they see non-financial as a gift (Nelson, 2004). They therefore tend to see as an additional layer of compensation privilege that offers the reason to stay.

According to Sun (2013) non-monetary compensation packages such as recognition are very important and powerful tool that are being used in most organizations to energize employee engagement and lower turnover intentions. Various studies attest to the importance of non-monetary incentives in curtailing employees' turnover intentions (Dewhurst, Martin, Guthridge & Mohr, 2009). It has been posited that respondents consider non-cash incentives as equal as or even more effective than the highest rated financial incentives (Mercer, 2007). Lawler and Edward (1976) were of the opinion that while the

extrinsic rewards are important in the short term, the inherent rewards in the form of productive work and acknowledgement appear to maintain motivation in the long term. In view of this, Hijazi, Anwar and Mehbood (2007), businesses face negative consequences when they neglect the value of non-monetary compensation.

According to Jensen et al. (2007) it is the intangible benefits that decide whether an employee would prefer one organization over another if the tangible benefits are the same. This is a way in which businesses can really stand out from the crowd by making use of enticing incentives. The main stream of researchers argues that intrinsic rewards are more effective while not neglecting the extrinsic rewards that are usually often present in an organizational context. For example, Mottaz (1988, 478) stressed the importance of intrinsic incentives, but noted the importance of extrinsic rewards as follows: "few, if any, employees will continue to work for a very long time if extrinsic rewards were completely inadequate." Buckman (1991) also argued that monetary rewards function on the context, but what really makes a difference in employee organization.

Empirically, Sandeepanie and Ubayachandra (2015) argued that non-monetary motivational strategies such as employee training and growth, promotion scheme, health and medical benefits, welfare benefits, socio-psychological and attractive physical environments offered to employees have the ability to enhance and sustain their motivational levels. Also, Smit, Stanz and Bussin, (2015) claimed that this decision of employees to leave an organisation may be originated by job unhappiness as a result of absence of non-monetary compensation methods such as boring work, work–life balance,

lack of advancement opportunities and poor supervision. Not only monetary, non-monetary compensation is also another factor identified to have a link with turnover intentions (Sandeepanie & Ubayachandra, 2015; Khan, 2014; Musa, Ahmed & Bala, 2014).

Saira, Madiha, Sumaira and Anam (2014) conducted a study on the effect of financial and non-financial incentives on the motivation of employees in Pakistan. They found that there are different factors influencing the motivation of workers which can be divided into two categories: financial and non-financial incentives. While financial incentives are crucial for employee motivation in third world countries such as Pakistan, where the inflation rate is so high that people are struggling hard to maintain their social status, the value of non-financial rewards cannot be underestimated. The researchers advise the management of the companies surveyed to pay attention to the problems of employee engagement for the overall benefits of the organisations.

Nienaber (2009) recommends that workers pursue more meaningful and demanding experiences, alignment of personal and organizational values, and appreciation of individual desires and differences. Monetary incentive is important to workers, but what really affects people on a daily basis is the nature of their job experience shown by non-monetary rewards (Ferguson & Brohaugh, 2009). Based on the above, this study therefore postulates that non-monetary compensation in the form of supervisor support, training, favourable organisational climate and career development policies tend to negatively influence employee's intention to quit working in the selected hotels.

Monetary Compensation and Job Satisfaction

A central factor of organisational success is evidenced in the meaningfulness of the interventions they offer to their employees. The amount and nature of both monetary and non-monetary compensation offered by is an intervention that may communicate some level of meanings and satisfaction to employees (Mayuri & Mark, 2005). Compensation is a powerful communicator of organizational objectives and goals, and the organizations that want it to be successful must make workers partners in their performance (Pam, 2007). According to the survey report of the Society for Human Resources Management (2012), pay and benefits have been consistently listed as among the top three factors influencing work satisfaction.

Competitive pay packages are one of the most significant factors impacting work satisfaction (Shoaib, Noor, Tirmizi & Bashir, 2009), because they fulfil the financial and material needs of workers. As far as monetary compensation is concerned, Rosser (2004) points out that pay is one of the key reasons' workers leave their jobs, because pay and retirement benefits have been shown to be significant personal issues influencing work satisfaction. Tetey (2006) also points out that dissatisfaction with wages is one of the main factors undermining the happiness and dedication of workers and is a factor that affects their stay in work. To collaborate, Munap, Badrillah and Rahman (2013) assume that monetary compensation is the most significant contributor to job satisfaction among employees. Clark (1999) has shown in his research that pay increases are positively associated with work satisfaction. Moreover, employees who pay higher are happier than those who pay lower wages. Researchers are of the view that workers have largely left their jobs for

economic reasons. This is the most common explanation for the turnover of workers, as workers still remain in search of such well-paid jobs (Brown, Gardner, Oswald & Qian, 2008).

Ismail, Hamid, Hua and Ali (2011) have determined that the level of pay adequately planned on the basis of employee success has improved job satisfaction. In their report, Chiu, Wai and Li (2002) also found that workers earning salaries and other salary benefits, such as year-end bonuses, annual leave, overtime payments and profit sharing, were more pleased with their jobs and thus had a high intention of remaining in the company. A proper compensation system can improve workers' desire to remain with the organization, with job satisfaction and expectations, and increase indirectly (Munap, Mohd, & Abdul, 2013). Several studies reported a positive relationship between compensation and work satisfaction (Brown, Gardner, Oswald & Qian, 2008; Skalli, Theodossiou & Vasileiou, 2008; Pouliakas & Theodossiou, 2010). Theodossiou and Vasileiou (2007) reported lower levels of financial compensation leading to lower levels of satisfaction among employees. It is therefore argued in this study that higher levels of monetary compensation would result in higher levels of job satisfaction among hotel workers.

Non-monetary Compensation and Job Satisfaction

It has already been pointed out that an approach to enhancing work satisfaction without concentrating on the non-monetary element of compensation is futile. Non-monetary incentives play a major role in the employee's understanding of the incentive environment in the workplace (Khan et al., 2013). As companies pay attention to non-monetary strategies

such as providing training and career growth programs, workers can see the company as a support and caring company and this increases their job satisfaction (Deperi, Tortia & Metropolitan, 2010). Various studies point out that there is a need for non-monetary rewards in companies to improve the work satisfaction of workers in the company (Eriksson & Villeval, 2008; Falk & Kosfeld, 2006).

Asegid, Belachew and Yimam (2014) indicated that non-monetary compensation was a significant determinant of overall job satisfaction. Artz (2010) explained that non-monetary incentives were significant determinants of job satisfaction since they are often necessary pieces of reward packages. Studies concerning non-monetary rewards and work satisfaction suggest a good relationship. Hayati and Caniago (2012) examined the relationship between inner motivation and work satisfaction and found a positive relationship. This means that workers who are inherently motivated are more fulfilled. Rast and Tourani (2012) have analysed the factors (work characteristics) that have a substantial effect on job satisfaction among the three private airline workers, and their results have shown that management and promotion opportunities are not inherent factors that are positively linked to job satisfaction. Tymon et al. (2010) found that the inherent incentives and work satisfaction were positively associated. Intrinsic and hygiene factors make a major contribution to the satisfaction of organizations among employees.

The analysis therefore indicates that non-monetary compensation has a positive effect on the work satisfaction of workers in selected hotels. The next

section explores how job satisfaction could influence and the employee's intention to quit working at a hotel.

Job Satisfaction and Intention to Quit

Abiodun, Omotayo and Osibanjo (2012) point out that one of the factors behind an individual turnover intention is closely linked to work satisfaction. A variety of studies have shown that there is a negative association between work satisfaction and employee turnover (Cotton & Tuttle, 1986; Arnold & Feldman, 1982; Bluedorn, 1982; Mobley, 1982; Price & Mueller, 1986). Arekar et al., (2016) suggests that workers leave the company when job dissatisfaction is higher than job satisfaction. When a lot of workers experience job dissatisfaction, a high turnover rate can lead to unnecessary costs for the company. This is based on the equity principle implemented in this report, where an employee thinks that the company does not have enough time and resources in place to match the employee's efforts, the employee is frustrated (Cropanano & Mitchell, 2005). In the long term, the employee would abandon the corporation in search of a business with equity.

Mobley (1982) suggests that job satisfaction will change as a result of shocks encountered by employees at work, and that means that when employees are less happy, the intention to leave the organization would be greater. In support of this, Alsaraireh, Griffin, Ziehm and Fitzpatrick (2014) found a negative relationship between work satisfaction and the intention to make a turnover. Earlier research indicate that turnover is often a logical consequence of work dissatisfaction, with workers leaving the unit, the business and then the profession (Iliopoulou & While, 2010). Akgunduz (2018) adds that job satisfaction is a significant work-related determinant of

the intent of turnover. Employees prefer to think about walking out if they are unhappy with financial and non-financial problems within the company.

Job discontent leads to the purpose of turnover and then shifts into more extreme reactions, such as job turnover. If workers believe that their efforts and sacrifices outweigh the benefits of the company, discontent may emerge and the desire to leave may grow (Ryan & Sagas, 2009). On this basis, it is suggested that job satisfaction negatively influences the turnover intentions of hotel workers.

Mediating role of job satisfaction on the relationship between compensation and intention to quit

It has been established in this study that both monetary and non-monetary compensation have negative predictive influence on employee's intention to quit an organization (Sun, 2013; Issues in compensation management, 2014; Silaban, 2018). Mathis and Jackson (2012) point out that compensation is an essential factor influencing how and why people work in an organization. However, Zhang and Chen (2010) posit that a huge gap exist within the turnover literature, given the fact that low compensation is a major reason for turnover but high compensation does not always result into employees staying within the organization. Some studies have documented no difference in satisfaction with financial compensation between those who leave organisations and those who stay (Hom & Griffith, 1995; Gardulf et al, 2005). Hairul Effendy (2013) therefore concluded that, directly, there exist only a weak negative relationship between both monetary, non-monetary compensation and intention to quit.

Compensation is not, however, the only job habits that influence the intentions of turnover. Employment satisfaction has also improved tremendously in the field of turnover intention research (e.g., Delobelle et al., 2011; Dickey, Watson & Zangelidis, 2011). Not only is work satisfaction cited in the International Nursing Literature as a significant contributor to the decision to stay, but it is also related to pay satisfaction (De Gieter, De Cooman, Pepermans & Jegers, 2008; Yang et al., 2008). A research conducted by Miceli, Close and Schwenk (1991) on a sample of 2,000 middle managers verified the positive relationship between global satisfaction with compensation and global work satisfaction. These results are consistent with the 2009 Employee Work Satisfaction Survey (SHRM, 2009), where 'employment protection,' 'benefits' and 'compensation/pay' were considered to be 'very important' to the top three aspects of work satisfaction.

Hwang and Ramados (2017) proposes that to deal with the shortcomings of the direct result of compensation on intent to quit, an understanding of the mechanism through which both monetary and non-monetary compensation influences intention to quit must be examined. The underlying mechanism of this research is work satisfaction. The explanation why work satisfaction would be used as the underlying mechanism is that it has a positive effect on the well-being of workers (Hwang & Ramados, 2017) and is also seen as a primary driver of performance in many modern organizations (Hanna, Kee, & Robertson, 2017). In addition, job satisfaction is critical for predicting the troubling implications of the performance of organizations (Yousef, 2017; Yang, Lui, Lui, Zhang, & Duan, 2017). As both

monetary and non-monetary rewards have a positive effect on work satisfaction, this satisfaction translates into a lower intention to leave.

Falkenburg and Schyns (2007) defined job satisfaction as a behavioural loop focused on the satisfaction of various aspects of work and working conditions, and assumed that satisfaction was the degree to which employees like their jobs. As a consequence, this is expected to be consistent with previous studies, work satisfaction plays a mediating role in the relationship between monetary and non-monetary compensation and turnover intention.

Empirical Review

Ali and Abeygunawardana (2018) averred that one major organisational problems faced by the travel agencies in Sri Lanka was the turnover of the lower management staff. They therefore examined the effect of non-financial motivating factors on lower management staff turnover intentions in travel agencies with special reference to the Colombo district in Sri Lanka. The study used 90 samples as low-level management workers in three famous travel agencies located in Colombo. Testing the relationship, the study used the Statistical Kit for Social Sciences (SPSS) as the primary data analysis method. It was found that there was a negative association between non-financial motivational factors and employee turnover intentions, and thus, companies that facilitate the use of non-financial motivational factors foster employee desire to remain instead of thinking of leaving the company.

The research of Mendis (2017) focused on how the compensation structure of the company has an effect on the function of turnover of employees. This study assessed five independent variables (remuneration, cash rewards, work-life balance, support for managers and employee recognition)

and their relationship to the turnover intention of non-executives in the Sri Lankan logistics industry. The study consists of 97 non-executive employees employed in the Sri Lankan logistics industry. Mendis (2017) suggested that management should create a well-balanced compensation scheme in both financial and non-financial aspects in order to minimize the employee's high intention to leave the company. The researcher also recommended that it be crucial for any organization to have motivated, dedicated workers within the company in order to achieve its corporate strategies, otherwise they may leave the business as there are a lot of job opportunities elsewhere.

Prihati, Oetomo and Utomo (2009) investigated the impact of variable compensation, organizational environment and career growth on the decision to discontinue an affective organizational engagement as intervention variables in the Surabaya region of Indonesia. The research population consisted of 66 workers. The findings of the study showed that pay, organizational environment and career growth had a substantial negative impact on the decision to leave. The study also points to the findings that the dedication of the company was a factor that had the biggest effect on the decision to leave.

In another report, Osibanjo, Adeniji, Falola and Heirsmac (2014) emphasized compensation packages as a tool for the success and purpose of employees in Nigeria. The goal of this study was to investigate the influence of compensation packages on the performance and retention of employees at a selected private university in Ogun State, South-West Nigeria. Data were collected using one hundred and eleven accurate questionnaires completed by academics and non-academic staff of the university. The data collected was

carefully analysed using a simple percentage based on structural equation modelling to evaluate the hypotheses and associations that might exist between the variables under consideration. The findings showed a clear association between the pay packages and the output of workers and the intention to leave. The results suggest that there is a clear association between the dependent and independent variables examined (salary, bonuses, rewards, allowances and margin benefits). However, management and decision-makers should seek to review compensation arrangements at different levels in order to ensure that workers are happy and to avoid a high turnover in the workforce.

Jonathan, Thibeli and Casius (2013) also suggested some predictors of the intention to leave public secondary school teachers by exploring the influence of demographic factors, intrinsic and extrinsic satisfaction in Tanzania. The results of the study showed moderate general satisfaction, intrinsic satisfaction and extrinsic satisfaction while displaying a high degree of intention to leave with the students. Results also showed that intrinsic and extrinsic satisfaction had a major negative relationship with intention to quit, and intrinsic satisfaction suggested a better prediction of the intention of the teachers to quit.

In Ghana, Danquah (2012) examined the determinants of career preference, work satisfaction and the intention to leave academic workers at three private universities. The study found that most academic workers in private universities have chosen their professions because of their enthusiasm for work, a healthy working atmosphere and the desire to be self-employed. The study also showed that, while lecturers are pleased with their job and

work climate, the greater proportion are unhappy with their salaries. The biggest obstacle they face in their jobs is the lack of facilities followed by a delay in their payment of salaries. Retention is weak in private universities because most academic workers stated they would leave to work in public universities if they had a chance to do so.

Appiah and Owusu-Acheampong (2016) conducted a study to evaluate large human resource management activities and their effect on the turnover of workers in the hotel industry in Cape Coast and Elmina. Specifically, their analysis was focused on three objectives, including: evaluating the effect of demographic labour on turnover, assessing human resource management practices that account for turnover, and examining the relationship between human resource management practices and turnover in the hotel sector in Cape Coast and Elmina.

The sample size was calculated using the (Glenn, 1992) formula for the estimation of the sample size of a given population of less than five hundred. In total, 196 non-management workers were sampled. Systematic and basic random sampling methods have been used to pick hotels and participants for the analysis. Whereas the key tool used for data collection was the administration of questionnaires, the data collected was analysed using central trend measurements and the correlation analysis defined the relationship between variables. The findings disclosed that compensation improves employee productivity and loyalty; thus, management should take steps to provide sufficient incentive in the form of timely payment of wages, incentives and incentives to hard-working employees. Compensation has also been found to have a substantial effect on the turnover of workers and thus,

the absence or inadequate or improper compensation administration would lead to turnover intentions among the employees.

Cudjoe (2016) found that the rate at which workers in tertiary institutions in Ghana switch from one institution to another is very high and may be attributed to compensation packages used by various institutions to recruit qualified employees. The author testing this discovery investigated the impact of the compensation packages on the intention of employees to leave a tertiary institution in the Central Region of Ghana, specifically Cape Coast Polytechnic. Using a descriptive survey template, data on variables was collected using one hundred valid questionnaires, which were completed by the academic staff of Cape Coast Polytechnic. The study was census to ensure a fair representation of the opinion of each respondent. The data collected was carefully analysed using simultaneous regression techniques assisted by structural equation modelling (SEM) to evaluate the research questions and relationships that may exist between the variables under consideration. The findings showed that there was a substantial association between the pay policies and the desire of workers to leave. The description of main results is that there was a strong clear positive association between the dependent and independent variables measured (i.e. wages, rewards, compensation and fringe benefits).

In addition, a number of studies have identified a negative association between work satisfaction and employee turnover intentions. Karsh et.al (2005) found that work satisfaction was a significant indicator of the intention to make a turnover. Abiodun, Omotayo and Osibanjo (2012) examined the effect of work satisfaction on the decision to quit Nigerian salesmen. Based on

110 respondents and using structural equation modelling, the findings showed that job satisfaction had an indirect negative effect on the intention to leave. Rahman and Syahrizal (2019) analysed the impact of compensation and career growth on the aim of turnover and assessed the mediating role of work satisfaction. The research indicated that pay and career growth had a positive impact on work satisfaction. In addition, compensation and career growth might negatively influence the intentions of turnover through work satisfaction. According to a meta-analysis, work satisfaction has been shown to be linked to real turnover (Chung, 2017).

These sources of evidence also indicate that, when implemented inside selected hotels, both monetary and non-monetary could directly influence the turnover intentions of their employees and, furthermore, the relationship could be mediated by job satisfaction. This means that if the compensation offered by hotels will satisfy the needs of workers, the happiness of workers will increase and the rate of turnover of employees will decrease. This study focuses on the turnover intentions of hotel employees in Ghana.

Conceptual Framework

The conceptual structure offers a representation of the research sample by illustrating the trends of the elements and their interrelationship with main research principles (Fisher et al., 2010). The essence of the conceptual structure is to help present concepts in a more succinct form through diagrams that make them easier to understand. Researchers use the conceptual framework to illustrate and describe the relationship between the variables used in the analysis. Figure 1 present pictorially the relationship between compensation, job satisfaction and intention to quit.

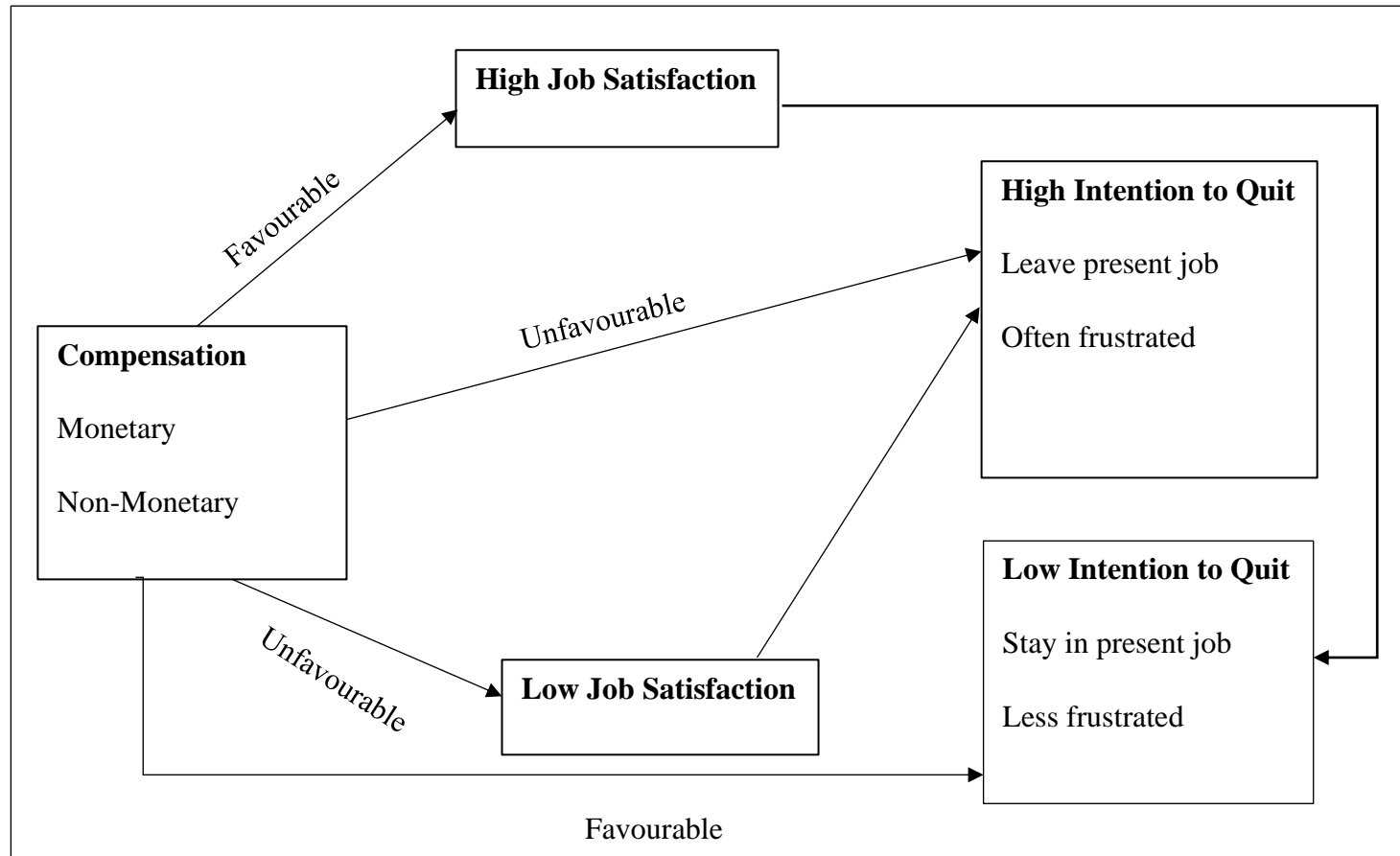


Figure 1: Conceptual Framework

Source: Authors Construct (2020)

The key variables in this analysis are monetary and non-monetary compensation practices (pay / salary, incentive programs, fringe benefits and bonuses; support for managers, training, organizational environment and career development), job satisfaction and turnover intention. The rate of turnover intention of employees will depend to a large extent on how favourable the compensation packages are. Compensation practices are therefore relevant if the aim to minimize turnover is to be reduced. Reducing turnover intentions seems to be the primary objective of any competing company because, if workers are assured of better pay, it might mean that a decrease in the incentive for leaving the organization can be accomplished. The study indicates that this may be achieved by a process through which pay policies boost work satisfaction, which would result in lower turnover intentions.

Chapter Summary

In sum, the above analysis indicates that there are diverse assumptions about monetary and non-monetary compensation policies, work satisfaction and employee turnover intentions. The chapter examined the theory of equity in order to clarify the means by which compensation may have an effect on the intentions of turnover as a result of work satisfaction. Empirical studies have shown that hotel staff appreciate the need to provide incentives in order to minimize the turnover intention and, as such, improve efficiency. While the analysis indicates that certain workers have knowledge of pay practices and succession plans, the research aimed to find out how work satisfaction affects the relationship. The current study includes the results reported; the antecedents used and the recommendations made by these researchers to

extend the literature on monetary and non-monetary compensation practices, work satisfaction and turnover intention in the Ghanaian context.



CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter describes the research methods used in carrying out the study. The chapter also discusses the rationale behind the methods used in achieving the objectives of the study. The chapter captures the research design, research approach, research strategy, study area, population, sample and sampling technique, data collection instrument, data sources and collection procedure, data analysis, pilot-test, and ethical issues.

Research Design

According to Singh (2006), the study design is basically a statement of the purpose of the investigation and of the methods for gathering the evidence, evaluating the evidence and documenting the findings. Research design is a strategy or guide describing how data relating to a given research should be obtained, calculated and analysed (Sekaran & Bougie, 2016). According to Kothari (2004), research designs deal with the development of decisions on techniques used in data collection, the form of sampling strategies and methods, and the ways in which time and cost constraints can be eliminated.

This study focused on both descriptive and explanatory research design due to the use of quantifiable information that uses statistical inference after the review of the data. These methods are by far the most widely used methods of study to assess the effect of a variable on another, hence the decision of the researcher to use this method. These designs are important for use in the study because it offers the researcher opportunity to both describe

and examine the relationship between the study variables - monetary and non-monetary compensation and job satisfaction on turnover intentions of employees of hotels in Cape Coast Metropolis. In addition, the choice of this research design is based on the fact that the researcher is interested in the current state of affairs in the field and that no variable will be manipulated. Furthermore, Mugenda & Mugenda (2003) affirmed that the design is deemed ideal as it portrays clear pictures of the relationship between variables; in this case, monetary and non-monetary compensation and job satisfaction on turnover intentions of employees of hotels in Cape Coast Metropolis.

Research Approach

Previous research has shown that there is no better single approach to research than the other (Benbasat, Goldstein & Mead, 1987). Denzin (2017) and Saunders et al. (2016) addressed two wide research approaches: quantitative and qualitative research. Denzin and Lincoln (2005) referred to quantitative analysis as a science that silences so many voices. The quantitative approach includes the compilation and analysis of numerical data in a predictive manner by means of statistical tests (Hussey & Hussey, 1997). It follows systematic methods and procedures that make it possible to generalize the results, quantify and evaluate the causal relationship between variables (Denzin & Lincoln, 2005). Quantitative approach is a method of logical and critical research, verification and identification of variables, and focuses on the test hypothesis and is highly result-oriented (Ghauri & Gounhaug, 2003).

Quantitative research is performed and confirmed through population surveys and experimental studies to find out the truth and causes of social

phenomena (Robson 1994). Quantitative (deductive) study is seen by Amaratunga, Baldry, Sarshar & Newton (2002) as an intense empiricism in which hypotheses are not only justified by the degree to which they can be tested, but also by the application of the facts acquired. According to Hair, Hult, Ringle & Sarstedt (2016), a quantitative analysis approach is used to evaluate objective hypotheses by analysing the relationship between variables. It includes numbered data that can be evaluated using statistical calculation procedures. Authors such as Straub, Boudreau & Gefen (2004) have claimed that the main methods used by quantitative researchers are statistical methods and software packages due to the presence of numbers in such research.

On the other hand, qualitative research emphasizes getting closer to the subject(s) of the study and assumes the role of the participants in explaining the phenomenon in social reality from the point of view of the subject rather than the observer. Qualitative research can be described as an approach to exploring and understanding the nature of social or human problems for individuals or groups (Creswell, 2013). According to Daymon & Holloway (2010), the qualitative research method is a methodology or technique designed to allow writers to gain an understanding of the socio-cultural context of people. This approach has therefore been developed by the social sciences in order to allow the study of the social and cultural phenomena.

Daymon and Holloway (2010) further accepted that fieldwork, interviews, documentation and participant perceptions and reactions are the primary data sources used in qualitative research. The qualitative approach method includes the data typically collected in the researcher's own

environment, the data analysis and the researcher's interpretation of the data. Qualitative approach aims at exploring the attitudes, expectations and viewpoints of groups or individuals through language and the main method of performing this is an in-depth interview (Li, Easterby-Smith, & Bartunek, 2009). Walliman (2001) further claimed that qualitative research is more closely linked to participant observation and unstructured in-depth interviews with a view to understanding the feelings and motivation behind behaviour and attitudes.

For this study, the quantitative approach will be employed. The choice of this approach stems from its enormous benefits and suitability in the context, nature and purpose of the study. As claimed by Saunders et al. (2016); Amaratunga et al. (2002) and McGiven (2006), this method will offer the researcher the opportunity to collect data using a well-designed questionnaire for objective analysis. Again, the researcher will be able to test the research questions using statistical tools and draw inferences from the results. Finally, the method will allow the researcher to obtain a vast number of data to address research questions and to further generalize them.

Study Area

This study will be conducted in Elmina and Cape Coast in the Central Region of Ghana. The two cities in Ghana play host to a lot of tourists and educational activities, hereby making good use of hotel industry. Traditionally, Cape Coast is a fishing port and one of Ghana's oldest cities called, 'Oguaa' which translated to mean Market in the Fante language. The city is bounded by the Gulf of Guinea and three other districts; Twifo Lower Denkyira, Abura/Asebu/Kwamankese and Komenda Edna Eguafu/Abirem. The city was

formerly the capital city of Ghana, the then Gold Coast during the colonial era until 1877 when the capital was moved to Accra. According to the 2010 Census, Cape Coast holds a population of 169,894 which is 7.7% of Central Regional population with more females 51.3% as against 48.7% males (Ghana Statistical Service, 2014). Currently, Cape Coast is described as the citadel of tourism and city of education in Ghana (Annan-Prah, Amewowor, Osei-Kofi, Amoono, Akorli, Saka & Ndadi, 2011). In addition, the area has some great hotels that support tourism.

The study is based specifically on hotels rated three stars and above. The selected hotels are; Elmina Beach Resort, Ridge Royal Hotel and Pempemsie Hotel. Information gathered during preliminary interview based the choice of these hotels on the fact that they have the largest occupancy rate and relatively larger employees' size, a reason for which turnover intentions will be a major issue. Data gathered from their managements indicate that Ridge Royal Hotel has an average occupancy rate of about 40 percent, Pempemsie has a rate of about 45 percent and Elmina Beach Resort has an occupancy rate of about 30 percent. These rates were the highest in the metropolis. In terms of size, they are the largest hotels in the region. Ridge Royal has 79 rooms, Pempemsie has 61 rooms and the largest is the Elmina Beach Resort with 102 rooms. With size and high occupancy rate comes a lot of job a reason for which both financial and non-financial inducements are key to ensure that turnover that plagues the industry is lowered.

Population

Kothari (2008) describes the population as a whole community of people, events or artifacts with similar measurable characteristics. Population

is the whole aggregation of causes that follow the requirements set (Graneheim & Lundman, 2004). Ngechu (2004) describes the term population as a collection of items, incidents, individuals or groups of subjects under a research-based investigation. According to Leedy & Ormrod (2010) the population can be seen as the focus community for which the researcher is involved in gathering information and drawing conclusions. In addition, the target population is described in this study as a complete collection of cases or elements with some common measurable characteristics of a specific nature distinct from other populations. Mugenda & Mugenda (2003) concurs that a population is a well-defined collection of individuals, facilities, components, incidents, groups of things or households under investigation.

For this research, the population covers the total number of the employees of the selected hotels in Cape Coast. Ridge royal has a staff strength of 79 employees, Pempemsie has a staff strength of 54 while Elmina beach resort has a total staff strength of 142 both permanent and contract staffs. The total population therefore is 275 employees of the three selected hotels.

Sample and Sampling Procedure

The sample size is the number of findings included in the research study (Zikmund, 2012) and the "absolute size of the sample is significant, not the size of the sample relative to the population." Bryman (2012) argues that the best sample size depends on the degree of precision needed, the degree of heterogeneity and diversity of the population, and the number of different constructs analysed at the same time when analysing the data. The sample size can be calculated by precision and trust (Sekaran, 2010). Precision is how

close the research estimate is to the true population as a function of the range of variability in the sampling distribution of the mean while confidence is how true the study estimate is to the population, that is, the greater the accuracy required, the larger the sample size needed (Sekeran,2010).

The research followed the sampling of the census. As a result, all 275 staff of the three chosen hotels were used as survey respondents. Farooq (2013) defines the census survey as a full listing of the universe where the universe may be a city, a group of people, or a particular location from which data collection may be possible. Accuracy is one of the main benefits of the census survey, since each and every unit of the population needed to be analysed before any concrete conclusions could be drawn.

Data Collection Instrument

Collecting data for an analysis requires the use of some testing methods and procedures to collect data. A formal self-governing questionnaire will be used to collect data from respondents on their respective knowledge of how monetary and non-monetary compensation influences their turnover intentions. Churchill (1995) argues that, through self-governing, respondents may either request clarification on points of uncertainty in the presence of interviewers. According to Neuman & Kreuger (2003), the questionnaire is a written document in survey research that includes a series of questions to the respondents or used by the interviewer to ask questions and to record the responses. The questionnaire could be answered either by the person from whom the information is requested or by an interpreter. The questionnaire will contain closed-ended items in which the questions allow only those answers on the Likert scale to be selected from the answers given in the questionnaire.

Groves, Fowler, Couper, Lepkowski, Singer and Tourangeau (2011) claim that there are distinct benefits of using questionnaires rather than interviewing methodology. One such advantage is that questionnaires are cheaper and simpler to handle than personal interviews. Groves et al (2011) suggest that, for example, mailed surveys are extremely effective at delivering information to the researcher in a relatively short period of time at a low cost. Again, the use of questionnaires is based on the ease of the analysis of responses (Peterson, 2002). However, the fact that the respondent might be compelled to select a choice that does not exactly reflect the true situation, since it does not have the opportunity to respond in its own terms, has a drawback (Saunders et al., 2016; Akaba, 2015; Churchill, 1995). Again, it is likely that written questionnaires would be misunderstood and interpreted differently by different people (Akaba, 2015).

In order to overcome this issue, the researcher will carry out an initial pre-test of questionnaires to determine respondents' understanding of the research field. In order to further mitigate errors associated with written questionnaires, respondents will be given the opportunity to request further clarification of the questionnaire. This will help to achieve content validity; a self-evident measure that relies on the assurance that the researcher demonstrates an appropriate coverage of the known area, after critical analysis of the literature and constructing questions or resources to cover the known contents depicted in the literature (Malhotra et al., 2007).

The study questionnaire was built on the basis of research objectives and a review of the related literature on the subject. The questionnaire consists of six parts (parts A – F). The first part (PART A) of the questionnaire gathers

information on the context characteristics of the respondents, while the remaining sections B – F collect data on the variables or constructs under analysis. Part B identified compensation practices adopted by the hotels. Part C captured monetary compensation (salary, fringe-benefits, incentives and Bonuses) variables which were adapted from Cudjoe (2016). Part D of the questionnaire relates to the non-monetary compensation practices. Here, the researcher adapted variables and the constructs from different authors; first is supervisor support which will be measured using Eisenberger, Armeli, Rexwinkel, Lynch and Rhoades (2001), second is training, the measurement of which will be adapted from Bartlett (2001), next variable is organisational climate adapted from Mondy (2003) and Part C is career development, adapted from Döckel, Basson and Coetzee (2006).

Employee satisfaction at work was measured in Part E. The scale consisted of five artefacts adapted from the research of Mabaso and Dlamini (2017). Finally, Section F discussed the desire of workers to leave the hotels. This vector has been adapted from Roodt (2004). All variables were measured on the Likert-Like scale from 1 to 5. With 1 indicating the lowest level of agreement and 5 indicating the highest level of agreement.

Pre-Testing

According to Saunders et al. (2016) and Copper and Schindler (2003), the pre-test of questionnaires is very important; it helps to ensure precision, correctness, appropriateness, reliability and validity before final administration in order to obtain meaningful and quality information. To Saunders et al. (2016), the main aim of the pre-test is to optimize the questionnaire so that the respondents do not have issues answering the questions. A pilot study will be

performed to determine the fitness of the questionnaire before the final testing is carried out.

Reliability Test

Reliability of the scale shows how free it is from random error (Pallant, 2016) or the degree to which the scale produces predictable results if repeated action is taken (Kent, 2007). The adaptation of the monetary and non-monetary compensation variables from those aforesaid researchers was not without premise. Cudjoe (2016)'s study on the monetary compensation variables revealed reliability of the questionnaire using with Cronbach's alpha coefficients as follows; salary/pay (0.79), fringe-benefits (0.57), incentives (0.85) and allowances (0.87).

In addition, Dhanpat, Modau, Lugisani, Mabojane and Phiri (2018) tested the reliability of the non-monetary variables used in this study and obtained the Cronbach alpha coefficients stated as follows: supervisor support (0.90), preparation (0.83), organizational environment (0.88) and career growth (0.76). In another review, Van Dyk and Coetzee (2012) recorded appropriate Cronbach's alpha, namely training and growth (0.88), job opportunities (0.73) and intention to leave (0.89). Hulland (1999) claims that 0.70 or higher is favoured unless 0.4 or higher is appropriate in exploratory study. Nunnally and Bernstein (1994) propose, as a rule of thumb, that an internal consistency standard greater than 0.70 is considered. Table 1 therefore presents the result of reliability statistics of the items.

Table 1: Reliability Statistics of Items

Item	Cronbach Alpha
1. Salary/Pay	0.79
2. Fringe benefits	0.75
3. Incentives	0.75
4. Allowance	0.85
5. Supervisor Support	0.90
6. Training	0.83
7. Organisation Climate	0.88
8. Career Development	0.76
9. Training and Development	0.88
10. Career Opportunity	0.73
11. Job satisfaction	0.76
12. Intention to leave	0.89

Source: Field survey (2019)

Data Collection Procedure

There are two basic types of data collection methods: the primary data collection method and the secondary data collection method. The crucial distinction between data types is that the researcher collects primary data explicitly for the reason for which the data is needed. Secondary data are data that have been obtained for another primary reason (i.e. all secondary data have been primary data for other earlier studies). It should be noted that both primary and secondary data sources can yield either qualitative or quantitative data (Babbie, 2011). Although primary data may be collected by observation, interviews or questionnaires, secondary data may include both raw and

published summaries, such as data collected by other researchers, associations, governments and other statistical institutions.

Routine data collected by organizations involved in an initiative may be particularly good sources of secondary data, which could be reproduced without unnecessary cost by primary data collection. The use of secondary data might result in savings in costs and time (Saunders et al, 2016). Secondary details, however, have imitations, including the inability of the researcher to determine the views of the respondents involved in the analysis (Saunders et al., 2016). In the light of this, the researcher will rely on primary data, specifically to be produced from self-directed questionnaires to hotel staff.

Data Analysis

Data analysis involves a number of qualitative and quantitative practices. It is a common trend in behavioural science to make a great deal of use of quantitative analysis and to employ statistical methods and techniques. Statistical methods and techniques have a special role in the field of science because they offer answers to the problems. Pandey and Pandey (2015) describe the analysis of data as "study of the ordered content in order to discover the inherent truth. The data collected will be carefully analysed and tested for completeness. The questionnaires would then be encoded and entered in the version 22 of the Statistical Kit for Social Sciences (SPSS). SPSS because it helps in organizing and summarizing data to include essential criteria that are useful for data analysis. Descriptive statistics (mean, standard deviation) and regression analysis were used to discuss the study objectives.

Ethical Consideration

According to Li (2006), ethics is often related to morality and deals with issues of right and wrong between individuals, cultures or communities. It is therefore critical that anyone involved in research should be aware of ethical issues (Rubin & Babbie, 2016). Researchers would make every attempt to prevent breaches of ethical standards as far as possible. Edginton et al. (2012) described the basic ethical considerations of research as being fully aware of the goals, procedures and benefits of research, the granting of voluntary consent and the preservation of the right of withdrawal. The reason for the research, the confidentiality guarantee and the right of withdrawal will be clarified to the participants. In the first place, the researcher will take a letter of introduction from the department concerning the researcher's intention to carry out the study and present it to the various hotels to be protected by this study. The researcher would also notify the participants of the specifics required for the analysis, the reasons why the information is being collected, the justification for the analysis, as well as the manner in which it is anticipated to participate. Again, the researcher will ensure the confidentiality of the information provided.

Chapter Summary

This chapter provided details on the research design suitable for the analysis, how the primary data for the study would be obtained, arranged, evaluated and presented for ease of comprehension. This chapter also provides details on the scientific method to be followed in terms of the method to the data requires, the computational methods and the systematic research into the research under consideration.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The study was conducted to examine compensation and employee intention to leave some of the selected hotels in the Central Region; the mediating role of work satisfaction. Specifically, the analysis sought to define the compensation packages available at the Cape Coast and Elmina hotels, assess the impact of monetary compensation on the intent of employees to leave, assess the impact of non-monetary compensation on the intent of employees to leave, and assess the mediating role of work satisfaction in the relationship between compensation and job satisfaction. This chapter offers details on the results of the analysed data. The findings were addressed in the light of their managerial consequences as well as how they contribute to some of the empirical arguments as enshrined in the literature review. The results are described in the tables chronologically representing the order of the basic objectives.

Demographic Characteristics

This segment includes details on the demographic characteristics of the respondents surveyed. The results were measured using descriptive statistics such as frequency and percentage. These interventions have been sufficient for such study.

Table 2: Demographic Information

Variable	Options	Frequency	Percentage (%)
Sex	Male	143	52.00
	Female	132	48.00
	Total		
Age	Below 25 years	66	24.00
	26-35 years	89	32.40
	36-45 years	60	21.80
	46-55 years	46	16.70
	56 and above years	14	5.10
	Total	275	100
Level of Education	HND/Diploma	73	26.50
	Bachelor's Degree	68	24.70
	Post Graduate	41	14.90
	Professional Qualifications	50	18.20
	Qualifications	43	15.60
	Total	275	100
Role in Hotel	Administration	61	22.20
	Rooms Division	103	37.50
	Food and Beverage	26	9.50
	Maintenance	30	10.90
	Security	32	11.60
	Accounts and Finance	23	8.40
	Total	275	100
Years Worked	1-5 years	81	29.50
	6-10 years	120	43.60
	11-15 years	16	5.80
	16-20 years	24	8.70
	21-25 years	14	5.10
	26 and above years	20	7.30
	Total	275	100

Source: Field survey (2020)

The findings indicated that majority of employees in selected hotels in Cape Coast Metropolis were male (52.0%) whilst the remaining (48.0%) were female. The implications are that the service staffing structure in selected hotels in Cape Coast Metropolis is dominated by male employees although there are some female employees as well. How could this be possible? Is the service profession a male-dominated in hotels in Ghana? Again, the findings relating to the age of the employees exposed that majority of the employees were between the ages of 26-35 years (32.4%) although a relatively sizeable were also 56 and above years (4.0%). This age distribution of respondents indicates that the institution has a comparatively younger workforce and has the ability to stay in the business for a comparatively longer period of time.

In addition, it has implications for the Human Resource (HR) policies and practices that needs to be implemented in selected hotels in Cape Coast must considered between the ages of 26-35 years so as to help the hotel industry to get more committed employees to promote the achievement of the objectives of government of Ghana. This finding again reflects the nature of calibre of people needed for hotel industry in Ghana. It is particularly common for hotel industry of the economy to employ the youth because they have the stamina to execute the hazardous tasks involved in hotel services. At the level of schooling, the study found that all respondents were formally enrolled in higher education institutions. Majority of the employees had HND/Diploma certificate (26.5%) whilst a relatively (14.9%) had postgraduate certificates.

This ensures that staff in the hotel industry are properly trained and have the pre-requisite qualifications to work as such. This is a positive finding, as it proves that only educated people can work fairly to ensure the overall

growth of the nation that is, the hotel industry in Ghana. In addition, on the results of the positions of workers in the hotel, the analysis showed that the majority of employees served the room division (37.5 percent) while (8.4 percent) served the accounts and finances. This means that employees in the hotel industry are adequately equipped with people who are specialists in the rooms' division department, like the customers, and who have the pre-requisite capacity to work as such.

Finally, the study revealed that majority of the employees have worked for 6-10 years representing (34.4%) whilst a relatively (5.1%) employees have worked for 21-25 years. This signifies that employee's in the hotel industry have working more experience which is good for the management of hotels in Ghana and have the pre-requisite qualifications to work as such. This is a good finding as it proves only the experienced employees can equally work to ensure the total development of the hotel industry of the nation-Ghana.

Measurement of Constructs of Compensation Packages

Before analysing various objectives, it was imperative to measure the constructs of the variables used in this study. According to Lavrakas (2008) a construct is the abstract idea, underlying theme, or subject matter that one wishes to measure using survey questions. Lavrakas continued by stating that some constructs are relatively simple and can be measured using only one or a few questions, while other constructs are more complex and may require a whole battery of questions to fully operationalize the construct to suit the end user's needs. In this study, the constructs were salary, fringe benefits, incentives, allowance, supervisor support, training, organisation climate,

career development, training and development, career opportunity, job satisfaction and intention to leave.

Also, the responses to the items were measured with five-point numerical scale such that one (1) represents strongly disagree and five (5) represent strongly agree. The main variables were evaluated in terms of descriptive statistics such as the mean (*M*) and standard deviations (*SD*). The mean showed the average responses to each item whereas the standard deviation showed the variation in the responses to each item.

On a scale of one (1) to five (5), the accepted midpoint is 2.9 such that any mean score below 2.9 is regarded as less agreed and mean score above 2.9 is regarded as highly agreed. According to Wan, Wang, Liu & Tong (2014) anytime measures of central tendencies are computed, there is the need to also compute the measure of variation. However, there is no threshold for acceptable variation but each variation can be compared with the variations of other items under the same construct. Tables 2, 3, 4, 5, 6, 7, 8 and 9 present the constructs used in this study.

Table 3: Salary/ Wages

Statements	<i>M</i>	<i>SD</i>
I receive my salary/wages on timely basis at the end of every month.	2.43	1.28
The basic salary/wages I receive matches the effort I put in my work	2.03	1.00
The processing of the overtime allowance is simple and straight forward.	2.19	1.09
I am satisfied with the overtime rate per hour am being paid.	2.15	.95
The final payment of my overtime allowance is timely.	1.99	1.13
<i>Average mean and standard deviation</i>	<i>2.15</i>	<i>.87</i>

Source: Field survey (2020)

Table 3 indicated that the respondents disagreed to all items used to measure their salary information. For instance, they disagreed that they receive their salary/wages on timely basis at the end of every month ($M=2.43$; $SD=1.28$). Also, the basic salary/wages they receive do not match the effort they exert in their work ($M=2.03$, $SD=1.01$). Further, the processing of the overtime allowance is not simple nor straight forward ($M=2.19$; $SD=1.094$). Likewise, they are not satisfied with the overtime rate per hour they are being paid ($M=2.15$; $SD=.952$). Lastly, payment of their overtime allowance is not timely ($M = 1.99$; $SD = 1.133$).

Table 4: Fringe-Benefit

Statement	<i>M</i>	<i>SD</i>
I am satisfied with the package offered for my annual leave.	2.05	1.08
The benefits offered on retirement are appreciable.	2.17	.94
The benefits offered to my family upon my death are appreciable.	2.28	.91
The process for obtaining a study leave with pay is simple and straightforward.	2.82	1.12
Organizational scholarships for research are readily made available.	2.94	1.12
<i>Average mean and standard deviation</i>	2.45	.54

Source: Field survey (2020)

Table 3 indicated that the respondents disagree that they are satisfied with the package offered for their annual leave ($M = 2.05$; $SD = 1.08$). Again, the benefits offered on retirement are not appreciable ($M = 2.17$; $SD = .94$) and the benefits offered to my family upon their death are not appreciable ($M = 2.28$; $SD = .91$). On the other hand, respondents declared that organizational scholarships for research are readily made available ($M = 2.94$; $SD = 1.124$).

Table 5: Incentives

Statement	<i>M</i>	<i>SD</i>
My responsibility allowance commensurate with the requirements of my present position	3.10	1.16
The allowances I receive for taking up other additional duties is adequate	2.84	1.07
The processes involved in obtaining additional duty allowance are simple and straightforward	3.20	1.13
My entertainment allowance is adequate	3.09	1.21
The committee sitting allowances I receive are appreciable	2.91	1.15
The processing of the committee sitting allowance are simple and straightforward	3.10	1.28
The final payment of committee sitting allowance is timely	2.29	1.11
<i>Average mean and standard deviation</i>	<i>2.93</i>	<i>.75</i>

Source: Field survey (2020)

Table 4 showed that the processes involved in obtaining additional duty allowance are simple and straightforward ($M = 3.20$; $SD = 1.136$). Likewise, their entertainment allowance is adequate ($M = 3.09$; $SD = 1.212$). The respondents indicated that the committee sitting allowances they receive are appreciable ($M = 2.91$; $SD = 1.15$) and the processing of the committee sitting allowance are simple and straightforward ($M = 3.10$; $SD = 1.285$). Again, respondents were indifferent that their responsibility allowance commensurate with the requirements of their present position ($M = 3.10$; $SD = 1.161$). However, the respondents disagreed that the final payment of committee sitting allowance is timely ($M = 2.29$; $SD = 1.11$) and also the allowances they receive for taking up other additional duties is inadequate ($M = 2.84$; $SD = 1.07$).

Table 6: Allowance

Statement	<i>M</i>	<i>SD</i>
My housing allowance adequately covers my rent charges for the month	2.38	1.06
My fuel allowance adequately covers my monthly transportation cost to and from work.	2.99	1.11
My vehicle maintenance allowance is sufficient to maintain my car on monthly basis	3.08	1.13
My electricity subsidy sufficiently covers my electricity bills per month	3.16	1.18
My day trip and overnight allowances adequately cover my travel expenses	2.93	1.22
<i>Average mean and standard deviation</i>	<i>2.90</i>	<i>.87</i>

Source: Field survey (2020)

In addition, Table 6 indicated that the respondents were okay with their fuel allowance and it adequately covers their monthly transportation cost to and from work ($M = 2.99$; $SD = 1.11$). Similarly, their vehicle maintenance allowance is sufficient to maintain their car on monthly basis ($M = 3.08$; $SD = 1.13$). Furthermore, their electricity subsidy sufficiently covers their electricity bills per month ($M = 3.16$; $SD = 1.18$) and their day trip and overnight allowances adequately cover their travel expenses ($M = 2.93$; $SD = 1.22$). On the other hand, the respondents mentioned that their housing allowance does not adequately covers their rent charges for the month ($M = 2.38$; $SD = 1.06$).

Table 7: Supervisor Support

Statement	<i>M</i>	<i>SD</i>
The organization takes pride in my accomplishments	3.35	1.06
My superior praises people who do good work	3.41	1.04
The organization is willing to help me if I need a special favor	3.16	1.13
The organization values my contributions to its well-being	3.38	1.10
The organization strongly considers my goals and values	2.45	1.12
<i>Average mean and standard deviation</i>	<i>3.15</i>	<i>.69</i>

Source: Field survey (2020)

According to Table 7 respondents were in agreement that the organization takes pride in their accomplishments ($M = 3.35$; $SD = 1.06$) and that their superior praises people who do good work ($M = 3.41$; $SD = 1.04$). More so, the organization is willing to help them if they need a special favour ($M = 3.16$; $SD = 1.13$). It was found that the organization values the contributions of respondents to their well-being ($M = 3.38$; $SD = 1.10$). Conversely, respondents were revealed that the organization does not strongly considers their goals and values ($M=2.45$; $SD=1.124$).

Table 8: Training

Statement	<i>M</i>	<i>SD</i>
My organization has stated policies on the extent and type of training the employees can expect to receive	2.51	.99
I am aware of the extent and type of training that my organization is planning for me in the coming year	3.20	1.03
This organization provides access to training	3.34	.95
Participating in training programs will help my personal development	3.63	1.07
Participating in training programs will help me perform my job better	3.32	1.14
Participating in training programs will help me stay up to date on new processes and products or procedures related to my job	3.55	1.12
<i>Average mean and standard deviation</i>	3.25	.68

Source: Field survey (2020)

From Table 7, it can be seen that the respondents believe that engaging in training programs would support their personal growth ($M = 3.63$; $SD = 1.070$). Correspondingly, engaging in training programs would support them remain up to date on new processes and items or procedures related to their work ($M = 3.55$; $SD = 1.12$). The respondents stated that they are aware of the extent and type of training that their organization is preparing for them in the coming year ($M = 3.20$; $SD = 1.03$). Also, this organization offers access to training, engaging in training programs would allow them to get the best out of the employees. This also means that the teaching is not highly observed by the respondents. However, the participants were oblivious to the fact that their organization has set out policies on the extent and type of training that workers can expect to receive ($M = 2.51$; $SD = .99$).

Table 9: Organizational Climate

Statement	<i>M</i>	<i>SD</i>
I feel that the rules in the hotel are clearly explained	3.29	1.04
I think the procedures in the organization are applied firmly	3.24	1.09
I feel that the regulation in the organization is always upgraded as required	3.24	1.16
I feel that the procedures in the hotel are applied flexibly	2.44	1.15
I feel the reward on my performance in the hotel is being accepted according to the work efforts	2.57	1.08
The punishment in the organization is applied according to the level of the mistakes	3.16	1.04
The hotel gives clear information openly about the risks of employee decisions that will happen to the decision made by the employees	3.28	.93
I am given the liberty to make a decision on my job	3.37	1.04
My hotel appreciates and listens to the different opinions at the work place	3.11	1.10
I feel there are mutual relationships among other employees at the work place	3.52	1.05
<i>Average mean and standard deviation</i>	<i>3.12</i>	<i>.64</i>

Source: Field survey (2020)

With regard to the favourable organizational environment variables, Table 8 showed that the participants accepted that they feel that there are reciprocal relationships between employees at work ($M = 3.52$; $SD = 1.05$). Furthermore, the participants were oblivious to the fact that they feel that the rules in the hotel are clearly clarified ($M = 3.29$; $SD = 1.04$) as well as the procedures in the organization are strictly enforced ($M = 3.24$; $SD = 1.09$). In addition, they feel that the rules in the organization are always revised as needed ($M = 3.24$; $SD = 1.16$). They also feel that the compensation for their

success in the hotel is acknowledged according to the job effort. In addition, the respondents were oblivious to the fact that the hotel offers explicit information freely about the consequences of their decisions ($M = 3.28$; $SD = .93$). Again, they have the right to make a decision on their job ($M = 3.37$; $SD = 1.04$). Their hotel appreciates and listens to the differences of opinion at the workplace ($M = 3.11$; $SD = 1.10$). However, it was discovered that the participants were in disagreement that the procedures in the hotel are implemented flexibly ($M = 2.44$; $SD = 1.15$).

Table 10: Career Development

Statement	<i>M</i>	<i>SD</i>
I am given the opportunity to join the development programs initiated by the hotel	3.37	1.04
I feel that the need of my career development is being fulfilled	3.14	1.06
I am supported by my employer in order to plan my career development	3.22	1.21
The employees feel that they are getting all the information required to join the development program	2.35	1.07
I feel I have enough information about career opportunities in the organization	2.45	1.06
<i>Average mean and standard deviation</i>	<i>2.90</i>	<i>.72</i>

Source: Field survey (2020)

It was discovered from Table 9 that the participants were in agreement to the fact that there were given the opportunity to enter the advancement programs launched by the hotel ($M = 3.37$; $SD = 1.04$) and that they feel that the need for their career growth has been met ($M = 3.14$; $SD = 1.06$). Also, they are sponsored by their employer to manage their career development ($M = 3.22$; $SD = 1.21$). However, the participants disagreed that they are provided

with all the information needed to enter the advancement program ($M = 2.35$; $SD = 1.07$) and they have enough information about job opportunities in the company ($M = 2.45$; $SD = 1.06$).

In addition to measuring constructs of compensation packages, it was also important to measure respondents' level of satisfaction and their intention to leave or stay before analysing compensation impact intention to leave as well as how job satisfaction mediate the relationship between compensation and intention to leave. Table 10 and 11 presents respondents' level of satisfaction with their job and their intention to leave or stay respectively.

Table 11: Job Satisfaction

Statement	<i>M</i>	<i>SD</i>
I love my job better than the average worker does	3.28	1.00
I am satisfied with promotional opportunities here	3.27	1.02
I am satisfied with the way I am being supervised	3.48	1.05
I am satisfied with my relationship with my coworkers	3.31	1.05
Overall, I am very satisfied with my job	3.42	1.06

Source: Field survey (2020)

Again, with regard to the opinion of the participants as to how satisfied they are on the basis of their jobs, Table 10 showed that the respondents were satisfied with indicators used to elicit their satisfaction. From Table 10, the respondents asserted that they enjoy their job more than the average worker ($M = 3.28$; $SD = 1.00$) and they are happy with the promotional opportunities in their various organisations ($M = 3.27$; $SD = 1.02$). More so, they are satisfied with the way they are being managed ($M = 3.48$; $SD = 1.05$) as well as their relationship with co-workers.

Table 12: Turnover Intentions

Statement	<i>M</i>	<i>SD</i>
I would leave my present job as soon as I find better job.	3.40	1.10
I will probably look for a new job in the next year	3.28	1.07
I often think about quitting my job	3.35	1.16
I often feel frustrated when not given the opportunity at work to achieve my personal work-related goals	3.25	1.15
I will accept another job at the same compensation level should it be offered to me	3.24	1.16
I don't wish to leave my present job	3.04	1.10

Source: Field Survey, (2020)

Again, regarding opinion of the participants as to what extent will they leave their job, Table 11 revealed that the respondents would leave their present job as soon as they find better job ($M = 3.40$; $SD = 1.10$). Likewise, they will probably look for a new job in the next year ($M = 3.28$; $SD = 1.07$). In addition, they often think about quitting their job ($M = 3.35$; $SD = 1.16$) and this is due their feeling of being frustrated when not given the opportunity at work to achieve my personal work-related goals ($M = 3.25$; $SD = 1.15$). Again, they will accept another job at the same compensation level should it be offered to them ($M = 3.24$; $SD = 1.16$).

Objective One: Compensation Packages Available in Hotels

The study pursued to evaluate compensation packages available in the hotels, specifically Cape Coast and Elmina to know if the employees agree to packages provided to them by their employers and this is are presented in Table 12. Like the measurement of the items of constructs of compensation

packages, the overall *mean* and *standard deviations* for various constructs were used to measure the overall compensation packages at the hotels.

Table 13: Compensation Packages

Construct	<i>M</i>	<i>SD</i>
Salary/ Wages	2.15	.87
Fringe Benefit	2.45	.65
Incentives	2.93	.75
Allowance	2.90	.87
Supervisor Support	3.15	.69
Training	3.25	.68
Favorable Organizational Climate	3.12	.64
Career Development	2.90	.72

Source: Field Survey (2020)

From 12, it was revealed that salary/wages ($M = 2.15$; $SD = .87$) and fringe benefits ($M = 2.45$; $SD = .65$) were below the threshold of 2.90 therefore rendering them unsatisfactory as a form of motivation to employees at the various hotels. The rest were considered favourable since they pass the threshold mark. For instance, Table 12 showed that incentives packages were approving ($M = 2.93$; $SD = .75$). Also, allowance packages were pleasing ($M = 2.90$; $SD = .87$) as well as supervisor support packages ($M = 3.15$; $SD = .69$). Training packages were also respectable ($M = 3.25$; $SD = .68$) and organizational climate was favourable ($M = 3.12$; $SD = .64$), and career development packages ($M = 3.0200$; $SD = 1.14$).

In order to be in existence for a long time, the hotels must consider compensation as the key motivator for workers and as an essential tool and cost for the institution (Popoola & Ayeni, 2007). Favourable results such as incentives, allowances, training, support and organisational climate are

extremely important as they would help create an efficient and competitive organization (Forest, 2001). Favourable monetary compensation such as the incentives and allowances are the key factors that may lead to low turnover intentions (Hom & Griffeth, 1991). High standard of compensation compared to that of rivals will ensure that a business recruits and maintains high-quality workers (De Cieri & Kramar, 2008). Again, high levels of compensation and support would build feelings of responsibility on the employer and make workers feel like they have to repay the employer 's loyalty by participating in activities that support organizational objectives (Ahmad & Yekta, 2010). Training and growth would offer opportunities for workers to progress in their careers (Van Dyk & Coetzee, 2012).

However, less favourable salary and fringe benefit may show the hotels neglects for motivation and may cause some employees' problems such as low morale, low performance, high turnover, reckless conduct and even employee dishonesty (Bagri, Babu & Kukreti, 2010; Bebchuk & Fried, 2003). Again, this may affect main outcomes such as work satisfaction, attraction, retention, efficiency, skills development, collaboration and motivation (Griffin, 2000). Employees may also intend to leave an organization due to poor wages, which might negatively impact the overall organisational performance (Janas, 2009; Rampur, 2009). Similarly, if you pay less than other employers for similar jobs, workers are likely to jump to higher pay if other conditions are relatively equal (Handelsman, 2009).

Objective Two: The Influence of Monetary Compensation on Employees’ Intention to Quit

This objective aimed to examine the influence of monetary compensation on the intention of workers. A composite variable was generated for both variables. The main results of this instance included the Model Description, the ANOVA and the Co-efficient. The results are summarized in Tables 13, 14 and 15.

Table 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	-.565 ^a	.319	.309	.64115

a. Predictors: (Constant), Allowance, Salary/ Wages, Fringe Benefit, Incentives

Source: Field survey (2020)

The model summary results show that there was a negative correlation between the predictors (monetary compensation) and employees’ intention to quit among employees in the hotels ($r=-0.565$). This signifies that higher level of monetary compensation packages provided to employees by their employers will make them not to think of leaving their current job and the lower level of monetary compensation provided to employees by their employers will make them think leaving their current job to look for new jobs that will provide them with the monetary compensating packages. This thus not suggest causal relationship between these constructs.

R-square is the most common effect size measurement in path models (Garson, 2016). Garson (2016) and Hock and Ringle (2006) further prescribed some of the tentative cut-off points for the definition of the R-square are as follows: Results above 0.67 (Substantial), 0.33 (Moderate) and 0.19 (Weak).

The r-square is referred to as the co-efficient of determination and determine how much change in the dependent variable is accounted for by changes in the predictors in the model. A close observation of the results indicated that monetary compensation packages accounted for 31.9% positive variance in employees’ intention to quit (r-square=0.319) among employees in the hotels. This therefore means, the more employees are provided with monetary compensation packages, the more this will cause them to remain in the organization or not quit their job. On the other hand, one can say if employees in hotels are provided with monetary compensation packages, they will be tempted to quit their current job or organization.

This finding empirically supported the assertion held collectively by separate studies that monetary compensation packages provided to employees will positively make employees not have any intention to quit their job (Hester 2002).

Table 15: Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	52.074	4	13.018	31.669	.000 ^b
	Residual	110.990	270	.411		
	Total	163.064	274			

a. Dependent Variable: Turnover Intentions

b. Predictors: (Constant), Allowance, Salary/ Wages, Fringe Benefit, Incentives

Source: Field Survey, (2020)

The Anova results provide information that helps to substantiate whether the changes in the dependent variable is actually attributed to changes in the predictors in the model or not. A close observation of the findings indicates that, the 31.9% positive variance in employees’ intention to quit is

actually attributed to the scientific interaction among the predictors on one hand jointly and employees' intention to quit in the model ($p=0.0000$; $p<0.05$) which means the change in employees' intention to quit among employees in the hotels in Cape Coast and Elmina is not due to chance. In other words, one can conclude that providing employees with monetary compensation packages has the capacity to predict a positive change in the employees' intention to quit.

It therefore suggests management of hotels in Cape Coast and Elmina can positively influence the employees' intention to quit by ensuring that employees are provided with monetary compensation packages on the key measures of monetary compensation packages considered in this study. These findings collectively reflect the views held collectively by some previous empirical studies (Olawale & Olanrewaju 2016; Yudhistira & Emerald0 2015; Munap, Mohd & Abdul 2013; Chiu, Wai & Li 2002) that having provided employees with monetary compensation packages could lead to an improved employees' intention to quit among workers in organizational settings.

Table 16: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	1.814	.184		9.835	.000
Salary	-.138	.053	.157	-2.62	.009
Fringe Benefit	-.268	.081	-.226	-3.31	.001
Incentives	-.654	.082	-.636	-7.99	.000
Allowance	-.023	.074	-.026	-.312	.756

a. Dependent Variable: Turnover Intentions

Source: Field survey (2020)

The study also sought to evaluate the contribution of predictors (monetary compensation package indicators) to the statistically significant moderate increase in employees' intention to leave of hotel employees. Table 15 shows that incentives have the highest statistically significant positive contribution (Beta=0.654: $p=0.0000$: $p<0.05$) to predict positive variance in employee intent to leave between workers when the contribution of the other variables in the model was statistically regulated.

This was followed by salary with a statistically significant positive contribution (Beta= -0.138: $p=0.0009$: $p<0.05$) to predict positive variance in the intention of employees to leave among employees was found to be obtained by the respondents ($p=0.0009$: $p<0.05$) when the contributions of the other variables in the model were statistically controlled. Fringe benefits packages were, found to be a substantial inverse relationship in the employee intention to leave (Beta=-0.28; $p=0.001$: $p<0.05$) when the effects of the remaining variables in the model were statistically controlled. This may be as a result of how less favourable the benefits were. Allowance packages were found to be a non-significant negative indicator of positive variance in employee intent to leave (Beta=-0.023; $p=0.756$: $p>0.05$) when the effects of the remaining variables in the model were statistically regulated. This indicates that in this model allowance cannot be used to explain variance in employee intention to leave or stay.

It is to observe that the results have implications and are in line or contradict various studies. For instance, the result indicates that there is an inverse relationship between monetary compensation and intention to quit (Olawale & Olanrewaju, 2016; Yudhistira & Emerald, 2015). Thus,

employees are driven by money and material benefits (Riggio, 2013, Phonsanam, 2010) and that salary satisfaction is one of the most significant predictors of turnover intentions among employees (Hester, 2002). The result imply that workers would continue to stay only when they are happy with their wages, incentives and fringe benefits (Shukla & Sinha, 2013, Europhia. 2008) since the monetary gain is the key reason for remaining in the hotels. However, since the variance is a weak one there is a room for turnover intention and therefore when any other employer gives them a marginally higher bundle, they can effortlessly draw on it. The result also suggest that staffs of these hotels are more likely to stick with their company with equal and reasonable financial rewards (Mercer, 2003).

The result is considered to be in line with Chiu, Wai and Li (2002) who also found that employees earning pay and other compensation incentives, such as year-end bonuses, annual leave, overtime payments and profit sharing, were more pleased and reduced turnover intentions among employees. Again, the result suggest that a proper monetary compensation scheme can stimulate employees' desire to remain with the organization (Munap, Mohd & Abdul (2013). This is evident from the research carried out by Silaban (2018) which also shows that the higher the compensation earned by employees, the lower the intention to leave employees and, conversely, the lower the compensation received by employees, the higher the intention to leave employees.

Objective Three: The Influence of Non-Monetary Compensation on Employees’ Intention to Quit

This objective aimed to assess the effect of non-monetary compensation on the intention of workers. Again, a composite variable was generated for the reason of the employees to leave (dependent variable) in order to provide the basis for a comprehensive approach to data analysis. The main results of this instance included the Model Description, the ANOVA and the Co-efficient. The results are summarized in Tables 16, 17 and 18.

Table 17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	-.727 ^a	.528	.521	.53388

a. Predictors: (Constant), Career Development, Training, Supervisor Support, Favorable Organizational Climate

Source: Field survey (2020)

The model summary results indicate that there was a negative correlation between the predictors (non-monetary compensation) and the intention of the employees to leave the hotels in Cape Coast and Elmina ($r = -0.727$). This means that a higher level of non-monetary compensation packages given to employees by their employers will make them have low intention to leave their current job and a lower level of non-monetary compensation provided to employees by their employers will make them leave their current job to search for new employment that will provide them with non-monetary compensation packages. R-square is the most common effect size measurement in path models (Garson, 2016). Garson (2016) and Hock and Ringle (2006) further prescribed some of the tentative cut-off points for

the definition of the R-square are as follows: Results above 0.67 (Substantial), 0.33 (Moderate) and 0.19 (Weak).

The r-square is referred to as the coefficient of determination and specifies how much change in the dependent variable is compensated for by changes in the model predictors. Near examination of the findings showed that non-monetary compensation packages accounted for 52.8 per cent of the positive variance in workers' intention to leave (r-square=0.528) at hotels in Cape Coast and Elmina. This means that the more workers are provided with non-monetary benefit packages, the more they stay in the company or do not leave their work. On the other hand, if hotel workers are presented with non-monetary pay packages, they could be tempted to leave their current job or organization.

This finding shows that the empirically supported assertion held collectively by separate studies that non-monetary compensation packages provided to employees will positively make employees to remain in the job (Khan, 2014; Musa, Ahmed & Bala, 2014).

Table 18: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	86.105	4	21.526	75.523	.000 ^b
	Residual	76.959	270	.285		
	Total	163.064	274			

a. Dependent Variable: Turnover Intentions

b. Predictors: (Constant), Career Development, Training, Supervisor Support, Favorable Organizational Climate

Source: Field Survey, (2020)

The results of ANOVA provide information that helps to assess whether or not changes in the dependent variable are directly due to changes in the predictors in the model. Near examination of the results shows that the 52.8% positive variance in the intention of the employees to leave is actually due to the scientific relationship between the predictors, on the one hand, and the intention of the employees to leave the model ($p=0.0000$; $p<0.05$), which implies that there is no change in the intention of the employees to quit the hotels in Cape Coast and Elmina. In other words, it can be inferred that supplying workers with non-monetary benefit packages has the capacity to predict a substantive shift in the intention of the workers to leave.

It therefore suggests management of hotels in Cape Coast and Elmina can positively influence the employees' intention to quit by ensuring that employees are provided with non-monetary compensation packages on the key measures of non-monetary compensation packages considered in this study. These findings collectively reflect the views held collectively by some previous empirical studies (Sandeepanie & Ubayachandra, 2015; Smit, Stanz & Bussin, 2015; Saira, Madiha, Sumaira & Anam 2014; Khan, 2014; Musa, Ahmed & Bala, 2014) that having provided employees with non-monetary compensation packages could lead to an improved employees' intention to quit among workers in organizational settings.

Table 19: Coefficients

Model	Unstandardized		Standardized		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	.493	.168		2.936	.004
Supervisor Support	-.339	.098	-.308	-3.44	.001
Training	-.487	.077	-.433	-6.29	.000
Favorable	-.026	.128	-.022	-.205	.838
Organizational					
Climate					
Career Development	-.026	.089	-.024	-.286	.775

a. Dependent Variable: Turnover Intentions

Source: Field survey (2020)

The study also sought to determine the contribution of predictors (non-monetary compensation package indicators) to the statistically significant moderate increase in employees' intention to leave between hotel workers in Cape Coast and Elmina. Respondents were found to obtain training packages with the highest statistically significant contribution (Beta=-0.487; $p=0.0000$; $p<0.05$) to predict variance in employee intent to leave between employees when the contribution of the other variables in the model were statistically regulated.

The next highest statistically significant contribution (Beta=-0.339; $p=0.0001$; $p<0.05$) was found to be obtained by the respondents by the supervisor support packages to predict the variance in the employee intention to leave between employees when the contributions of the other variables in the model were statistically controlled. Favourable organizational environment packages were, however, found to be a non-significant positive predictor of positive variance in employee desire to leave (Beta=-0.26; $p=0.838$; $p>0.05$)

when the effects of the remaining variables in the model were statistically controlled. In addition, career advancement packages were found to be a non-significant positive indicator of positive variance in employee desire to leave (Beta=-0.026; p=0.775: p>0.05) when the effects of the remaining variables in the model were statistically regulated.

It is to note that the result is in line with previous literature. The result imply that non-monetary compensation packages are very important and powerful tool that should be used to energize employee engagement and lower turnover intentions (Sun, 2013). Also, the results affirm the attestations of various studies of the importance of non-monetary incentives in curtailing employees' turnover intentions (Dewhurst, Martin, Guthridge & Mohr, 2009). The implications are that employees consider non- monetary compensation as equal as or even more effective than the highest rated monetary compensation (Mercer, 2007). As a result, these hotels may face negative consequences when they neglect the value of non-monetary compensation (Hijazi, Anwar and Mehbood, 2007).

Again, the result substantiate that it is the intangible benefits that decide whether an employee would prefer one organization over another if the tangible benefits are the same (Jensen et al. (2007). Further, the findings imply that not only monetary, non-monetary compensation is also another factor identified to have a link with turnover intentions (Sandeepanie & Ubayachandra, 2015; Khan, 2014; Musa, Ahmed & Bala, 2014). It is also assumed without admitting that what really affects people on a daily basis is the nature of their job experience shown by non-monetary rewards (Ferguson

& Brohaugh, 2009). Therefore, non-financial rewards cannot be underestimated Saira, Madiha, Sumaira and Anam (2014)

Objective Four: The Mediating Role of Job Satisfaction on The Relationship Between Compensation and Employee Intention to Quit

The study further tried to assess the mediation impact of work satisfaction in the predictive relationship between compensation and employee intention to leave for hotels in Cape Coast and Elmina. The mediation study was performed using the SPSS Process Macro Kit that was designed for the SPSS application. The results are set out in this section.

Table 20: Model Summary

R	R-sq	MSE	F	df1	df2	p
.7375	.5439	.2305	325.5526	1.0000	273.0000	.0000

Dependent: Job Satisfaction

Source: Field survey, (2020)

It was first of all discovered that there was a strong positive correlation between the predictors (salary/ wages, incentives, fringe benefit, allowance, supervisor support, training, favourable organizational climate and career development) and job satisfaction ($r=0.7375$) with higher levels of compensation packages being associated with higher levels of job satisfaction. Regarding the predictive capacity of the model, it was discovered that the predictors (salary/ wages, incentives, fringe benefit, allowance, supervisor support, training, favourable organizational climate and career development) accounted for 54.39% positive change in job satisfaction. This model was statistically significant. Thus, this positive change in job satisfaction was not by chance but by the scientific interaction among the factors considered in the

model. On the other hand, it can be concluded that 45.61% variance in job satisfaction is caused by other factors not captured in the model.

Table 21: Model

	coeff	se	t	p	LLCI	ULCI
constant	.6286	.1536	4.0912	.0001	.3261	.9311
Comp	- .9392	.0521	18.0431	.0000	.8367	1.0416

Source: Field survey, (2020)

On the individual contribution of the predictors to the 54.39 per cent variance in job satisfaction, it was found that the compensation (Beta=-0.9392; p=0.0000: p<0.05) allowed statistically significant positive contributions to predict positive variance in job satisfaction. Mathematically, it can be seen that a unit increase in pay will lead to an increase of 0.9392 in work satisfaction. The assumption is that compensation is the key construction that has actually made a meaningful contribution to predicting a positive variation in the employee's intention to leave. The findings relating to compensation being significant predictor of job satisfaction supports the findings of Bryant and Allen, (2013). This finding supports some previous empirical studies that asserted that compensation predicts positive employee satisfaction (Pam, 2007; Mayuri & Mark, 2005). Also, Munap, Badrillah and Rahman (2013) assume that monetary compensation is the most significant contributor to job satisfaction among employees. Also, Ismail, Hamid, Hua and Ali (2011) have determined that the level of pay adequately planned on the basis of employee success has improved job satisfaction. Several studies reported a positive relationship between compensation and work satisfaction (Brown, Gardner, Oswald & Qian, 2008; Skalli, Theodossiou & Vasileiou, 2008; Pouliakas & Theodossiou, 2010). Various studies point out that there is a need for non-

monetary rewards in companies to improve the work satisfaction of workers in the company (Eriksson & Villeval, 2008; Falk & Kosfeld, 2006; Deperi, Tortia & Metropolitan, 2010).

Table 22: Model Summary

R	R-sq	MSE	F	df1	df2	p
-.6241	.3896	.3660	86.7913	2.0000	272.0000	.0000

Dependent Variable: Turnover Intentions

Source: Field survey (2020)

With regard to the relationship between predictors and turnover intentions, it was found that there was a clear negative association between predictors (salary/wages, benefits, fringe benefit, allowance, help for managers, training, favourable organizational environment and career development) and turnover intentions ($r=-0.6241$). In addition, it was found that the forecasters accounted for 38.96 per cent of the turnover intention (r -square=0.3896). The model has been statistically important ($p=0.0000$: $p<0.05$). On the other hand, it can be deduced that 61.04 per cent variation in turnover intentions is accounted for by other variables not included in the model. It also means that hotel management must have pay packages and work satisfaction, which will ultimately help them stay on the job. Some empirical studies (Misra, Jain, & Sood, 2013) support this argument.

Table 23: Model

	coeff	se	t	p	LLCI	ULCI
constant	-.7531	.1995	-3.7758	.0002	.3605	1.1458
Comp	-.7765	.0971	-7.9952	.0000	.5853	-.9677
JS	-.0897	.0763	-2.1757	.0407	-.0605	-.2398

Source: Field survey (2020)

With regard to the contribution of the individual predictors to the variance in turnover intentions, it was found that the direct effect of compensation on turnover intention is negative and significant (Beta=-0.7765; Se=.0971; p=0.0000) indicating that high score on compensation are less likely express intention to quit/leave than those scoring lower on the measure. These results confirm some previous empiric studies that found that compensation was an important predictor of turnover intentions (Misra, Jain, & Sood, 2013).

Also, the direct effect of job satisfaction on turnover intention is negative and significant (Beta=-0.0897; Se=.0763; p=0.0000) indicating that employees scoring high on job satisfaction are less likely to express intention to quit/leave than those scoring lower on the measure.

Table 24: Model Summary for Direct Relationship

R	R-sq	MSE	F	df1	df2	p
-.6217	.3865	.3665	171.9595	1.0000	273.0000	.000

Dependent variable: Turnover Intentions

Predictor: Compensation

Source: Field survey (2020)

The model shows a statistically significant negative strong correlation between the predictors (salary/ wages, incentives, fringe benefit, allowance, supervisor support, training, favourable organizational climate and career development) and turnover intentions ($r=-0.6217$). Regarding the predictive capacity (R^2) of the model, it was discovered that the predictors accounted for 38.65% change in turnover intentions, signifying that the predictor actually predict favourable change in turnover intentions. The model was statistically

significant. Thus, the prediction regarding the change in turnover intentions as a result of changes in compensation packages is scientifically proven. Management can improve the level of turnover intentions of employees by providing them with compensation packages (monetary and non-monetary) identified in this study.

Table 25: Model for Direct Effect

	coeff	se	t	p	LLCI	ULCI
constant	.8095	.1938	4.1781	.0000	.4281	1.1909
Comp	-.8607	.0656	13.1133	.0000	-.7315	-.9899

Source: Field survey (2020)

The research further tried to determine the contribution of direct effect of compensation on turnover intentions and found that the direct effect of only compensation when we control job satisfaction is negative and statistically significant (Beta=-0.8607; Se = .0656; p=0.00). Again, this signifies that employees that score high on compensation would have less intention to quit than others that would score low on compensation. This result supports the arguments made by Misra, Jain, & Sood, (2013) that the payout had a positive impact on the intentions of the turnover.

Table 26: Indirect Effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
JS	-.0842	.0829	-.0859	-.2419

Source: Field survey, (2020)

The indirect effect was tested using a non-parametric bootstrapping. If null of zero (0) falls between the lower and upper bound of the 95% confidence interval, then the inference is that the population indirect effect is

0. On the other hand, if zero (0) falls outside the confidence interval, then the indirect effect is inferred to be non-zero (Shrout & Bolger, 2002). In this case the indirect effect (IE = -0.0842) is statistically significant: 95%CL = (-.0858, -.2419). Hence, job satisfaction mediates the relationship between compensation and employees' intention to quit/leave. However, job satisfaction partially mediates the relationship between compensation and turnover intention of employees. Job satisfaction partially mediates the relationship between compensation and turnover intention of employees because when put together assess their effect, compensation was still significant as can be seen on Table 22. The implication is that compensation given to employees give rise to employees' satisfaction which in turn leads to less intention to exit the organisation.

Statistically, the relationship between the three variables (compensation, job satisfaction and turnover intention) can be depicted diagrammatically on Figure 2.

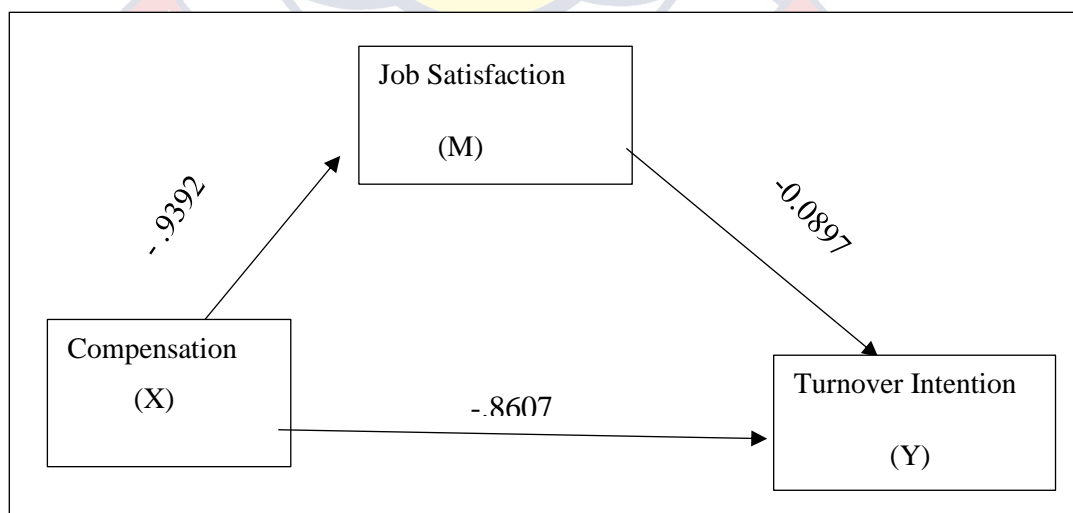


Figure 2: Statistical Diagram Showing Relation between Variables

Indirect effect of Compensation on Turnover through Job satisfaction = $(.9392 \times .0897) = 0.0842$

Direct effect of X on Y = $-.8607$

It could also be inferred that there is a need for both monetary and non-monetary compensation in companies to improve the work satisfaction of workers in the company (Eriksson & Villeval, 2008; Falk & Kosfeld, 2006). Also, the result shows that compensation is a significant determinant of overall job satisfaction (Asegid, Belachew & Yimam, 2014; Munap, Badrillah & Rahman, 2013). The result explains why Artz (2010) and (Shoaib, Noor, Tirmizi & Bashir, 2009 explained that competitive pay packages are one of the most significant factors impacting work satisfaction.

Further, the result points out that one of the factors behind an individual turnover intention is closely linked to compensation which is also closely related to work satisfaction (Abiodun, Omotayo & Osibanjo, 2012). The result affirms a variety of studies that have shown that there is a negative association between a work satisfaction and employee turnover (Cotton & Tuttle, 1986; Arnold & Feldman, 1982; Bluedorn, 1982; Mobley, 1982; Price & Mueller, 1986). As Arekar et al., (2016) suggests that workers leave the company when job dissatisfaction is higher than job satisfaction. In support of this, Alsarairh, Griffin, Ziehm and Fitzpatrick (2014) found a negative relationship between work satisfaction and the intention to make a turnover. It can be added that job satisfaction is a significant work-related determinant of the intent of turnover and employees prefer to think about walking out if they are unhappy with financial and non-financial problems within the company (Akgunduz, 2018).

Chapter Summary

The results concerning the basic objectives of the study were described chronologically in the tables and figures in this chapter. The findings were later discussed and supported by previously empirically tested claims postulated under the literature review sections of the study. It was found that both compensation and job satisfaction have a negative relationship with turnover intention and that job satisfaction mediates the link between compensation and turnover intention.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study sought to assess the impact of compensation on the intention of employees to leave and the mediating function of job satisfaction in selected hotels in the Central Region of Ghana. This section also presents information with respect of summary, key findings, conclusions drawn and recommendations offered. The chapter further provided information about the suggestions for further studies.

Overview

The main goal of this research is to investigate the impact of compensation on the intention of employees to leave and the mediating role of work satisfaction in selected hotels in the Central Region of Ghana. Specifically, the analysis sought to define the compensation packages available at the Cape Coast and Elmina hotels, to assess the impact of monetary compensation on the intention of employees to leave, to assess the impact of non-monetary compensation on the intention of employees to leave, and to assess the mediating role of work satisfaction in the relationship between compensation and job satisfaction. The study used both descriptive and explanatory research design and approached the study using quantitative methods. Total population is 275 employees of the three selected hotels. A sample of 275 employees were selected using census sampling technique. A self-administered questionnaire was used in soliciting the views of the employees on the stated objectives of the study. The questionnaire was made

up of 71 items grouped into six sections covering demographic characteristics of the respondents, monetary compensation practices, monetary compensation practices, non-monetary compensation practices, job satisfaction and turnover intentions. A five percent confidence level was used for the test of significance. Data was evaluated using descriptive, multiple regressions and mediation analysis. A review of the main results of the report is as follows:

Summary of Key Findings

It was revealed from the first objective that employees were satisfied that their hotels provided them with incentives packages, allowance packages, supervisor support packages, training packages, favourable organizational climate packages, and career development packages. However, the employees were less happy with salary/ wages packages, and fringe benefit packages provided to them. The study found that among the compensation packages, training was the most favourable package, followed by supervisors' support, organisational climate, incentives, career development and allowances in order of the magnitude of the mean values.

It was seen from the second objective that there was a moderate association between monetary compensation and turnover intention of employees. This association was found to be statistically significant and all predictive indicators were negatively related with turnover intention. Further, it was found that among the monetary packages, incentive predicted highest score on turnover intention, followed by fringe benefit, salary and allowance. This indicated that incentives are good predictor of employee turnover intention than allowance, salary and fringe benefits.

From the third objective, the study found that there is strong association between non-monetary compensation and employees' turnover intention. Also, the association between the two variables were found to be statistically significant. Further, it was found that employee training is best predictor followed by support from supervisors and organisational climate.

From the fourth objective, the study found that the relationship between compensation and job satisfaction positively strong and higher level of compensation results in higher levels of job satisfaction. Also, compensation predicts a very high score in job satisfaction which is statistically significant. Further, it was found that both compensation and job satisfaction have inverse relationship with employees' turnover intention. With their prediction, it was found that the direct effect of compensation on turnover intention is greater than that of job satisfaction. Lastly, it was found that job satisfaction partially mediates the association between compensation and turnover intention.

Conclusions

The study provided an overview of compensation, job satisfaction and employees' intention to leave. Their relationships were discussed in literature, analysed and presented. Key findings were made and hence provided that avenue to conclude based on the outcome. The study therefore concluded employees of hotels were happy with majority of compensation packages provided to them by management of the hotels. The researcher can assert that among others, providing incentives, training, allowances to employees is key to reward employees than salary and fringe benefit. The study also concluded that both monetary and non-compensation has negative association with

employee intention to leave. However, non-monetary compensation predicted high scores than the monetary compensation. Again, it can be concluded that both monetary and non-compensation leads to employee satisfaction which in turn leads to low turnover intention of employees. As such, job satisfaction mediates between compensation and turnover intentions of employees.

Recommendations

Based on the findings and conclusions, the following recommendations were made:

1. Since it was found that salary and benefits enjoyed by employees of the hotels was less favourable, it is recommended that management of hotels provide workers with commensurating salaries and benefits as doing so would energize them for optimum performance and satisfaction.
2. Again, it was found that non-monetary compensation predicted better than monetary compensation and that the study recommends that management bolster their compensation packages better evoke low turnover intentions of employees.
3. The partial mediation of job satisfaction denotes that though compensation packages are given, employees are less satisfied. Against that the study recommends that management should improve on the overall compensation package so as to gain employee satisfaction.

Suggestions for Further Studies

First of all, other studies need to be conducted to assess other element of compensation apart from the ones used to broaden the scope of

compensation. This study was limited to only selected hotels in Cape Coast and Elmina, and the result applies to the sample and not all other hotels in the region and outside the region. Also, since the examined period was only measured over one year, the result is limited to a specific time period. As previous research suggests, compensation, satisfaction and turnover intention change over time. Therefore, it could suitable to perform a similar study over several years by a longitudinal study.



REFERENCES

- Adams, J. S. (1965). Inequity in social exchange. *Advances in experimental social psychology*, 2, 267-299.
- Adeniji, A. A., & Osibanjo, A. O. (2012). *Human resource management: Theory and practice*. Pumark Nigeria Limited.
- Adusei, H., Sarfo, J. O., Manukure, P., & Cudjoe, J. (2016). If I Should Stop Teaching Now, Where Will I Go? Turnover Intentions among High School Teachers in Ghana. *European Journal of Contemporary Education*, 17(3), 263-271.
- Ahiauzu, A., & Asawo, S. P. (2012). Impact of clear and compelling vision on workers' commitment in Nigerian organizations: An examination of workplace spirituality. *Journal of Leadership, Accountability and Ethics*, 9(6), 113-124.
- Ahmad, T., & Yakata, A. (2010). Factors affecting turn-over intentions of doctors in public sector medical colleges and hospitals. *Interdisciplinary Journal of Research in Business*, 1(10), 57- 66
- Ahmed, S., Ullah, A., & Ahmed, I. (2015). Relationship between employee job satisfaction and turnover intention in microfinance banks in Pakistan. *Paradigms*, 9(1), 122-138.
- Airoldi, D. M. (2006). Employment matters. *Incentive*, 180(8).
- Akaba, S. K. (2015). *Investigating Electronic Marketing and Hotel Performance in Ghana: The Customers' Perspective*. Doctoral dissertation, University of Ghana.

- Akgunduz, Y., & Eryilmaz, G. (2018). Does turnover intention mediate the effects of job insecurity and co-worker support on social loafing? *International Journal of Hospitality Management*, 68, 41-49.
- AlBattat, A. R., Som, A. P. M., & Helalat, A. S. (2014). Higher dissatisfaction higher turnover in the hospitality industry. *International Journal of Academic Research in Business and Social Sciences*, 4(2), 45.
- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29(1), 99-118.
- Allen, J. (1995). *Natural language understanding*. Pearson.
- Alsaraireh, F., Quinn Griffin, M. T., Ziehm, S. R., & Fitzpatrick, J. J. (2014). Job satisfaction and turnover intention among Jordanian nurses in psychiatric units. *International journal of mental health nursing*, 23(5), 460-467.
- Altarawmneh, I., & Al-Kilani, M. H. (2010). Human resource management and turnover intentions in the Jordanian hotel sector. *Research and Practice in Human Resource Management*, 18(1), 46-59.
- Amaratunga, D., Baldry, D., Sarshar, M., & Newton, R. (2002). *Quantitative and qualitative research in the built environment: application of "mixed" research approach*. Work study.
- Applebaum, D., Fowler, S., Fiedler, N., Osinubi, O., & Robson, M. (2010). The impact of environmental factors on nursing stress, job satisfaction, and turnover intention. *The Journal of nursing administration*, 40, 323.
- Arasli, H., Arici, H. E., & Çakmakolu Arici, N. (2019). Workplace favouritism, psychological contract violation and turnover intention:

Moderating roles of authentic leadership and job insecurity climate. *German Journal of Human Resource Management*, 33(3), 197-222.

Arekar, K., Jain, R., Desphande, B., & Sherin, P. (2016). Relationship between individual and structural determinants on job satisfaction—analysis of employee turnover in the Indian context. *The Journal of Developing Areas*, 50(6), 387-398.

Armache, J. (2014). Ways and means to keep employees motivated, productive, and loyal. *Leadership & Organizational Management Journal*, 2014(2).

Arnold, H. J., & Feldman, D. C. (1982). A multivariate analysis of the determinants of job turnover. *Journal of applied psychology*, 67(3), 350.

Artz, B. (2010). Fringe benefits and job satisfaction. *International journal of manpower*.

Asegid, A., Belachew, T., & Yimam, E. (2014). Factors influencing job satisfaction and anticipated turnover among nurses in Sidama zone public health facilities, South Ethiopia. *Nursing research and practice*, 2014.

Awang, A., Amir, A. R., Osman, W., & Mara, U. T. (2013). Job behavioural factors and turnover intention: A case study at Sime Darby Property Limited. *International Journal of Advances in Management and Economics*, 2(6), 103-115.

- Ayers, D. F. (2005). Organizational climate in its semiotic aspect: A postmodern community college undergoes renewal. *Community College Review*, 33(1), 1-21.
- Azman, I., Sahol, H. N., Kueh, H. N., & Fazilatulaili, A. (2011). An investigational research on the correlation between the manager's role in training programs and training transfer in a local government office in Malaysia. *Annales Universitatis Apulensis-Series Oeconomica*, 13(2).
- Bagri, S. C., Babu, S., & Kukreti, M. (2010). Human resource practices in hotels: A study from the tourist state of Utrakhand, India. *Journal of Human Resources in Hospitality & Tourism*, 9(3), 286-299.
- Balli, F., Balli, H. O., Karimova, A., & Louis, R. J. (2018). Gulf Cooperation Council Outbound Tourism: The Role of Expatriates. *Tourism Analysis*, 23(3), 433-437.
- Barford, I. N., & Hester, P. T. (2011). *Analysis of generation Y workforce motivation using multiattribute utility theory*. DEFENSE ACQUISITION UNIV FT BELVOIR VA.
- Bartlett, K. R. (2001). The relationship between training and organizational commitment: A study in the health care field. *Human resource development quarterly*, 12(4), 335-352.
- Bassous, M. (2015). What are the factors that affect worker motivation in faith-based non-profit organizations? *VOLUNTAS: International Journal of Voluntary and Non-profit Organizations*, 26(1), 355-381.

- Batt, R., Colvin, A. J., & Keefe, J. (2002). Employee voice, human resource practices, and quit rates: Evidence from the telecommunications industry. *ILR Review*, 55(4), 573-594.
- Bebchuk, L. A., & Fried, J. M. (2003). Executive compensation as an agency problem. *Journal of economic perspectives*, 17(3), 71-92.
- Benbasat, I., Goldstein, D. K., & Mead, M. (1987). The case research strategy in studies of information systems. *MIS quarterly*, 369-386.
- Berger, L. and Berger, D. (2004). *The talent management handbook*. Mc Graw Hill Companies. USA.
- Bhakta, M., & Nagy, M. S. (2005). Are higher pay increases necessarily better. *Applied HRM Research*, 10(1), 1-12.
- Bishop, J.W., Goldsby, M.G., & Neck, C.P. (2002). Who goes? Who cares? Who stays? Who wants to? The role of contingent workers and corporate layoff practices. *Journal of Managerial Psychology*, 17(4), 298-315
- Bluedorn, A. C. (1982). A unified model of turnover from organizations. *Human relations*, 35(2), 135-153.
- Boyens, J. (2007). Employee retention: The key to success. *Franchising World*, 39(2), 59-62.
- Brown, G. D., Gardner, J., Oswald, A. J., & Qian, J. (2008). Does wage rank affect employees' well-being?. *Industrial Relations: A Journal of Economy and Society*, 47(3), 355-389.
- Bryman, A., & Bell, E. (2003). Breaking down the quantitative/qualitative divide. *Business Research Methods*, 465-478.

- Burgess, S., & Ratto, M. (2003). The role of incentives in the public sector: Issues and evidence. *Oxford review of economic policy*, 19(2), 285-300.
- Burns, N., & Kedia, S. (2006). The impact of performance-based compensation on misreporting. *Journal of financial economics*, 79(1), 35-67.
- Candra, D. M., Setyanti, S. W. L. H., & Wulandari, D. (2018). Compensation and turnover intention in coal mining support companies in South Kalimantan.
- Cao, Z., Chen, J., & Song, Y. (2013). Does total rewards reduce the core employees' turnover intention?. *International Journal of Business and Management*, 8(20), 62.
- Chaitra M.P, & Murthy, T. P. R. (2015). *A study on employee turnover. A Study on Employee Turnover*, 2(5), 126–135. Retrieved from http://www.rpublication.com/ijrm/ijrm_index.htm
- Chelladurai, P. (2006). *Human resource management in sport and recreation*. Human Kinetics, Champaign, IL.
- Chen, Z. X., & Francesco, A. M. (2000). Employee demography, organizational commitment, and turnover intentions in China: do cultural differences matter?. *Human relations*, 53(6), 869-887.
- Chew, J., & Chan, C. C. (2008). Human resource practices, organizational commitment and intention to stay. *International journal of manpower*.
- Chew, Y. T. (2005). Achieving organisational prosperity through employee motivation and retention: A comparative study of strategic HRM

practices in Malaysian institutions. *Research and practice in human resource management*, 13(2), 87-104.

Chikwe, A. C. (2009). the impact of employee turnover: the case of leisure, tourism and hospitality industry. *Consortium Journal of Hospitality & Tourism*, 14(1).

Chiu, R. K., & Francesco, A. M. (2003). Dispositional traits and turnover intention: Examining the mediating role of job satisfaction and affective commitment. *International Journal of Manpower*, 24(3), 284-298.

Chiu, R. K., Luk, V. W. M., & Tang, T. L. P. (2002). *Retaining and motivating employees*. Personnel Review.

Chung, E. K., Jung, Y., & Sohn, Y. W. (2017). A moderated mediation model of job stress, job satisfaction, and turnover intention for airport security screeners. *Safety science*, 98, 89-97.

Churchill, W. (1996). *From a Native son: Selected essays in indigenism, 1985-1995*. South End Press.

Cianni, M., & Gundyl, P. (2012). Strategy-Putting performance back into retention-achieving a deal's strategic goals depends on having the right people with the right skills in the right roles. Companies that are successful at retaining employees in acquisitions do things differently. *Financial Executive-Magazine of Financial Executive Institute*, 28(9), 72.

Clark, A. E. (1999). Are wages habit-forming? Evidence from micro data. *Journal of Economic Behavior & Organization*, 39(2), 179-200.

- Cooper, D., & Schindler, P. (2008). *International edition: business research methods*. New Delhi: MacGraw-Hill.
- Cotton, J. L., & Tuttle, J. M. (1986). Employee turnover: A meta-analysis and review with implications for research. *Academy of management Review*, 11(1), 55-70.
- Coyle-Shapiro, J. A., & Conway, N. (2005). Exchange relationships: Examining psychological contracts and perceived organizational support. *Journal of applied psychology*, 90(4), 774.
- Creswell, J. W. (2014). *A concise introduction to mixed methods research*. SAGE publications
- Cronley, C., & kyoung Kim, Y. (2017). Intentions to turnover: Testing the moderated effects of organizational culture, as mediated by job satisfaction, within the Salvation Army. *Leadership & Organization Development Journal*.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900.
- Cudjoe, E. A. (2016). *Compensation practices and employees' intention to quit at the Cape Coast Polytechnic*. Doctoral dissertation, University of Cape Coast.
- Danquah, C. (2012). *Determinants of Career Choice, Job Satisfaction and Retention of Academic Staff in Three Private Universities in Ghana*. Doctoral dissertation.
- Davis, M. H. (2018). *Empathy: A social psychological approach*. Routledge.
- Daymon, C., & Holloway, I. (2010). *Qualitative research methods in public relations and marketing communications*. Routledge.

- De Gieter, S., De Cooman, R., Hofmans, J., Pepermans, R., & Jegers, M. (2012). Pay-level satisfaction and psychological reward satisfaction as mediators of the organizational justice-turnover intention relationship. *International studies of management & organization*, 42(1), 50-67.
- Decenzo, D. A., & Robbins, S. P. (2002). *Human Resources Management*. USA: John Willey and Sons.
- Delobelle, P., Rawlinson, J. L., Ntuli, S., Malatsi, I., Decock, R., & Depoorter, A. M. (2011). Job satisfaction and turnover intent of primary healthcare nurses in rural South Africa: a questionnaire survey. *Journal of advanced nursing*, 67(2), 371-383.
- Denzin, N. K. (2017). *The research act: A theoretical introduction to sociological methods*. Transaction publishers.
- Depedri, S., Tortia, E. C., & Carpita, M. (2010). *Incentives, job satisfaction and performance: empirical evidence in Italian social enterprises*.
- Dess, G. G., & Shaw, J. D. (2001). Voluntary turnover, social capital, and organizational performance. *Academy of management review*, 26(3), 446-456.
- Dessler, G. (2006). *A framework for human resource management*. Pearson Education India.
- Dewhurst, M., Guthridge, M., & Mohr, E. (2009). Motivating people: Getting beyond money. *McKinsey Quarterly*, 1(4), 12-15.
- Dhanpat, N., Modau, F. D., Lugisani, P., MaboJane, R., & Phiri, M. (2018). Exploring employee retention and intention to leave within a call centre. *SA Journal of Human Resource Management*, 16(1), 1-13.

- Dickey, H., Watson, V., & Zangelidis, A. (2011). Job satisfaction and quit intentions of offshore workers in the UK North Sea oil and gas industry. *Scottish Journal of Political Economy*, 58(5), 607-633.
- Dockel, A., Basson, J. S., & Coetzee, M. (2006). The effect of retention factors on organisational commitment: An investigation of high technology employees. *SA Journal of Human Resource Management*, 4(2), 20-28.
- Dutka, M. A. (2010). *The relationship between Emotional intelligence and the organizational climate for women higher education administrators at five institutions, Boston College*, available at www.escholarship.bc.edu/dissertations.
- Edginton, M., Enarson, D., Zachariah, R., Reid, T., Satyanarayana, S., Bissell, K., ... & Harries, A. D. (2012). Why ethics is indispensable for good-quality operational research. *Public Health Action*, 2(1), 21-22.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of applied psychology*, 86(1), 42.
- Eriksson, T., & Villeval, M. C. (2008). Performance-pay, sorting and social motivation. *Journal of Economic Behavior & Organization*, 68(2), 412-421.
- Falk, A., & Kosfeld, M. (2006). The hidden costs of control. *American Economic Review*, 96(5), 1611-1630.
- Falkenburg, K., & Schyns, B. (2007). *Work satisfaction, organizational commitment and withdrawal behaviours*. Management Research News.

- Falola, H. O., Ibidunni, O. S., & Olokundun, A. M. (2014). Incentives packages and employees' attitudes to work: a study of selected government parastatals in Ogun State, South-West, Nigeria. *International Journal of Research in Business and Social Science*, 3(1), 63-74.
- Farooq, U. (2013). What is census method of data collection, advantages and disadvantages.
- Ferguson, R. & Brohaugh, B. (2009). The Talent Wars. *Journal of Consumer Marketing*, 26 (5), 358-362
- Firth, L., Mellor, D.J., Moore, K.A., & Loquet, C. (2004). How can managers reduce employee intention to quit? *Journal of Managerial Psychology*, 19(2), 170-187.
- Frey, B. S., & Neckermann, S. (2008). *Academics appreciate awards-a new aspect of incentives in research*.
- Gagné, M., & Forest, J. (2008). *The study of compensation systems through the lens of self-determination theory: Reconciling 35 years of debate*. Educational Publishing Foundation.
- Gardulf, A. N. N., Söderström, I. L., Orton, M. L., Eriksson, L. E., Arnetz, B., & Nordström, G. (2005). Why do nurses at a university hospital want to quit their jobs? *Journal of nursing management*, 13(4), 329-337.
- Ghafoor, S., Ansari, N., & Moazzam, A. (2017). The effect of financial compensation and perceived career progression on employee turnover intentions with self-actualization as a mediator. *Governance & Management Review*, 1(2), 67-91.

- Ghauri, P., Grønhaug, K., & Strange, R. (2020). *Research methods in business studies*. Cambridge University Press.
- Giles, T. (2004). Non-monetary rewards as part of the remuneration equation. *New Zealand Management*, 51(9), 46-48.
- Grace, D. H., & Khalsa, S. A. (2003). Re-recruiting faculty and staff: The antidote to today's high attrition. *Independent school*, 62(3), 20-27.
- Graneheim, U. H., & Lundman, B. (2004). Qualitative content analysis in nursing research: concepts, procedures and measures to achieve trustworthiness. *Nurse education today*, 24(2), 105-112.
- Griffeth, R. W., & Gaertner, S. (2001). A Role for Equity Theory in the Turnover Process: An Empirical Test 1. *Journal of Applied Social Psychology*, 31(5), 1017-1037.
- Griffeth, R. W., & Hom, P. W. (1995). The employee turnover process. *Research in personnel and human resources management*, 13(3), 245-293.
- Groves, R. M., Fowler Jr, F. J., Couper, M. P., Lepkowski, J. M., Singer, E., & Tourangeau, R. (2011). *Survey methodology* (Vol. 561). John Wiley & Sons.
- Guilding, C., Lamminmaki, D., & McManus, L. (2014). Staff turnover costs: In search of accountability. *International Journal of Hospitality Management*, 36, 231-243. doi:10.1016/j.ijhm.2013.10.001
- Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage publications.

- Hairul Effendy, H. (2013). *The influence of reward (monetary and non-monetary) toward employee's intention to leave in financial institution in Klang Valley*. Doctoral dissertation, Universiti Utara Malaysia.
- Handelsman, J. (2009). *Understanding and remedying employee turnover*. Retrieved September, 14, 2020.
- Hanna, B., Kee, K. F., & Robertson, B. W. (2017). *Positive impacts of social media at work: Job satisfaction, job calling, and Facebook use among co-workers*. In SHS Web of Conferences (Vol. 33, p. 00012). EDP Sciences.
- Hansen, E. G. (2010). *Responsible leadership systems: an empirical analysis of integrating corporate responsibility into leadership systems*. Springer Science & Business Media.
- Hassan, M. M., Jambulingam, M., Alam, M. N., & Islam, M. S. (2019). Redesigning the retention strategy against the emerging turnover of generation y: revisiting the long-standing problems from 20th to 21st century. *International Journal of Entrepreneurship*, 23(2), 1-16.
- Hatton, C., & Emerson, E. (1998). Brief report: Organisational predictors of actual staff turnover in a service for people with multiple disabilities. *Journal of Applied Research in Intellectual Disabilities*, 11(2), 166-171.
- Hayati, K., & Caniago, I. (2012). Islamic work ethic: The role of intrinsic motivation, job satisfaction, organizational commitment and job performance. *Procedia-Social and Behavioral Sciences*, 65, 1102-1106.

- Hester D. A. (2003). *The predictors of turnover intentions: An investigation of front-line employees in the retail industry.*
- Hijazi, S., Anwar, A., & Mehbood, S. (2007). Impact of non-financial rewards on employee motivation. *The business review*, 7(2), 272-277.
- Hinkin, T. R., & Tracey, J. B. (2000). The cost of turnover: Putting a price on the learning curve. *Cornell hotel and restaurant administration quarterly*, 41(3), 14-21.
- Hofmann, D. A., & Morgeson, F. P. (1999). Safety-related behavior as a social exchange: The role of perceived organizational support and leader-member exchange. *Journal of applied psychology*, 84(2), 286.
- Holston-Okae, B. L., & Mushi, R. J. (2018). Employee turnover in the hospitality industry using Herzberg's two-factor motivation-hygiene theory. *International Journal of Academic Research in Business and Social Sciences*, 8(1), 218-248.
- Holzer, H. J., & Wissoker, D. (2001). How Can We Encourage Job Retention for Welfare Recipients. *The Urban Institute Series No. A-49*, October.
- Hom, P. W., & Griffeth, R. W. (1991). Structural equations modeling test of a turnover theory: Cross-sectional and longitudinal analyses. *Journal of applied psychology*, 76(3), 350.
- Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. *Strategic management journal*, 20(2), 195-204.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of management journal*, 38(3), 635-672.

- Hussain Ali, M. A. M., & Abeygunawardana, R. G. (2018). *Non-financial motivational factors on employees' turnover intention of lower management in the travel agencies in Sri Lanka*.
- Hussey, J., & Hussey, R. (1997). *A practical guide for undergraduate and postgraduate students*. Hampshire: Palgrave.
- Hutchison, I. W., & Hirschel, J. D. (1998). Abused women: Help-seeking strategies and police utilization. *Violence against women*, 4(4), 436-456.
- Hutchison, T. W. (1997). *Before Adam Smith: the emergence of political economy, 1662-1776*. Blackwell.
- Hwang, W., & Ramadoss, K. (2017). The job demands–control–support model and job satisfaction across gender: The mediating role of work–family conflict. *Journal of Family Issues*, 38(1), 52-72.
- Iliopoulou, K. K., & While, A. E. (2010). Professional autonomy and job satisfaction: survey of critical care nurses in mainland Greece. *Journal of advanced nursing*, 66(11), 2520-2531.
- Ivancevich, D. M. (2015). *Crisis Intervention Team (CIT) Training for Emergency Medical Services (EMS) Personnel*. Florida Gulf Coast University.
- Jacobs, E. J., & Roodt, G. (2011). The mediating effect of knowledge sharing between organisational culture and turnover intentions of professional nurses. *South African Journal of Information Management*, 13(1), 1-6.
- Janas, K.M. (2009). Keeping good people, during bad times. *Workspan*, 11, 67-70.

- Jansen, B. J., & Spink, A. H. (2007). Sponsored search: is money a motivator for providing relevant results?. *Computer*, 40(8), 52-57.
- Jansen, E. P., Merchant, K. A., & Van der Stede, W. A. (2009). National differences in incentive compensation practices: The differing roles of financial performance measurement in the United States and the Netherlands. *Accounting, Organizations and Society*, 34(1), 58-84.
- Jonathan, H., Thibeli, M., & Darroux, C. (2013). Predictors of intention to leave of public secondary school teachers in Tanzania: Exploring the impact of demographic factors, intrinsic and extrinsic satisfaction. *IOSR Journal of Research & Method in Education*, 3(2), 33-45.
- Kara, D., Uysal, M., Sirgy, M. J., & Lee, G. (2013). The effects of leadership style on employee well-being in hospitality. *International Journal of Hospitality Management*, 34, 9-18.
- Karsh, B., Booske, B. C., & Sainfort, F. (2005). Job and organizational determinants of nursing home employee commitment, job satisfaction and intent to turnover. *Ergonomics*, 48(10), 1260-1281.
- Kashyap, V. & Rangnekar, S. (2014). *The Moderating Role of Servant Leadership: Investigating the Relationships Among Employer Brand Perception and Perceived Employee Retention*, *Review of HRM*, 3, 105-118.
- Kashyap, V., & Rangnekar, S. (2014). *The moderating role of servant leadership: Investigating the relationships among employer brand perception and perceived employee retention*.
- Kepner, R. M. (2010). *Efficiency of the emergency alert system*. Washington State University.

- Khan, R. I., Aslam, H. D., & Lodhi, I. (2011). Compensation Management: A strategic conduit towards achieving employee retention and Job Satisfaction in Banking Sector of Pakistan. *International journal of human resource studies*, 1(1), 89.
- Khatri, N., Fern, C. T., & Budhwar, P. (2001). Explaining employee turnover in an Asian context. *Human Resource Management Journal*, 11(1), 54-74.
- Kim, H. S. (2005). Consumer profiles of apparel product involvement and values. *Journal of Fashion Marketing and Management: An International Journal*.
- Knani, M. (2014). Ethics in the hospitality industry: Review and research agenda. *International Journal of Business and Management*, 9(3), 1.
- Kohn, D. L. (2009). *The effects of globalization on inflation and their implications for monetary policy*. In Conference Series; [Proceedings] (Vol. 51). Federal Reserve Bank of Boston.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.
- Kottke, J. L., & Sharafinski, C. E. (1988). Measuring perceived supervisory and organizational support. *Educational and psychological Measurement*, 48(4), 1075-1079.
- Koys, D. J. (2001). The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study. *Personnel psychology*, 54(1), 101-114.
- Kramar, R., & De Cieri, H. (2008). *Human resource management in Australia: strategy people performance*. McGraw Hill.

- Lambert, E. G., Hogan, N. L., & Griffin, M. L. (2007). The impact of distributive and procedural justice on correctional staff job stress, job satisfaction, and organizational commitment. *Journal of Criminal Justice, 35*(6), 644-656.
- Lawler III, E. E. (1983). *The Design of Effective Reward Systems* (No. G-83-8-(39)). University of Southern California Los Angeles Center for Effective Organizations.
- Leedy, P. D., & Ormrod, J. E. (2010). *Practical research: Planning and design*. Upper Saddle River, NJ: Prentice Hall.
- Li, S., Easterby-Smith, M., & Bartunek, J. (2009). Research methods for organizational learning: The transatlantic gap. *Management Learning, 40*(4), 439-447.
- Loader, T. (2009). Careers collage: Applying an art therapy technique in career development: A secondary school experience. *Australian Career Practitioner, 20*(4), 16-17.
- Loi, R., Lam, L. W., Ngo, H. Y., & Cheong, S. I. (2015). Exchange mechanisms between ethical leadership and affective commitment. *Journal of Managerial Psychology*.
- Lussier, B., Hartmann, N. N., & Bolander, W. (2019). Curbing the Undesirable Effects of Emotional Exhaustion on Ethical Behaviors and Performance: A Salesperson–Manager Dyadic Approach. *Journal of Business Ethics, 1-20*.
- Mabaso, C. M., & Dlamini, B. I. (2017). Impact of compensation and benefits on job satisfaction. *Research Journal of Business Management, 11*(2), 80-90.

- Malhotra, N. K., Birks, D. F., & Wills, P. (2013). *Essentials of marketing research*. Harlow: Pearson.
- Maslow, A. H., Stephens, D. C., & Heil, G. (1998). *Maslow on management*. New York: John Wiley.
- Mathis, R. L., Jackson, J. H., & Ranjan T., M. (2012). *Human Resource Management: A South-asian Perspective*. Cengage Learning.
- Mathis, R. L., Jackson, J. H., & ranjan Tripathy, M. (2012). *Human Resource Management: A South-asian Perspective*. Cengage Learning.
- Mbah, P. C., Ekechukwu, C., & Obi, I. E. (2018). An Exploration of the Relationship between Organizational Culture and Turnover Intentions of Selected Small and Medium Enterprises (SMEs) in South-East. *International Journal of Academic Research in Business and Social Sciences*, 8(5), 568-588.
- Meier, J., Austin, S.F., Crocker, M. and Austin, S.F. (2010). Generation Y in workforce: managerial challenges. *The Journal of Human Resource and Adult Learning*, 6(1) 68-78.
- Mendes, J., Wool, J., & Wool, C. (2017). Ethical considerations in perinatal palliative care. *Journal of Obstetric, Gynecologic & Neonatal Nursing*, 46(3), 367-377.
- Mendis, M. V. S. (2017). The impact of reward system on employee turnover intention: a study on logistics industry of sri lanka. *International Journal of Scientific & Technology Research*, 6(9), 67-72.
- Meyer, M. (2002). *Managing Human Resource Development: An Outcomes-based Approach*-. LexisNexis Butterworths.

- Miceli, M. P., Near, J. P., & Schwenk, C. R. (1991). Who blows the whistle and why?. *Ilr Review*, 45(1), 113-130.
- Michael, A. U. (2015). Moving towards a systematic marine eco-compensation mechanism in China: Policy, practice and strategy. *Ocean & coastal management*, 169, 10-19.
- Milkovich, G. T. and Newman, J. M. (2005). *Compensation (8th ed.)*. McGraw-Hill: Boston.
- Mitchell, T. R., Holtom, B. C., Lee, T. W., & Graske, T. (2001). How to keep your best employees: developing an effective retention policy. *Academy of Management Executive*, 15, 96–109.
- Mobley, W. H. (1982). Some unanswered questions in turnover and withdrawal research. *Academy of management review*, 7(1), 111-116.
- Mondy, R. W. (2003). Further evidence for the discriminant validity of measures of organizational commitment, job involvement, and job satisfaction. *Journal of Applied Psychology* 76(5), 127-133.
- Mottaz, C. (1988). Determinants of Organizational Commitment. *Human Relations*, 41(6), 467–82.
- Mugenda, O., & Mugenda, A. (2003). *Research methods: Quantitative and Qualitative methods*. Revised in Nairobi.
- Munap, R., Badrillah, M. I. M., & Rahman, B. A. (2013). Organizational rewards system and employees' satisfaction at Telekom Malaysia Berhad. *Journal of Educational and Social Research*, 3(3), 281-281.
- Musa, B. M., Ahmed, I., & Bala, A. (2014). Effect of motivational incentives on staff turnover in hotel industry in gombe state. *Journal of Business and Management*, 16(3), 36-42.

- Musenze, I. A., Thomas, M., Stella, B., & Muhammadi, L. (2013). Reward management and organisational performance: An empirical study of private universities in Uganda. *International Journal of Innovative Research and Development*, 2(8).
- Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International journal of hospitality management*, 29(1), 33-41.
- Nayak, N., Pai, A., Prabhu, N., & Granil, P. D. (2015). Management perspective of employee turnover in the housekeeping department. *International Journal of Management and Social Sciences Research*, 4(9), 4-7.
- Neuman, W. L., & Kreuger, L. (2003). *Social work research methods: Qualitative and quantitative approaches*. Allyn and Bacon.
- Ngechu, M. (2004). *Understanding the research process and methods. An introduction to research methods*. Unpublished MBA Thesis, School of Business: University of Nairobi.
- Nienaber, R. (2010). *The relationship between personality types and reward preferences*. Doctor of Commerce dissertation.
- Nitzl, C., Roldan, J. L., & Cepeda, G. (2016). Mediation analysis in partial least squares path modeling: Helping researchers discuss more sophisticated models. *Industrial Management & Data Systems*, 116(9), 1849- 1864.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2003). *Gaining a competitive advantage*. Irwin and McGraw-Hill, New York.

- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychological theory*.
- Nyaribo, O. L., & Nyakundi, A. W. (2016). The effect of non-financial compensation on employee performance of micro-finance institutions: A case of Wakenya Pamoja Sacco, Kisii County, Kenya. *Imperial Journal of Interdisciplinary Research*, 2(6), 103-126.
- Odunlade, R. O. (2012). *Managing employee compensation and benefits for job satisfaction in libraries and information centres in Nigeria*.
- Okeke, C. P., (2010). The impact of job satisfaction on employee performance in government owned enterprises. *International Journal of Innovative Research and Development*, 4(5), 1-87.
- Olawale, R., & Olanrewaju, I. (2016). Investigating the influence of financial reward on Lagos State University staff turnover intention. *European Scientific Journal*, 12(10).
- Olubusayo, F. H., Stephen, I. A., & Maxwell, O. (2014). Incentives Packages and Employees' Attitudes to Work: A Study of Selected Government Parastatals in Ogun State, South-West, Nigeria. *International Journal of Research in Business and Social Science*, 3(1), 63–74.
- Onesmus, B. J. (2018). *Factors Influencing Intention to Quit Among Employees in Sportpesa Company Ltd in Kenya*. Doctoral dissertation, university of nairobi.
- Osibanjo, A. O., Adeniji, A. A., Falola, H. O., & Heirsmac, P. T. (2014). Compensation packages: a strategic tool for employees' performance and retention. *Leonardo Journal of Sciences*, 25, 65-84.
- Osibanjo, A. O., Kehinde, O. J., & Abiodun, A. J. (2012). Human resource management and employee job satisfaction: Evidence from the

- Nigerian banking industry. *Journal of Economics and Business Research*, 1, 17-32.
- Ovadje, F. (2009). Exploring turnover among middle managers in a non-western context. *International Journal of Business Research*, 10(2), 64-80.
- Pallant, J. (2015). *SPSS Survival Manual*. Open University Press, Berkshire.
- Parashakti, R. D., Krismadewi, L. S., & Juniarti, S. (2017). Determinants of Employee's Discipline and Motivation: Evidence from Banks in Indonesia. *International Journal of Economic Perspectives*, 11(1).
- Parashakti, R. D., Nashar, M., & Usliawati, D. (2017). *The Effect of Compensation and Organization Commitment towards Turnover Intention. Case Study in ILC (International Language Center) Jakarta*. In 2017 International Conference on Organizational Innovation (ICOI 2017). Atlantis Press.
- Pearlman, D. M., & Schaffer, J. D. (2013). Labor issues within the hospitality and tourism industry: A study of Louisiana's attempted solutions. *Journal of Human Resources in Hospitality & Tourism*, 12(3), 217-242.
- Pepra-Mensah, J., Adjei, L. N., & Yeboah-Appiagyei, K. (2015). The effect of work attitudes on turnover intentions in the hotel industry: *The case of Cape Coast and Elmina (Ghana)*. *environments*, 7(14).
- Phonsanam, S. T. (2010). *Total compensation practices and their relationship to hospitality employee retention*.

- Pouliakas, K., & Theodossiou, I. (2010). Differences in the job satisfaction of high?paid and low paid workers across Europe. *International Labour Review*, 149(1), 1-29.
- Price, J. L., & Mueller, C. W. (1986). *Absenteeism and turnover of hospital employees*. JAI press.
- Prihati, M. A., Oetomo, H. W., & Utomo, S. B. (2018). Compensation analysis to intention to quit by using organization commitment as the intervening variable. *EKUITAS (Jurnal Ekonomi dan Keuangan)*, 16(1), 1-15.
- Prihati, M. A., Oetomo, H. W., & Utomo, S. B. (2018). Compensation analysis to intention to quit by using organization commitment as the intervening variable. *EKUITAS (Jurnal Ekonomi dan Keuangan)*, 16(1), 1-15.
- Rahman, A., & Syahrizal, S. (2019, April). *Effect of Compensation and Career Development on Turnover Intention: Job Satisfaction as a Mediation Variable*. In 2nd Padang International Conference on Education, Economics, Business and Accounting (PICEEBA-2 2018). Atlantis Press.
- Rampur, S. (2009). *Causes of Employee turnover*. Retrieved September, 14, 2020.
- Rast, S., & Tourani, A. (2012). Evaluation of employees' job satisfaction and role of gender difference: An empirical study at airline industry in Iran. *International Journal of Business and Social Science*, 3(7).

- Ratten, V., Ryan, T. D., & Sagas, M. (2009). Relationships between pay satisfaction, work-family conflict, and coaching turnover intentions. *Team Performance Management: An International Journal*.
- Reggio, E., A., (2003). *Introduction to Industrial/Organizational Psychology (4th Ed.)*. Prentice Hall, New Jersey.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698-714
- Riggio, R. E. (2013). *Introduction to Industrial / Organizational Psychology (6th ed.)*. New Jersey, US: Pearson Education.
- Robbins, S. P., & Judge, T. A. (2007). *Organization behaviour*. Translated by Benyamin Molan. Indeks.
- Robson, C., (1994). *Analysing documents and records. Improving educational management through research and consultancy*. Paul Chapman, London, 237-247.
- Roodt, G. (2004). *Turnover intentions*. Unpublished document. Johannesburg: University of Johannesburg.
- Rosser, V. (2004). Faculty members' intentions to leave: A national study on their work-life and satisfaction. *Research in Higher Education*, 45(3), 285-309.
- Ryan, T., & Sagas, M. (2009). Relationships between pay satisfaction, work family conflict, and coaching turnover intentions. *Team Performance Management* 15(3), 128-140.
- Sabina, A. L., Okibo, W., Nyang'au, A., & Ondima, C. (2015). Effect of Non Financial Incentives on Job Satisfaction of Teachers in Public

Secondary Schools--Survey of Kisii Sub County. *Journal of Education and practice*, 6(13), 62-69.

Saira Y., Madiha, L., Sumaira A., & AnamSaddiqui (2014). Impact of financial and non-financial rewards on employee motivation. *MiddleEast Journal of Scientific Research*, 21(10), 1776-1786.

Samuel, M., & Chipunza, C. (2009). Employee retention and turnover: Using motivational variables as a panacea. *African Journal of Business Management*, 3(8), 410-415.

Sandeepanie, M. H. R., & Ubayachandra, E. G. (2015, November). *Different Factors affecting on Employee Motivation in Sri Lankan Apparel Manufacturing Sector*. In Proceedings of 8th International Research Conference, KDU, Published November 2015.

Sandeepanie, M. H. R., & Ubayachandra, E. G. (2015, November). *Different Factors affecting on Employee Motivation in Sri Lankan Apparel Manufacturing Sector*. In Proceedings of 8th International Research Conference, KDU, Published November 2015.

Saunders, M. N., & Townsend, K. (2016). Reporting and justifying the number of interview participants in organization and workplace research. *British Journal of Management*, 27(4), 836-852.

Schweitzer, M. E., Ordóñez, L., & Douma, B. (2004). Goal setting as a motivator of unethical behavior. *Academy of Management Journal*, 47(3), 422-432.

Schwepker, C. H. (2001). Ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention in the salesforce. *Journal of business research*, 54(1), 39-52.

- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Sengupta, M., Sengupta, N., & Vaishnavi, S. (2012). An empirical study on employees' awareness on strategic aspects of compensation management. *Asian Journal of Research in Business Economics and Management*, 2(12), 184-194.
- Shakeel, N., & But, S. (2015). Factors influencing employee retention: An integrated perspective. *Journal of Resources Development and Management*, 6(2015), 32-49.
- Shipp, A. J., Furst?Holloway, S., Harris, T. B., & Rosen, B. (2014). Gone today but here tomorrow: Extending the unfolding model of turnover to consider boomerang employees. *Personnel Psychology*, 67(2), 421-462.
- Shoaib, M., Noor, A., Tirmizi, S.R., & Bashi, S. (2009). *Determinants of employee retention in telecom*. Proceedings of the 2nd CBRC 14, 1–18.
- Shukla, S., & Sinha, A. (2013). Employee Turnover in banking sector: Empirical evidence. *IOSR Journal of Humanities and Social Science*, 11(5), 57-61.
- Silaban, N., & Syah, T. Y. R. (2018). The influence of compensation and organizational commitment on employees' turnover intention. *Journal of Business and Management*, 20(3), 1-6.
- Silaban, N., & Syah, T. Y. R. (2018). The influence of compensation and organizational commitment on employees' turnover intention. *Journal of Business and Management*, 20(3), 1-6.

- Singh, Y. K. (2006). *Fundamental of research methodology and statistics*. New Age International.
- Skalli, A., Theodossiou, I., & Vasileiou, E. (2008). Jobs as Lancaster goods: Facets of job satisfaction and overall job satisfaction. *The Journal of Socio-Economics*, 37(5), 1906-1920.
- Smit, W., Stanz, K., & Bussin, M. (2015). Retention preferences and the relationship between total rewards, perceived organisational support and perceived supervisor support. *SA Journal of Human Resource Management*, 13(1), 1-13.
- Smit, W., Stanz, K., & Bussin, M. (2015). Retention preferences and the relationship between total rewards, perceived organisational support and perceived supervisor support. *SA Journal of Human Resource Management*, 13(1), 1-13.
- Smith, D. B., & Shields, J. (2013). Factors related to social service workers' job satisfaction: Revisiting Herzberg's motivation to work. *Administration in Social Work*, 37(2), 189-198.
- Spector, P.E. (2003). *Industrial and organizational psychology – Research and practice (3rd ed.)*. New York: John Wiley & Sons, Inc
- Spherion, S. (2013). *Latest emerging workforce study discovers new workplace realities and significant employer/employee disconnects*. Retrieved September, 10, 2020.
- Stinglhamber, F., & Vandenberghe, C. (2003). Organizations and supervisors as sources of support and targets of commitment: A longitudinal study. *Journal of Organizational Behavior: The International Journal*

of Industrial, Occupational and Organizational Psychology and Behavior, 24(3), 251-270.

Stockwell, D. R., & Peterson, A. T. (2002). Effects of sample size on accuracy of species distribution models. *Ecological modelling*, 148(1), 1-13.

Straub, D., Boudreau, M. C., & Gefen, D. (2004). Validation guidelines for IS positivist research. *Communications of the Association for Information systems*, 13(1), 24.

Sun, J. (2013). *Employee engagement: How to use recognition and non-monetary rewards to drive employee engagement*. Accessed on the 11th June.

Sutanto, E. M., & Gunawan, C. (2013). Kepuasan kerja, komitmen organisasional dan turnover intentions. *Jurnal mitra ekonomi dan manajemen bisnis*, 4(1), 76-88.

Tang, T. L. P., Kim, J. K., & Tang, D. S. H. (2000). Does attitude toward money moderate the relationship between intrinsic job satisfaction and voluntary turnover? *Human relations*, 53(2), 213-245.

Taplin, I.M., & Winterton, J. (2007). The importance of management style in labour retention. *International Journal of Sociology and Social Policy*, 27(1), 5-18.

Tella, A., Ayeni, C. O., & Popoola, S. O. (2007). Work motivation, job satisfaction, and organisational commitment of library personnel in academic and research libraries in Oyo State, Nigeria. *Library philosophy and practice*, 9(2), 13.

- Telly, C. S., French, W. L., & Scott, W. G. (1971). The relationship of inequity to turnover among hourly workers. *Administrative Science Quarterly*, 164-172.
- Teng, C. C. (2013). Developing and evaluating a hospitality skill module for enhancing performance of undergraduate hospitality students. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 13, 78-86.
- Tettey, W. J. (2006). *Staff retention in African universities: elements of a sustainable strategy*. Washington, DC: World Bank.
- Theodossiou, I., & Vasileiou, E. (2007). Making the risk of job loss a way of life: Does it affect job satisfaction?. *Research in Economics*, 61(2), 71-83.
- Tran, H., & Buckman, D. G. (2016). Pay for Progress the Relationship Between Florida Districts? Teacher Salary Offerings and Their High School Dropout Rates. *Journal of School Public Relations*, 37(3), 320-346.
- Tseng, C. Y., & Wallace, M. (2009). *Retention of software employees in the IT industry in Taiwan*
- Tymon Jr, W. G., Stumpf, S. A., & Doh, J. P. (2010). Exploring talent management in India: The neglected role of intrinsic rewards. *Journal of World Business*, 45(2), 109-121.
- Ulfatin, N., & Triwiyanto, T. (2016). *Manajemen Sumber Daya Manusia Bidang Pendidikan*. Jakarta: Raja Wali Pers.
- Van Dyk, J., & Coetzee, M. (2012). Retention factors in relation to organisational commitment in medical and information technology services. *SA Journal of Human Resource Management*, 10(2), 1-11.

- Van Kleunen, M., Dawson, W., Schlaepfer, D., Jeschke, J. M., & Fischer, M. (2010). Are invaders different? A conceptual framework of comparative approaches for assessing determinants of invasiveness. *Ecology letters*, 13(8), 947-958.
- Van Rooyen, L., Du Toit, D. H., Botha, E., & Rothmann, S. (2010). *Artisan retention in an organisation in South Africa*.
- Vnouřková, L., & Klupáková, H. (2013). *Impact of motivation principles on employee turnover*.
- Walliman, N. (2005). *Your research project: a step-by-step guide for the first-time researcher*. Sage.
- Walsh, K., & Taylor, M. S. (2007). Developing in-house careers and retaining management talent: What hospitality professionals want from their jobs. *Cornell Hotel and Restaurant Administration Quarterly*, 48(2), 163-182.
- Wan, H. L. (2007). Human capital development policies: enhancing employees' satisfaction. *Journal of European industrial training*.
- Wang, W. T. (2012). Evaluating organisational performance during crises: A multi-dimensional framework. *Total Quality Management & Business Excellence*, 23(5-6), 673-688.
- Waqas, Z., & Saleem, S. (2014). The effect of monetary and non-monetary rewards on employee engagement and firm performance. *European Journal of Business and Management*, 6(31), 73-82.
- Wayne, S. J., Shore, L. M., Bommer, W. H., & Tetrick, L. E. (2002). The role of fair treatment and rewards in perceptions of organizational support

- and leader-member exchange. *Journal of applied psychology*, 87(3), 590.
- Yang, J. T. (2008). Effect of newcomer socialisation on organisational commitment, job satisfaction, and turnover intention in the hotel industry. *The Service Industries Journal*, 28(4), 429-443.
- Yousaf, S., Latif, M., Aslam, S., & Saddiqui, A. (2014). Impact of financial and non financial rewards on employee motivation. *Middle-East journal of scientific research*, 21(10), 1776-1786.
- Yudhistira, E. (2016). *Pengaruh Kompensasi Terhadap Turnover Intention Dengan Kepuasan Kerja Sebagai Variabel Mediasi (Studi pada PG. Kebon Agung)*. Doctoral dissertation, Universitas Brawijaya.
- Zeb, A., Jamal, W., & Ali, M. (2015). Reward and Recognition Priorities of Public Sector Universities' Teachers for their Motivation and Job Satisfaction. *Journal of Managerial Sciences*, 9(2).
- Zhang, Y., & Chen, J. (2010). Motivational Mechanism Research of On-the-Job Embeddedness Effects on Intentions to Stay. *International Conference on Management and Service Science* 1-4.
- Zikmund, W. G. (2000). *Business research methods (6 ed.)*. Chicago: The Dryden Press.
- Zingheim, P. K., & Schuster, J. R. (2008). Managing total compensation to achieve multiple objectives. *MWorld*, 7(1), 37-40.

APPENDIX

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

**Compensation and Employees Intention to Quit in Some Selected Hotels
in Cape Coast**

I am a Postgraduate student in the Department of Human Resource Management, School of Business, University of Cape Coast. I am currently carrying out a thesis on the topic; Compensation and Employees Intention to Quit in Some Selected Hotels in Cape Coast. This study is purely an academic work in partial fulfilment for a Masters of Commerce Degree in Human Resource Management. I would be grateful to you if you could complete the questionnaire. Your Cooperation is needed in providing the required information as possible. All responses derived from this study will be treated with utmost confidentiality and used for academic purposes only. Your name or address is not required. I count on your cooperation.

PART A: BACKGROUND INFORMATION OF RESPONDENT

1. Please indicate your Gender

a) Male b) Female

2. What is your role in the hotel?

a. Administration . b. Rooms Division c. Food and Beverage

d. Maintenance

e. Security f. Accounts and Finance

3. What is your age bracket?

- a) Below 25 years [] b) 26-35 years [] c) 36-45 years [] d) 46-55 years []
 e) 56 years and above []

4. What is your highest level of education?

- a) HND/Diploma Level [] b) Bachelor's Degree [] c) Postgraduate []
 d) Professional qualification [] e) other (please state)

5. How many years have you worked in this organization?

- a) 1-5 years [] b) 6-10 years [] c) 11-15years [] d) 16-20 years [] e) 21-25 years []
 f) 26-and above []

PART B: MONETARY COMPENSATION PARCTICES

Please indicate which of the following monetary practices are provided by the hotel. The following statements will be helpful in describing the monetary compensation system practiced in the organization.

Practices	Please tick
1. Wages	
2. Salary	
3. Allowances	
4. Commission	
5. Overtime	
6. Fringe Benefit	
7. Incentives	

PART C: MONETARY COMPENSATION PARCTICES

The following statements will be helpful in describing the monetary compensation system practiced in this organisation.

1. Salary/ Wages

Using the scale of (1) Strongly disagree, (2) Disagree, (3) Indifferent, (4) Agree, (5) Strongly agree, please indicate your level of agreement with each of the statements by ticking [✓] in the appropriate number.

STATEMENT	1	2	3	4	5
1. I receive my salary/wages on timely basis at the end of every month.					
2. The basic salary/wages I receive matches the effort I put in my work.					
3. The processing of the overtime allowance is simple and straight forward.					
4. I am satisfied with the overtime rate per hour am being paid.					
5. The final payment of my overtime allowance is timely.					

2. Fringe- benefit

Using the scale of (1) Strongly disagree, (2) Disagree, (3) Indifferent, (4) Agree, (5) Strongly agree, please indicate your level of agreement with each of the statements by ticking [✓] in the appropriate number.

STATEMENT	1	2	3	4	5
1. I am satisfied with the package offered for my annual leave.					
2. The benefits offered on retirement are appreciable.					
3. The benefits offered to my family upon my death are appreciable.					
4. The process for obtaining a study leave with pay is simple and straightforward.					
5. Organizational scholarships for research are readily made available.					

3. Incentives

Using the scale of (1) Strongly disagree, (2) Disagree, (3) Indifferent, (4) Agree, (5) Strongly agree, please indicate your level of agreement with each of the statements by ticking [✓] in the appropriate number.

STATEMENT	1	2	3	4	5
1. My responsibility allowance commensurate with the requirements of my present position					
2. The allowances I receive for taking up other additional duties is adequate					
3. The processes involved in obtaining additional duty allowance are simple and straightforward					
4. My entertainment allowance is adequate					
5. The committee sitting allowances I receive are appreciable					
6. The processing of the committee sitting allowance are simple and straightforward					
7. The final payment of committee sitting allowance is timely					

4. Allowance

Using the scale of (1) Strongly disagree, (2) Disagree, (3) Indifferent, (4) Agree, (5) Strongly agree, please indicate your level of agreement with each of the statements by ticking [✓] in the appropriate number.

STATEMENT	1	2	3	4	5
1. My housing allowance adequately covers my rent charges for the month					
2. My fuel allowance adequately covers my monthly transportation cost to and from work.					
3. My vehicle maintenance allowance is sufficient to maintain my car on monthly basis					
4. My electricity subsidy sufficiently covers my electricity bills per month					
5. My day trip and overnight allowances adequately cover my travel expenses					

PART D: NON-MONETARY COMPENSATION PRACTICES

The following statements will be helpful in describing the non-monetary compensation system practiced in this organisation.

1. Supervisor Support

Using the scale of (1) Strongly disagree, (2) Disagree, (3) Indifferent, (4) Agree, (5) Strongly agree, please indicate your level of agreement with each of the statements by ticking [✓] in the appropriate number.

STATEMENT	1	2	3	4	5
1. The organization takes pride in my accomplishments					
2. My superior praises people who do good work					
3. The organization is willing to help me if I need a special favor.					
4. The organization values my contributions to its well-being.					
5. The organization strongly considers my goals and values.					

2. Training

Using the scale of (1) Strongly disagree, (2) Disagree, (3) Indifferent, (4) Agree, (5) Strongly agree, please indicate your level of agreement with each of the statements by ticking [✓] in the appropriate number.

STATEMENT	1	2	3	4	5
1. My organization has stated policies on the extent and type of training the employees can expect to receive					
2. I am aware of the extent and type of training that my organization is planning for me in the coming year.					
3. This organization provides access to training.					
4. Participating in training programs will help my personal development					
5. Participating in training programs will help me perform my job better					
6. Participating in training programs will help me stay up to date on new processes and products or procedures related to my job.					

3. Favorable Organizational Climate

Using the scale of (1) Strongly disagree, (2) Disagree, (3) Indifferent, (4) Agree, (5) Strongly agree, please indicate your level of agreement with each of the statements by ticking [✓] in the appropriate number.

STATEMENT	1	2	3	4	5
1. I feel that the rules in the hotel are clearly explained					
2. I think the procedures in the organization are applied firmly					
3. I feel that the regulation in the organization is always upgraded as required					
4. I feel that the procedures in the hotel are applied flexibly.					
5. I feel the reward on my performance in the hotel is being accepted according to the work efforts					
6. The punishment in the organization is applied according to the level of the mistakes					
7. The hotel gives clear information openly about the risks of employee decisions that will happen to the decision made by the employees					
8. I am given the liberty to make a decision on my job					
9. My hotel appreciates and listens to the different opinions at the work place					
10. I feel there are mutual relationships among other employees at the work place					

4. Career Development

Using the scale of (1) Strongly disagree, (2) Disagree, (3) Indifferent, (4) Agree, (5) Strongly agree, please indicate your level of agreement with each of the statements by ticking [✓] in the appropriate number.

STATEMENT	1	2	3	4	5
1. I am given the opportunity to join the development programs initiated by the hotel					
2. I feel that the need of my career development is being fulfilled					
3. I am supported by my employer in order to plan my career development					
4. The employees feel that they are getting all the information required to join the development program					
5. I feel I have enough information about career opportunities in the organization					

PART E: JOB SATISFACTION

Using the scale of (1) Strongly disagree, (2) Disagree, (3) Indifferent, (4) Agree, (5) Strongly agree, please indicate your level of agreement with each of the statements by ticking [✓] in the appropriate number.

No	Item	1	2	3	4	5
1	I love my job better than the average worker does					
2	I am satisfied with promotional opportunities here					

3	I am satisfied with the way I am being supervised					
4	I am satisfied with my relationship with my coworkers					
5	Overall, I am very satisfied with my job					

PART F: TURNOVER INTENTIONS

Using the scale of (1) Strongly disagree, (2) Disagree, (3) Indifferent, (4) Agree, (5) Strongly agree, please indicate your level of agreement with each of the statements by ticking [✓] in the appropriate number.

STATEMENT	1	2	3	4	5
1. I would leave my present job as soon as i find better job.					
2. I will probably look for a new job in the next year					
3. I often think about quitting my job					
4. I often feel frustrated when not given the opportunity at work to achieve my personal work-related goals					
5. I will accept another job at the same compensation level should it be offered to me					
6. I don't wish to leave my present job					

Thank you for your time.