

UNIVERSITY OF GHANA

**PERCEIVED HRM PRACTICES AND TURNOVER INTENTION:
THE MEDIATING ROLE OF JOB EMBEDDEDNESS. A STUDY OF THE
HOTEL INDUSTRY IN GHANA.**



**THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA,
LEGON IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR
THE AWARD OF MPhil HUMAN RESOURCE MANAGEMENT
DEGREE**

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DECLARATION

I do hereby declare that this thesis is as a result of my own work produced from research undertaken under supervision and has not been presented by anyone for any academic award in this or any university. All references used in the work have been fully acknowledged. I bear sole responsibility for any shortcomings.

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.....
DATE

CERTIFICATION

I hereby certify that this thesis was supervised in accordance with procedures laid down by the University.

.....

DR. JAMES B. ABUGRE
(SUPERVISOR)

.....

DATE



DEDICATION

This thesis is dedicated to my late father, Nat Demode Acquah and to my Lord and Saviour Jesus Christ. I know that I could not have been successful in this without His guidance and strength.



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I wish to express my profound gratitude to Dr. James B. Abugre, my supervisor, for his constructive suggestions to this study. Special mention also, goes to my mother and siblings, Charity-Louise, Alex and Linda for their sacrifice and encouragement throughout this year. Your encouragement and prayers have been greatly appreciated. I also wish to thank my friends, Belinda, Charles, Sefiamor and Richard for their inspiration and support during this effort. I would have given up a long time ago if not for your loving encouragement over the past year.



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Acquah, M., & Abugre, J. B. (2015). The Relative Roles of HRM Practices and Job Embeddedness as Predictors to Employee Retention: Social Exchange Perspective in the 16th Annual International Academy of African Business and Development (IAABD) Conference at the Strathmore University, Nairobi, Kenya. Vol.16, 173 – 181.

LIST OF ABBREVIATIONS

HRM HUMAN RESOURCE MANAGEMENT

JE JOB EMBEDDEDNESS

RnS RECRUITMENT AND SELECTION

TnD TRAINING AND DEVELOPMENT

RnB REWARDS AND BENEFITS

TI TURNOVER INTENTION

PLS PARTIAL LEAST SQUARES

AVE AVERAGE VARIANCE EXTRACTED

VAF VARIANCE ACCOUNTED FOR

ABSTRACT

The purpose of this paper is to explore the turnover intention of employees in the hotel industry using Job Embeddedness as a mediator of its relationship with HRM practices. The study used job embeddedness, to investigate its mediation effect on the relationship between employees' turnover intention and three areas of human resource practices (Recruitment and Selection, Training and Development, Rewards and Benefits). Stratified, purposive and convenience sampling methods were adopted in this study. A questionnaire was given to employees of 45 selected hotels in the Greater Accra Region of Ghana asking their perception of the HRM practices in their organizations and how it influenced their perceptions of job embeddedness and subsequently turnover intentions. The results of this questionnaire were analyzed utilizing the four-step method for mediation analysis. Hypotheses were tested using data from 363 employees from the 45 hotels. Findings indicated a significant negative relationship between perceptions of human resource practices and turnover intention. As predicted, the findings of this study revealed that, Job Embeddedness mediated the relationship between 2 of the HRM practices (Recruitment and Selection, Rewards and Benefits) and turnover intentions. However, Job Embeddedness did not mediate the relationship between Training and Development and Turnover Intention. The findings suggest that organizations ready to use HR practices to prevent turnover will experience greater success by using good HRM practices to increase their Job Embeddedness and to reduce Turnover Intention. Accordingly, the research has important implications for the management of hotels in Ghana. The study contributes to the hospitality literature by providing insights on predictors of staff turnover in the Ghanaian hospitality industry and how these predictors should be managed to control the negative effects of turnover.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The impact of human resource management (HRM) practices popularly known as HR practices on organizational performance and employee attitudes has been a leading area of study for years (Delaney & Huselid, 1996; Katou & Budhwar, 2007; Petrescu & Simmons, 2008). Human resources by definition, are the people employed in an organization to carry out their daily duties in exchange for wages, salaries or rewards (Denisi & Griffin, 2005). Human resource management (HRM) is also described as the formal system that includes philosophy, policies, and practices that an organization employs to ensure that it effectively utilizes the knowledge, skills, abilities, and other characteristics of its employees to achieve organizational goals (Pynes, 2009).

Proper management of these ‘people’ is therefore crucial in the building of service excellence, since employees have been established as the most valuable asset to organizations (Armstrong, 2009; Wirtz, Heracleous & Nitin, 2008). Employees’ turnover intention is therefore most likely to affect the organization’s operations and effectiveness. The importance of recruiting, retaining and managing human resources (HR) to increase competitiveness of organizations has therefore become vital in the success of all organizations including the hospitality industry. Good people management has also been identified as one of the factors which promotes job embeddedness and reduces turnover intention (Bergiel, Nguyen, Clenney, & Taylor, 2009). It is therefore important to implement practices which would make employees have the feeling of being part of the organization at all times and therefore influence their intention to stay with the organization.

Faced with a complex environment, it has been extensively discussed in the HRM literature that organizations manage and retain employees by instituting a variety of HRM practices (Boselie & Wiele van der 2002; Ferratt, Agarwal, Brown, & Moore, 2005; Schuler, Dolan & Jackson 2001; Tzafrir, Harel, Baruch & Dolan, 2004). These practices typically include providing extensive training and development opportunities, designing fair job and recruitment and developing incentive pay systems and so forth (Koch & McGrath 1996; Lam, Chen & Takeuchi, 2009). Nowadays, finding highly talented and skillful employees in the job market has become difficult. Thus, any company able to achieve this feat gains a competitive advantage over its rivals. This further implies that the effective management of this resource represents a significant area of managerial concern (Ferratt *et al.*, 2005; Takeuchi, Wakabayashi & Chen, 2003).

Recently, there has been widening recognition that HRM strategies, practices and activities have an impact on organizational performance and bottom line results (Stone & Deadrick, 2008). However, researchers have argued that several HR policies expressively described by senior managers exist only on paper and not in practice and this has been attributed to account for the gap between effective HRM policies and practices and causes of employee dissatisfaction and turnover (Gratton & Truss, 2003; Khilji & Wang, 2006; Storey, 1992). Huge costs associated with employee turnover has become a burning management concern in recent times and steps need to be taken to address them. Service organizations are seriously looking into staff retention strategies as a means of administrating turnover of talented and committed employees (Lto & Brotherridge, 2005).

Employee turnover is viewed as an occurrence which poses a persistent problem for organizations (Ahmad & Omar, 2010). This is because it only leaves employers with the responsibility of arranging for hiring and training new employees once the former employee

leaves (Johari, Yean, Adnan, Yahya & Ahmad, 2012). Vandenberg and Nelson (1999) defined an employee's turnover intention as an individual's estimated probability that they are permanently leaving their organization at some point in the near future. To keep employees in the company, they need to have the feeling that they are part of the organization and their contributions are valued (Taylor, 2002). This is where the issue of embeddedness in an employee's job comes to play in organizations.

Job embeddedness (JE) is a construct developed by Mitchell, Holtom, Lee, Sablinski and Erez (2001) and denotes a blend of factors that influence an employee's decision to remain in or leave the organization. It is described as a net or web within an individual's environment in which the individual becomes stuck. Job embeddedness has its theoretical foundation stemming from Kurt Lewin's (1951) field theory and from embedded figures theories (Witkin, Moore, Goodenough, & Cox, 1977). Mitchell *et al.* (2001) posited that embedded figures are present in the work environments of employees and connects them through many links within their backgrounds and environment. This makes it hard to separate employees from the field, hence, they become an intrinsic part of their surroundings and have greater difficulty leaving their job.

Efforts to expound the causes of the turnover intention of employees have focused on individual-level factors and organizational-level factors, such as human resource practices (Deutsch, Langton & Aldrich, 2000). Frequently studied individual-level factors include personal preferences, organizational commitment, job involvement and job performance. These factors, stress the differences among people and link employees' interest in changing jobs to their level of job satisfaction by examining the process by which jobholders consider other employment possibilities (Deutsch *et al.*, 2000). This study would, however combine both an individual-level factor and an organizational-level factor to add to our knowledge of turnover in the hotel sector.

The hotel business, an aspect of tourism is labour-intensive and quality-driven and has been evolving just like any other industry (Hiamey, 2012). Also, the competitiveness and productivity of the industry depends primarily on the availability, skill levels and professionalism of its employees. The hotel sector of Ghana has experienced tremendous growth in recent years (Akyeampong, 2007; Mensah, 2009) and for it to benefit from the growing market, the hotel industry requires the right people for the right jobs. Many forward-looking organizations are therefore striving to create a positive organizational climate in an attempt to retain valuable employees through various human resource management (HRM) initiatives.

1.2 Problem Statement

Labour turnover has been considered as one of the most troubling issues in the hospitality business in recent times (Altarawmneh & al-Kilani, 2010; Ghiselli, La Lopa, & Bai 2001). Staff turnover in the hotel industry has been investigated in numerous locations, especially in the advanced countries such as Turkey, Cyprus, UK, Australia, USA and some countries in Asia (Pizam & Thornburg, 2000). It is therefore important to determine if the same problems noted in the developed world can be identified in sub-saharan Africa specifically Ghana. One way to gain competitive advantage in the hospitality industry is through the effective utilization of human resources. A primary reason for this condition is that the services provided are seen as inseparable from their provider (Nadiri & Tanova 2009). The success of this industry therefore depends on the quality of employees and how effectively they are managed. Employee turnover remains a vibrant field of further research even though more than 1500 academic researches have been conducted already (Holtom, Mitchell, Lee, & Eberly, 2008). Yet there is still no universal agreement on the factors that explain why some employees leave and some stay.

The employee turnover phenomenon is regarded as complex, thus causes of turnover differ in the context of research, and nature of the organizations (Griffeth, Hom, & Gaertner, 2000). It has been argued that, employee turnover is a major challenge for organizations, but companies implementing effective HRM practices can reduce the rate of employee turnover. The effect of human resource management (HRM) practices, popularly known as HR practices (an organizational-level factor to affect turnover) on organizational performance and employee attitudes has been a leading area of research in the developed world for years (Chan & Kuok, 2011; Chew & Chan, 2008; Collins, 2007; Huselid, 1995; Martin, 2011; Tokmak, Turen, & Gokmen, 2012).

Also, attitudinal variables known to impact turnover and perceptions of organizational human resource practices have only been marginally assessed. Two such attitudinal variables that have been explored in extant literature are organizational commitment and job satisfaction (Alfes, Shantz, Truss, & Soane, 2013; Guchait & Cho, 2010; Meyer & Smith, 2009). Most of the research in this area has also been in the production and manufacturing industry (Appelbaum, Bailey, Berg & Kalleberg, 2000). Studies on the manufacturing industry cannot be generalized to the service settings because of the differences in technologies, work processes, interdependence among workers, and the role of customers (Batt, 2002). As the turnover rate in service industries is one of the highest of all industries, this area needs additional attention.

A number of studies have also followed a research direction which proposes that job embeddedness explained significant incremental variance in turnover beyond what is explained by job satisfaction and organizational commitment (Lee, Mitchell, Sablinski, Burton, & Holtom, 2004; Holtom & Inderrieden, 2006). However, how job embeddedness is developed or what factors cause employees embedded in their jobs to keep them from leaving the organization still

requires investigation. Like many other management topics, there is limited research pertaining to turnover, job embeddedness and HRM in developing countries, despite calls to expand perspectives (Baruch & Budhwar 2006; Lam, *et al.*, 2009).

According to Branham (2005), there are reasons why employees leave or stay and most of these reasons are closely related to HRM practices. It is therefore suggested that, a good understanding of the relationship between HRM practices, job embeddedness and employee turnover intention will help organizations make the correct decisions in achieving business results while maintaining an economical or optimum level of resources. It appears however that most empirical studies on turnover and HRM practices were conducted in the western context mainly in US, Canada, UK, and Australia whilst only scanty literature is available on HRM practices and turnover in developing countries specifically Sub-Saharan Africa (Maertz, Stevens, & Campion, 2003; Ovadje, 2009).

This study, while concentrating on individual-level factors, adds to our knowledge of turnover by examining the relative impact of job embeddedness on employees' desire to work elsewhere. Researchers have recently argued that human resource practices that signal consideration for employees and their development should reduce employee turnover (Allen, Shore & Griffeth, 2003; Martin, 2011). Thus, the question of whether employee perceptions of human resource practices influence their job embeddedness, then turnover, needs to be answered. Therefore the core endeavour of this study is to partly answer this question by testing whether job embeddedness is a mediator in the HRM practices – turnover relationship on hotel employees in Ghana.

1.3 Purpose

This study explores how human resource (HR) practices embed employees in organizations' to reduce turnover intentions. In particular, it investigates the mediating effects of organizational job embeddedness on the relationship between HR practices and employee turnover intentions.

1.4 Research Objectives

The main objective of the study will be to examine and analyze the effect of human resource management practices and job embeddedness on turnover intention of employees in selected hotels in the Greater Accra Region of Ghana. The specific objectives are to:

1. Determine the relationship between HRM practices and turnover intention in the hotel industry in Ghana.
2. Examine the relationship between HRM practices and Job Embeddedness in the hotel industry in Ghana.
3. Examine the mediating effect of Job Embeddedness on the relationship between HRM practices and turnover intention in the hotel industry in Ghana.

1.5 Research Questions

The aforementioned objectives have led to the formulation of the following research questions:

1. How is the nature of the relationship between HR practices and turnover intention in the hotel industry in Ghana?
2. What is the relationship between HR practices and Job Embeddedness in the hotel industry in Ghana?
3. Does Job Embeddedness mediate the relationship between HR practices and turnover intention in the hotel industry in Ghana?

1.6 Significance

The significance of this research complements existing work in academic literature, which suffers from a number of important gaps and shortcomings. This study helps in shaping management policy on attraction, recruitment, and retention of labour in the hotel industry. Management also benefits from the recommendations and gain a better picture and understanding of the link between perceived HRM practices, turnover intention and how to enhance employees' embeddedness in the hotels. In practice, it is essential in ensuring that scarce resources are spent correctly and wisely and a harmonious workplace is sustained to encourage employees stay employed in the hotel industry.

1.7 Scope and Delimitations

There are a number of HRM factors that have been posited to affect employee turnover and Winterton (2004) includes a number of these factors in his conceptual model of labour turnover and retention. This study is not intended to provide a comprehensive analysis of all these factors, but to advance current research by examining those relationships often theorized but yet to be empirically tested with job embeddedness. This study would focus on three HRM practices namely, recruitment and selection, training, compensation, and career development which have been used quite frequently in turnover literature and have demonstrated an influence on employees' intention to quit (Allen *et al.*, 2003; Shaw, Delery, Jenkins & Gupta, 1998; Stinglhamber & Vandenberghe, 2003). These practices have also been suggested as the top practices by Boselie, Dietz and Boon (2005) in their study of HR practices.

The study would be mainly carried out on hotels in the Greater Accra Region of Ghana. Non-licensed hotels would be excluded and only hotels that are licensed as at the end of the year 2012

would be included. The study would not cover employees who are employed on part-time or contract basis and employees who are currently not working.

1.8 Chapter Disposition

This thesis is organized in five main chapters.

Chapter 1 provides an introduction to the study along with the background information, problem statement, purpose, research objectives and research questions of the study.

In Chapter 2, a review is done of the available literature on HRM practices, Job Embeddedness and turnover intention and strives to identify the linkages between the variables. Hypotheses and a conceptual model are also developed in this chapter.

Chapter 3 details the methodology issues. This would focus on the measurement of each variable and validity and reliability issues of survey instruments would be discussed. Discussion of data collection procedures and statistical analyses are presented in this chapter as well.

Chapter 4 examines the model and the hypotheses and presents results of the statistical analyses. This chapter would also present the results and findings of the data collection procedure. It provides the discussion of the results of the analysis arrived at in the previous chapter.

In Chapter 5, summary, conclusions and recommendations of the study are provided. Implications for human resource and organizational behaviour research, HRM practices and managerial issues in corporations as well as suggestions for future studies are also made in this chapter.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter is devoted to a review of relevant literature concerned with human resource management practices, job embeddedness and turnover intention. It reviews relevant theories on the study variables and the foundations of the study. Following the theoretical framework is a discussion of previous research related to the variables under study. This chapter concludes with the formulation of research hypotheses and a conceptual model for the study.

2.1 Theoretical Framework

Turnover intention has been recognized as an important outcome variable in the organizational justice and HRM literature by researchers in times past (Jeet & Sayeeduzzafar, 2014; Masterson, Lewis, Goldman & Taylor 2000; Zhang & Agarwal, 2009). Many theories and models have therefore been employed by researchers (Gogia, 2010; Jeet & Sayeeduzzafar, 2014; Redmond, 2010) to explain the relationship between HR practices and turnover over the years and this include the Equity theory (1965) and other motivational theories, Organizational Justice theory (1985), Mobley's quitting model (1979), the social exchange theory (1964) and the unfolding model of turnover (1994). Lee and Mitchell in 1994, described the existing models of turnover as simplistic and purported that employees' decisions to leave an organization can occur in different ways such as tardiness and intention to search for a new job. The unfolding model of voluntary turnover was therefore developed by Lee and Mitchell to provide an alternate theory to organizational theory, equity theory and Mobley's quitting model which explains the manner and reasons for employees staying or leaving organizations, and the psychological and behavioral paths followed when quitting. This was an advancement of the Mobley model which also

discussed the turnover process as occurring in a systematic manner based on a consequence of dissatisfaction.

The Adam Smith's Equity Theory (1965) and the Folger and Greenberg's Organizational Justice Theory (1985) have been adopted in most studies because fairness, or justice, have been established as important factors leading to employee satisfaction in the services industry and this industry comprises: airline, banking, communication, hospitality, health, IT and teaching services. Equity theory proposes that employees' motivation or satisfaction is based on what they consider as fair in comparison with others (Redmond, 2010). According to Gogia (2010), the Equity Theory is also known as the Social Comparisons Theory or Inequity Theory since it deals with social relationships and issues of fairness and unfairness. Organizational justice refers to employees' perceptions of fairness within organizations (Foster, 2010). It is based on the premise that an employee of an organization may cultivate positive attitudes and behaviours when they are treated fairly in terms of procedures and processes.

Having said this, the theoretical framework of this study would be based on the social exchange theory (Blau, 1964) and the field theory (Lewin, 1951). This is due to the fact that recent theoretical work on the HR– Employee turnover causal chain advocate that these two theories identify individuals as being social animals who interact with the environment in which they find themselves (Kehoe & Wright, 2010) as against the other theories and models that oversimplify the relationships between HR practices and employee outcomes (Liao, Toya, Lepak, & Hong, 2009). Thus, the next section would discuss the social exchange and field theories as relating to this research work.

2.1.1 Social Exchange Theory

Researches over the years have progressively adopted the social exchange theory as the theoretical underpinning for employee-employer relations (Bambacas & Kulik, 2013; Tanova & Holtom 2008). Social exchange has been described as an unspecified cooperation between two or more parties which results in a mutual benefit for all parties (Martin, 2011). According to this theory which was developed by Blau (1964) and can also be traced back to Gouldner (1960) and Homans (1958), social exchange entails undetermined obligations in a relationship between two parties, in which a party in the relationship does the other a favour and there exists an expectation of some undetermined future return. Martin (2011) however, opined that implicit obligations and trust form the basis of social exchange. In short, the social exchange theory states that, employees who enjoy favourable benefits and treatments in their organizations tend to feel obligated to repay these favours (Širca, Babnik & Breznik, 2012). It can therefore be deduced that a well-designed HRM system creates a continuing sequence of fair manager – employee transactions. Hence, it has been established that the social exchange theory consists of relationships which evolve over time into trusting, loyal, and mutual commitments of the parties (Tanova & Holtom 2008).

Using the social exchange framework as a foundation, this research investigates the link between perceived HR practices and turnover intention. This study explains, the extent to which the employee believes that the organization has fulfilled or failed in its promised obligations which in this case refer to the HR practices and how they can affect employee turnover intentions. Continued employment has been identified as one way for an individual to repay the organization (Kehoe & Wright, 2010). Relating this theory to my work, the two parties in this relationship are identified as management of the organizations and the employees of these

organizations. Employees who perceive fairness in their treatment with reference to HR practices in their organizations would be less probable to seek alternative employment or leave their organization. On the contrary, where employees perceive unfair practices and unfavourable treatment being meted out by the organization, they reciprocate by thinking of quitting. For instance, where organizations fail to implement proper HR practices, employees may feel less committed to the organization and prefer to leave. Gong, Chang and Cheung (2010) discovered in their study that, individuals are drawn to partake and invest in rewarding relationships, after which they become bound to return benefits or favors to their partners in exchange. Therefore, employees' perception of favourable and fairness of HRM practices is negatively associated with turnover intention.

Gouldner (1960) also described the social exchange theory as a favour done by one person to another in expectation of a future return. In this regard, we can liken the social relationship to that of the employment relationship in this study where the exchange does not take place between 2 individuals, but rather between the employee and the employing organization. Thus, it is evident that organizational practices can influence not only employees' organizational commitment and job satisfaction, but also turnover intention. This was confirmed by Moen, Kelly and Hill (2011) when their study revealed that employee perceptions of fair treatment and a high level of commitment to them from the organization in terms of flexible workplace practices, lower their intention to leave the organization. In line with the principles of the social exchange theory, as discussed previously, employees enjoying fair treatment and good HR practices repay their organization by reporting positive job outcomes, such as higher performance levels and lower levels of turnover intentions in the workplace (Karatepe & Ngeche, 2012). From the above discussion, it is therefore evident that good HRM practices

being adopted by organizations can influence the decisions of their employees in terms of their intentions to leave the organizations.

2.1.2 Field Theory

Kurt Lewin's field theory (Lewin, 1951) can be traced back to research on the embedded figures test by Witkin, Dyk, Faterson, Goodenough and Karp (1962). This is a well-known research conducted on embeddedness and opined that there are certain figures (attachments or connections) immersed in the background of employees which keep them in their organizations. From this perspective, embeddedness in this context represents the extent to which an individual becomes caught in a web of different types of forces linking the person to a job and the organization. According to Lewin (1951) behavior is described as a function of the field or life space of the individual, including the psychological environment as it exists for that individual. Therefore, Lewin (1951) advocated that individuals are entangled in a network of forces and connections which affect their choices in life. He further indicated that these attachments may be few or many, close or distant, strong or weak, which means an individual would either be highly embedded or lowly embedded. From this, high embeddedness is characterized by many, strong and close attachments whilst low embeddedness will feature few, distant and weak connections with factors on the job (organization) or off the job (community).

Once an employee is recruited, he/she comes to terms with the fact that he/she is a member of a whole team of people who are to ensure the growth and survival of the organization in which they find themselves. This may include coworkers, project teams that are counting on members' contribution and friends whose company we really appreciate. These personal links or obligations, may be independent of how employees really feel or their overall

commitment to the organization. Dawley, Houghton and Bucklew (2010) pointed this out when they demonstrated that individuals might stay in an organization, regardless of the fact that they dislike the organization as a whole but because of certain work relationships that exist. This means that an employee who leaves his/her job also leaves people, teams, groups and projects that are important and valuable to him/her.

In the same way, an employee's likelihood of staying or leaving a job can also be impacted by relationships off-the-job since they participate in a series of life spaces (such as the work, school, family, and church). Obviously, there are family relationships (spouse, children and other relations) and other communal attachments, benefits and features which can also influence turnover decisions. One of the other issues of interest is also that of generational differences which determine both the level and constituents of embeddedness for different people. Twenge (2010) attested to this fact when his study revealed that baby boomers and Millennials were more concerned with issues involving flexible schedules and work-life balance. This means organizations have to address these concerns in terms of creating an environment that balances work and family (spouse and children) matters very well since these contributed strongly to the prediction of embeddedness and turnover for this group of people. Ramesh and Gelfand (2010) demonstrated that activities such as hobbies and church activities which are outside the organization solidified employee retention. For instance, a change in residence as a result of a job change is likely to affect employees yet, a job change which does not involve a residence change may still be important because it might still involve a lifestyle change.

Job embeddedness promotes an image of attachment and suggests inertia; hence, employees are stuck in this web where a change in one attachment affects the other parts of the web. To begin with, just the sheer number of links or attachments puts stress on the individual to stay.

Therefore, to think about a job change could cause major and minor aftereffects in an employee's web of relationships. Close friends as well as team mates can also bring pressure to bear that will influence deliberations or thoughts about leaving a job. Drawing from the field theory, job embeddedness theory attempts to uncover individuals within a network of forces in order to help them recognize a range of interdependent driving and restraining forces that influence employee behavior and intentions.

According to Gouldner (1960), for a mutually satisfying employer – employee social exchange relationship to occur, there must be a stable self-preserving system established on the norm of reciprocity (Gouldner 1960). Organizations have to ensure that their HR practices aim to embed employees extensively into a web of forces since social interactions have been identified by Ramesh and Gelfand (2010) as powerful forces influencing turnover decisions. Thus, it is essential to identify the HR practices that create this balance and embed employees in social exchange (Tanova and Holtom 2008).

2.2 Human Resource Management Practices

Researchers (Shaw, Dineen, Fang & Vellella, 2009) have suggested that the role of Human Resource Management (HRM) within an organization is a significant factor in the firm's ability to achieve its organizational objectives and to develop a sustainable competitive advantage within the firm's marketplace. This is achieved via the policies each firm enacts, and the methods it uses to attract and retain the right employees for its needs (Jackson, Schuler and Werner 2012). HR practices refer to all organizational activities dedicated to the management of the pool of human resources as well as ensuring that these resources are employed towards the achievement of organizational goals (Altarawmneh & Al-Kilani, 2010).

Sun, Aryee and Law (2007) in their study noted that, HR practices were regarded by employees as a “personalised” commitment by the organization to their employees and they in turn reciprocate through positive attitudes and behaviour. This assertion has further been supported by more recent studies (Gong, *et al.*, 2010; Kuvvas, 2011; Shaw *et al.*, 2009) Studies suggest that HR practices affect organizational outcomes by shaping employee behaviours and attitudes (Kehoe & Wright, 2010; Zhang & Agarwal, 2009). Employee perceptions of HR practices have also been suggested as close predictors of individual attitudes and behaviours (Khilji & Wang, 2006; Nishii & Wright, 2008). Besides, it has been conceived by researchers that best practices would reduce the intention of employees to leave their organizations (Chang & Chang, 2008; Mudor & Tookson, 2011).

HRM practices may differ from one another with respect to organizations and countries as several researchers have attempted to identify the various HRM practices employed in different sectors. For instance, a study conducted by Katou (2008) to measure the impact of HRM practices (resourcing, involvement and job design, development, compensation and incentives) on organizational performance in the manufacturing sector of Greece concluded that there existed a partial mediation by business strategy on the relationship between HRM practices and organizational performance. This means that the business strategies adopted by an organization influences how HRM practices will affect organizational performance. Another study by Iqbal, Arif and Abbas (2011) which compared the HRM practices of public and private universities in Pakistan, found that HRM practices in public and private universities were significantly different from each other. It identified practices such as job definition, training and development, compensation, team work and employees participation as better in the public universities

than private universities and found only performance appraisal practices as better in the private universities than public sector universities.

Zulfqar, Sharif, Saeed and Niazi (2011) also conducted a study in the banking sector on the nature of relationship between HRM practices (compensation, performance evaluation, and promotion practices) and the employee perceived performance in the banking sector of Pakistan and discovered that, the employees' perceived performance and HRM practices have a positive and a significant relationship. A similar study by Majumder (2012) on bank employees was conducted to gain insight into the current HRM practices (recruitment and selection systems, compensation package, job security, career growth, training and development, management style, job design and responsibilities, reward and motivation and working environment) and its impact on employee's satisfaction on the private banking sector in Bangladesh revealed that most of the employees in the organization were dissatisfied with all the HRM practices that were studied.

Boselie *et al.* (2005) in a meta-analysis of 104 articles, identified 26 HR practices as important whilst other researchers have come up with varied views on the practices they view as important (Dessler, Griffiths & Lloyd-Walker, 2007; Jackson *et al.*, 2012; Mathis & Jackson, 2010; Nishii, Lepak & Schneider, 2008). However, there is a new theme in empirical literature on HRM, which seeks to examine outcomes of employees' attributions of HRM practices (Kehoe & Wright, 2010; Martin, 2011; Nishii *et al.*, 2008). Hussain and Rehman (2013) examined the relationship between the HRM practices implemented by the organization on employee's intention to stay/leave the organization. The result of the study indicated that HRM practices such as; person-organization fit, employment security, communication and training and development are strong contributors in employees' decision to stay/leave an organization

Further, strong positive inter-relationships were found to exist between HRM practices and employees' retention and a negative association with turnover (Moncarz, Zhao & Kay, 2009). Hence, turnover intention is not the sort of behavioural intent that should be allowed to fester among employees for a long time within an organization since it is conceived as being negatively associated with both HR practices (Firth, Mellor, Moore, & Loquet, 2007).

Kumar and Eng (2012) were of the opinion that an employee's intention to quit can be described as a psychological response to specific organizational conditions and practices which is characterized by a continuum of organizational withdrawal behaviours including: the intention to search for job elsewhere; the intention to quit, and behaviours such as absenteeism, tardiness, and actual turnover. The poor organizational practices were identified as non-competitive Rewards, high stress, poor working conditions, work monotony, poor supervision, poor fit between the employee and the job, inadequate training, poor communications among others (Jalil, 2009). Employees' turnover intention has been identified in prior empirical studies to spur many negative consequences on organizations. These adverse effects include loss of both tacit knowledge and social capital (Zhou, Long & Wang, 2009), cost of learning, reduced morale, pressure on other employees (Dess & Shaw, 2011), increased attrition, operation cost and cost of re-staffing, induction and training new staff (Amah, 2009; Ongori, 2007), tarnished image and declining productivity (Cohen & Golan, 2007; Park & Kim, 2009). Consequently, HRM practitioners (Khan, 2010; Kumar & Eng, 2012; Nickson, 2007) have been encouraged to adopt suitable HRM practices since these actions are demonstrated to influence employee turnover intention which is a very common outcome variable in HRM literature.

After reviewing the relevant literature on HRM practices, the focus of this study includes recruitment and selection, training and development and Rewards and benefits. This is because,

these three practices have been identified as crucial for shaping the behaviour of employees (Boselie *et al.*, 2005) and have therefore been studied quite frequently as single variables in turnover literature. Recruitment and selection practices operate before the employee enters the organization and influence the start of an employment relationship (Bambacas & Kulik, 2013). The other 2 practices shape the employment relationship after entry (Lee, Liu, Rousseau, Hui & Chen, 2011). Good recruitment and selection procedures from the onset are therefore fundamental to the enhancement of employee commitment and retention. The next section reviews previous work on the relationship between the individual HRM practices (Recruitment and Selection, Training and Development and Rewards and Benefits) and turnover intention.

2.2.1 Recruitment and Selection and Turnover Intention

Recruitment can be described as the process used to attract and create a pool of job candidates and the most suitable person for the job requirements will be selected for the job. Boella & Turner (2008) are of the view that the process of recruitment and selection usually starts with the production of the job specifications based on the job description and ends with the appointment of the successful applicant. The selection process then narrows down the application and choice of best candidates that meet all the requirements by going through several stages to get rid of unsuitable candidates. The recruitment process finally ends when the selected candidates are placed on the job for which they applied. Martin and Groves (2002) argued the need for more methods such as team interviews, peer involvement, work simulation, and role playing to help find the best candidates instead of relying solely on interviews by a single manager.

Hayes and Ninemeie (2009) stressed that organizations need not adopt best practices and formality in the selection process, not only because of government regulation, but also to enable a firm stay competitive, attract and retain good employees. This was because they regarded recruitment and selection as the source of best quality of skill set which would add value to the skills inventory of the organization. It is evident then that through the implementation of effective recruitment and selection strategies, satisfied employees can be retained and thus turnover intention reduced. This was further reinforced by other researchers (Appaw-Agbola, Afenyo-Dehlor, & Agbola, 2011; Mess, 2004; Rioux & Bernthal, 1999) who revealed that the objective of selective hiring activities is to recruit the right people to fill a vacant position and reduce voluntary turnover. In their study of employee turnover, Radzi, Ramley, Salehuddin and Jalis (2009) defined turnover intention as the “reflection of the possibility (subjective) that an individual will change his or her job within a certain time period”. A good recruitment and selection strategy would therefore provide a realistic picture of the job demands and conditions so as to prevent the occurrence of dissatisfaction after candidates are employed.

Almalki, FitzGerald and Clark (2012) suggested that turnover intention is useful in explaining the level of employees’ loyalty to their organizations because, once the feeling of quitting strikes an employee’s mind, the employee would start to portray work withdrawal behaviors such as lateness and absenteeism or job withdrawal behavior and intent to retire. It is therefore important for organizations to ensure that their HRM practices from the onset of the employment relationship with respect to their recruitment and selection strategies are excellent (Hannah, & Iverson, 2002). This has also been supported by a number of researchers that have identified turnover intention as having an association with negative work factors such as poor

organizational climate and perceptions of job insecurity and other counterproductive activities (Emberland & Rundmo, 2010; Mishra & Bhatnagar, 2010; Oluwafemi, 2010).

A section of these researchers have also identified potential causes for turnover to be related to the HRM practices of organizations (Altarawmneh & Al-Kilani, 2010; Guchait, 2007; Joarder, Yazam, & Ahmmed, 2011). It is evident that through the implementation of effective recruitment and selection strategies, satisfied employees can be retained, turnover intention, reduced and actual turnover reduced in organizations (Cameron, Miller & Frew, 2010). The work of researchers such as Sims (2007) and DiPietro and Condly (2007) reinforced this fact by offering some solution to employers in identifying and overcoming the factors that contribute to employee satisfaction right from the beginning of their recruitment and throughout their career. This implies that employees in the service sector, particularly hospitality, need to feel that they are a vital part of the business when they are recruited and, that they have a continuing commitment made to them by management throughout their whole career. Chew and Chan (2008) described recruitment and selection as being the first steps for pre-training. This means getting the individual who will want to invest his/her time in the training, as well as the job, and hopefully for a long period of time.

Management of organizations prefer well-performing employees to stay and underperforming employees to leave. However, it is precisely the former who will be more employable and have the best chance of finding new workplaces and would consequently, be particularly vulnerable to turnover intention. This further emphasizes that employable employees are more prone to turnover as indicated by Schyns, Torka, and Gössling (2007) in their study of turnover intention and preparedness for change. It is therefore important that organizations implement proper recruitment and selection processes to ensure that the right people are employed in the

organization and other practices put in place to ensure their continued stay with the organization (Haines, Jalette & Larose, 2010). Better employability can be a response by employees to the need to adapt to the changing labour market, which requires more flexibility on the employee's part (Radzi, Ramley, Salehuddin & Jalis, 2009). It is therefore critical for a more realistic, competitive and attractive employment package to be advertised during the recruitment process to attract and maintain the right people for the job.

Researchers have also opined that some of the experiences identified as contributing to attrition and high turnover levels are recognized through the development of the employment relationship between employer and employee (Cho & Erdem, 2006; DiPietro & Condly, 2007; Sims, 2007). The choice of appropriate staff in the tourism and hospitality industry is therefore very important because, a clear weakness in terms of a poor connection not identified by the employer in this phase could lead to higher turnover rates. Thus, it is apparent that different authors have indicated the existence of a relationship between recruitment and selection and turnover intention leading to actual turnover. Researchers (Almalki, *et al*, 2012) have also suggested that a thorough understanding of the employment relationship from the onset (recruitment) is critical in planning for training as well as reducing turnover intentions.

2.2.2 Training and Development and Turnover Intention

Training is described as the means of assisting employees to increase their knowledge, skills and abilities required to maintain their standard performance in the changing competitive environment (Joarder, Yazam & Ahmmed, 2011). It can therefore be labelled as an important indication of management's assurance of building a life-long relationship with the employees,

thus increasing retention and reducing turnover decision). Samuel and Chipunza, (2009) in their study identified three elements that every individual must have in order to effectively perform their duties and they are knowledge, skills, and attitudes. They also suggested that these elements can only be developed and improved through effective training in organizations. This means improved organizational productivity, greater organizational commitment and increased employee satisfaction and retention, are all benefits that can be obtained through training.

Chiang, Back and Canter (2005) in their study also discovered that training quality had a positive relationship with job satisfaction and thus increased an employee's intention to stay in the hotel industry. Hence, it is important for organizations to emphasize employee training since it has a significant effect on the retention of employees and a negative relation to turnover. Chang and Chang (2008) stated that providing training to employees also means giving them the opportunity to learn and increase their efficiency, and professional knowledge. Training does not only improve the employee's knowledge and skill, but also informs the manager about their employee's ability to perform their daily tasks. Therefore, the lack of training opportunities can lead to frustration and will be positively related to turnover intention (Choi & Dickson, 2010).

Employee training is a sign of management commitment to building a life-long relationship with the employees, consequently increasing retention and reducing turnover decision (Samuel & Chipunza, 2009). Training is one of the important ways through which individual employees are assisted to gain new knowledge and skills required to maintain their performance in the ever changing business environment. Success on the job therefore depends on the extent to which employees receive training to help them in their professional development. Moreover, research carried out by Chang and Chang (2008) showed that well trained employees enjoyed role clarity

and displayed less role conflict in the performance of duties and this enhanced job security and satisfaction. Scholars (Choi & Dickson, 2010; Jaworski, 2012) over the years have argued that, organizations that train their employees increase their employees' willingness to stay in the organization and this can be seen from the researches on training in recent times.

Training and development has been identified in the academic setting as one of the key components of human resource practices that has a significant effect on job satisfaction, which may in turn influence turnover decision (Martin, 2011). Consistent with this view, Jaworski (2012) and Pare & Trembley (2007) both argued that organizations that provide training to enhance the skills and competence of existing employees face lower turnover than organizations with no such activities for employee development. In reality, training and development helps to increase and enrich an individual's capability, and guides and supports employees to achieve long-term career development at work. A study by Hemdi and Nasuridin (2006) which focused only on growth opportunities (training and development, and career advancement) found that these growth opportunities influenced employees' intention to leave.

There are however some researchers who have a different viewpoint on the relationship between training and turnover. These researchers suggested that training and development may actually increase employee turnover (Haines *et al.*, 2010). This was because they believed training made employees more attractive to other organizations which in turn would result in them leaving their current workplaces. Consistent with this view, a prior comprehensive investigation on three different organizations in different sectors (telecommunication, manufacturing and transportation) by researchers found no significant relationship between employee training and development and turnover, and discovered there was no evidence of a turnover reducing effect of training (Batt, Alexander, Colvin, & Keefe, 2002; Lincoln & Kalleberg, 2006; Shaw *et al.*,

2009). Furthermore, another research on the US small business sector, strengthened this argument made by previous researchers about a non-existent association between training and turnover (Way, 2002).

There is still an absence of clear evidence concerning the nature of association between training and turnover over the years. Furunes (2005) however, stated that training needs to be aimed at desired results and changing someone's overall behavior especially towards work. The researcher in this study is however of the opinion that training is negatively related to turnover and therefore aligns herself with researchers who share the same opinion.

2.2.3 Rewards and Benefits and Turnover Intention

Rewards and Benefits are described as the cumulative financial and non-financial compensation employees receive in return for their services in an organization (Bergiel *et al*, 2009). It is regarded as one of the primary components of a human resource system and critical to organizational success. The total rewards system of an organization is therefore made up of both the rewards and benefits. Financial rewards consist of base pay (fixed) and incentive pay (variable). Nonfinancial rewards include fringe benefits, welfare packages, praise and recognition of which some are legally required. It is evident, though that, both financial and non-financial rewards are generally based on the value of the job, level of personal contributions, efforts and performance of employees. According to Namasivayam, Miao, and Zhao (2007) monetary rewards can be subdivided into:

1. Direct Rewards: It comprises salary and pay incentives such as bonuses and profit sharing.
2. Indirect Rewards: It includes benefits given to the employees such as health insurance and unemployment insurance.

Financial benefits usually referred to as pay is recognized as a potential antecedent of organizational commitment and intention to stay of employees, however, this may not always be sufficient (Ghazali, Nasyuki, Yi, & Ishak, 2012). There might be other inherent and extrinsic factors that may influence an employee's decision to remain with the employer. For instance, the perception of equity of pay might drive an employee out, but higher pay might not necessarily keep them. Consequently, Moncarz et al. (2009) posited that, a principal conviction in the use of Rewards is that, money has the ability to influence behaviour. Henceforth, employees are expected to remain with an organization when their work environment makes them feel that their capabilities, efforts and performance contributions are recognized and appreciated in terms of the benefits they receive.

Rewards systems have conventionally been intended to attract and retain employees and to motivate them to increase their effort and outputs toward the attainment of organizational goals (Chew, & Chan, 2008). Many organizations don't only use the rewards system to recognize employees' efforts and contributions, but also as a motivational tool (Bergiel *et al*, 2009) to improve employees' productivity and retention. Rewards are also important in aligning employees' interests with organizational goals. Outcomes of rewards have been studied and reported extensively in literature. For example, salary growth and other non-salary benefits provided to employees have a significant influence on turnover intention (Chew, & Chan, 2008). Several studies on productivity have also emphasized that organizations which are able to offer attractive reward packages to employees, might influence employees to remain with the organization (Chew & Chan, 2008; Johari *et al*, 2012). Contrarily, failure of organizations to provide equitable rewards and benefits would result in employees' displaying negative attitudes and unwillingness to stay with the organization.

A number of studies conducted have discovered the existence of a positive correlation between well-packaged reward systems and loyalty, satisfaction and performance of employees and an inverse relationship with turnover decision and actual turnover (Brownlee, Berthelsen & Segaran, 2009; Milkovich & Newman, 2005; Stone, 2005; Wertfein, Kofler & Stoll, 2009). These studies have also suggested that Rewards is important in influencing an individual's choice to work with an organization. However, Rewards should ensure both internal and external equity that is, it should be related to the relative worth of jobs by paying wages similar to those paid within the job market. Another study by Abeysekera (2007) which empirically evaluated six HR practices on marketing executives' intention to quit in Sri Lanka. Abeysekera (2007) concluded that marketing executives' intention to quit was negatively and significantly correlated with realistic job information, job analysis, rewards, and career development variables. It was evident from the results that Rewards was the strongest predictor of turnover intention. Hence, employees who perceive the HRM practices in their organization as positive are more committed to the organization and likely to remain with the organization. It is therefore evident that there is an inverse relationship between pay satisfaction, and employee turnover intention. Thus, pay satisfaction improves job performance, impedes turnover intention and increases career satisfaction as a whole.

The next section discusses previous works on job embeddedness and how it acts as a mediator in the relationship between HRM practices and turnover intention.

2.3 Job Embeddedness

Researchers have sought more recently to explore the mechanism through which HRM practices are linked to both individual and organizational outcomes (Alfes *et al.*, 2013). Granovetter (1985) in his well-known study introduced the concept of 'embeddedness' as a means to explain

how social relations (interpersonal interactions) influence economic actions of individuals. Building on this idea, Mitchell *et al* (2001) conceptualized ‘job embeddedness’ to explain how individuals relate to their workplace environments and as an effort aimed at improving traditional employee turnover models. Job embeddedness views an individual as part of a multifaceted web of relationships and attachments in an organization or community. Job embeddedness (JE) is therefore described as a broad collection of financial, psychological and social influences on employee retention (Zhang, Fried & Griffeth, 2012).

Job embeddedness has been revealed to foretell both turnover intention and voluntary turnover. Moreover, it explains statistically significant incremental variance over and above what is predicted by job satisfaction, organizational commitment, job alternatives, and job search (Felps, Mitchell, Hekman, Lee, Holtom, & Harman, 2009; Groysberg, 2008). According to Mitchell *et al.* (2001), Job embeddedness encompasses three dimensions: links, fit, and sacrifice. Links, fit and sacrifice are further categorized into two sub dimensions based on whether the influences occur on-the-job (organization) or off-the job (community). According to Tanova and Holtom (2008), job embeddedness, is theorized as influencing the decision to remain through the various level of links a person has to other individuals or happenings, the degree to which the person’s job and community are compatible with the other aspects of life, and the sacrifices a person would have to make in the process of parting with the work. The next three paragraphs explain the links, fit and sacrifice dimensions of job embeddedness.

2.3.1 Links

Links are defined as the formal or informal connections between a person, institutions, or other people (Hom, Rogers, Allen & Zhang, 2010). Links to the organization can be described as the

relationships that an individual has with the organization (people, groups, departments, work teams) and the relationships that the individual has with others at work (for instance, coworkers, superiors). The links to these entities are all classified under links to the organization whilst links to the community comprise the ties that individuals have in their communities especially with friends, relatives and organizations. It has also been suggested by researchers that the greater the number of links between an individual and the web and the more important those links are, the more a worker is bound to the job, the supervisor and entities in the organizations such as teams (Feeley, Hwang & Barnett , 2008)

2.3.2 Fit

Fit with an organization assesses self-perceptions of congruence with the job, organization and community (Ramesh & Gelfand, 2010). An individual's perception of their work in the organization and whether there exists a feeling of compatibility between what an individual wants to do or can do and what is actually being done. Fit with the community is the perception of suitability between an individual's concepts of the community that he/she would like to be a part of and the community what he/she actually live in. Researchers (Zhang, Fried & Griffeth, 2012) have opined that a person will consider how well he or she fits with aspects of the community and surrounding environment such as climate, weather conditions, religious beliefs, physical offerings in the form of housing and leisure (entertainment) activities. For fit in the organization, an individual is more concerned with how his/her personal values are reflected in the core values of the organization. It also describes how an individual accepts or rejects the corporate culture of the organization as a whole. Thus, for stronger ties to the organization or community there must exist a better fit.

2.3.3 Sacrifice

Sacrifice is described by Zhang, Fried and Griffeth (2012) as the perceived cost which can be psychological, social, or material of leaving one's organization and one's community. Perceived sacrifice associated with changing jobs focuses primarily on the tangible losses (familiar colleagues, interesting projects or benefits) that would be experienced if an individual left his/her job. Also, the community sacrifice dimension captures tangible losses (ease of commuting, good day care or membership of local club) involved if an employee contemplates leaving the community as a result of leaving the organization. Hence, the greater the sacrifice the stronger the feeling of staying with the organization.

Mitchell et al. (2001) provided evidence that job embeddedness, the construct they developed in their study, predicted employee turnover over and above the effects of gender, psychological factors (job satisfaction and commitment), and labour market factors (job search behaviours). This was later supported by Felps et al. (2009) and Joseph, Ng, Koh, and Ang (2007). Further evidence of the predictive power of job embeddedness was presented by Mallol, Holtom, and Lee (2007) where they discovered that irrespective of the systematic variation in the levels of job embeddedness, between US born and non-US born employees (pre-dominantly Hispanic) the construct as a whole predicted voluntary turnover for both groups.

Tanova and Holtom (2008) posited that each dimension of job embeddedness might have different degrees of importance for different individuals at different times or phases of their lives, however the extent of total embedding forces will have an influence on an employee's decision to leave. Hence, the more extensive the web of connections, the more lines that connect the many aspects of an individual's life. Thus, it can be conceived that a more intricate web will have a stronger influence on an individual who is considering making changes in one part of the

web because that change will affect many other features of the individual's life. Therefore, job embeddedness has a negative relationship with turnover intention and a positive link with intention to stay.

2.4 Job Embeddedness as a Mediating Factor

Some researchers have proposed a research direction which points to the fact that, though HRM practices may influence employees' intention to leave, the relationship might not be a direct one (Agarwala, 2003; Herrbach, Mignonac, Vandenberghe & Negrini, 2009; Meyer & Smith, 2000). This was later confirmed by Hemdi and Nasuridin (2006) when their study discovered that the relationship between employees' perceptions of HRM practices and behavioral intentions was mediated by employees' attitudes such as trust and organizational commitment and job satisfaction (Martin, 2011). The results of these studies found the existence of a mediating variable in the relationship between perceptions of HR practices and turnover intention. The HRM practices included in these studies were; recruitment and selection, Rewards and benefits, training and development, and supervision and evaluation. They also proposed a further systematic examination of the linkage of other organizational factors and the existence of other mediating factors such as job embeddedness.

According to Trevor and Nyberg (2008), the original focus of research on job embeddedness was to investigate its link with voluntary turnover. Consequently, a number of studies over the years have established the value of job embeddedness as a predictor of employee turnover (Allen, 2006; Crossley, Bennett, Jex, & Burnfield, 2007; Felps et al., 2009; Trevor & Nyberg, 2008). It has also been pointed out by researchers (Mitchell et al., 2001; Lee et al., 2004) that different HR practices impact on job embeddedness differently (Holtom et al. 2006; Tanova & Holtom, 2008) and may have a mediating effect on turnover intention as a result. Nevertheless, recent studies

have stretched its projecting nature to other organizational outcomes. For instance, Lee et al. (2004) in their work extended the theory of job embeddedness from turnover to other significant employee behaviors such as absenteeism, organizational citizenship behaviours and performance in organizations. The results of the study by Lee and his colleagues showed that off-the-job embeddedness was a significant predictor of employee turnover and willful absences. Fascinatingly, on-the-job embeddedness foretold both in-role and extra-role performance. This led to the conclusion that both on and off-the job embeddedness were vital in employees' decisions to stay or leave their jobs.

In addition, there is amassing evidence that job embeddedness has a mediating effect on both organizational level factors and individual level factors such as turnover, absenteeism, job performance and organizational citizenship behaviours (Aguinis 2009; Allen, Bryant & Vardaman, 2010; Kuvaas 2011). Sekiguchi, Burton and Sablynski (2008) validated job embeddedness as an essential intervening variable between perceptions of leader-member exchange employee performance and organizational citizenship behaviours and concluded that the need for employees to be embedded in their jobs for good organizational citizenship behaviours to exist. Similarly, Allen (2006) demonstrated how organizations using collective, fixed or investiture socialization tactics on employees produced higher embeddedness and lower turnover intentions. Consistent with the previous work of Halbesleben and Wheeler (2008), findings of Karatepe & Ngeche (2012) suggested that frontline employees of hotels who are embedded in their jobs stay in the organization and display high quality job performance. Hence, they concluded that job embeddedness partially mediates the relationship between work engagement and turnover intention.

Nishii, Lepak and Schneider (2008) were also of the view that, the extent to which an employer (organization) values and cares about its staff is reflected in the HR practices. These practices have been proposed to enhance staff attitudes such as job satisfaction and organizational commitment (Cho & Erdem, 2006; Riggle, Edmondson & Hansen, 2009; Tremblay, Cloutier, Simard, Che[^]nevert & Vandenberghe, 2010) by embedding employees (Bambacas & Kulik, 2013) to minimize turnover intentions (Griffeth, Steel, Allen, & Bryan, 2008; Bergiel *et al.*, 2009). In an investigation of the effect of four HR areas (Rewards, training and growth opportunities, supervisor support) and how they embed employees of a correctional facility Bergiel *et al.* (2009) concluded that job embeddedness had a full mediating effect on Rewards and growth opportunities on turnover intentions, and partially mediated the effects of supervisor support on turnover, but did not mediate effects of training.

Researches in recent times have emphasized the need for organizations to use HRM practices to embed their employees in their workplace (Bambacas & Bordia, 2009; Bambacas & Kulik, 2013; Brown, Hyatt & Benson, 2010). This is because studies have revealed that a tighter connection between employees and their organizations can deter intentions to leave (Bambacas & Kulik, 2013; Cheng & Cascio 2009; Whiting & Kline, 2007). It is assumed that different HRM practices therefore have the tendency to increase or lower the embeddedness of employees in the job through its different dimensions and finally affect their decisions to stay or leave the organization. Hom *et al.* (2009) also verified that job embeddedness mediated the effects of an employment relationship where the employer offered high inducements in exchange for high employee contributions on turnover intention of employees.

In summary, job embeddedness theory postulates that employees remain in organizations because they have a number of formal and informal networks with their coworkers and friends as

well as the desire to benefit from several opportunities in the organization or the community in which the employees are situated. Job embeddedness is therefore regarded as a construct that mediates the link between an individual's work and personal life. Empirically, it is evident that highly embedded employees may feel attached to their organizations, since they have good relationships with both their supervisors and coworkers in the workplace as well as with friends and other groups in the community which represents the link dimension of job embeddedness (Brown et al., 2010). Their personal values and career goals may fit the organizational culture and that of the community resulting in a tight connection to their organization which represents the fit dimension (Bambacas & Kulik, 2013). Finally, embedded employees may feel tied to their organization, since they will have to give up coworkers, colleagues, friends, or some benefits offered by the community which represents the sacrifice dimension when they decide to leave the organization. Good HRM practices will therefore ensure that employees are job embedded or socially enmeshed in the organization and thus will have lower levels of turnover intentions

2.5 Hypotheses

In view of the preceding discussion, it is expected that employees who perceive the HRM practices in their organizations as favourable or fair are likely to also be embedded in their jobs and social attachments and in turn have lower turnover intention in the workplace. Thus, I hypothesize the following:

H1: Job embeddedness will mediate the relationship between Recruitment and Selection and turnover intention.

H2: Job embeddedness will mediate the relationship between Training and Development and turnover intention.

H3: Job embeddedness will mediate the relationship between Rewards and Benefits and turnover intention.

H4: Job embeddedness will be negatively related to turnover intention.

2.6 Conceptual Framework

The conceptual framework of this study is built on the literature review, which encompasses the empirical and theoretical review. It is therefore conceptualized that each dimension of HRM practices has an influence on job embeddedness and turnover intention. Figure 1 depicts the research framework of this study.

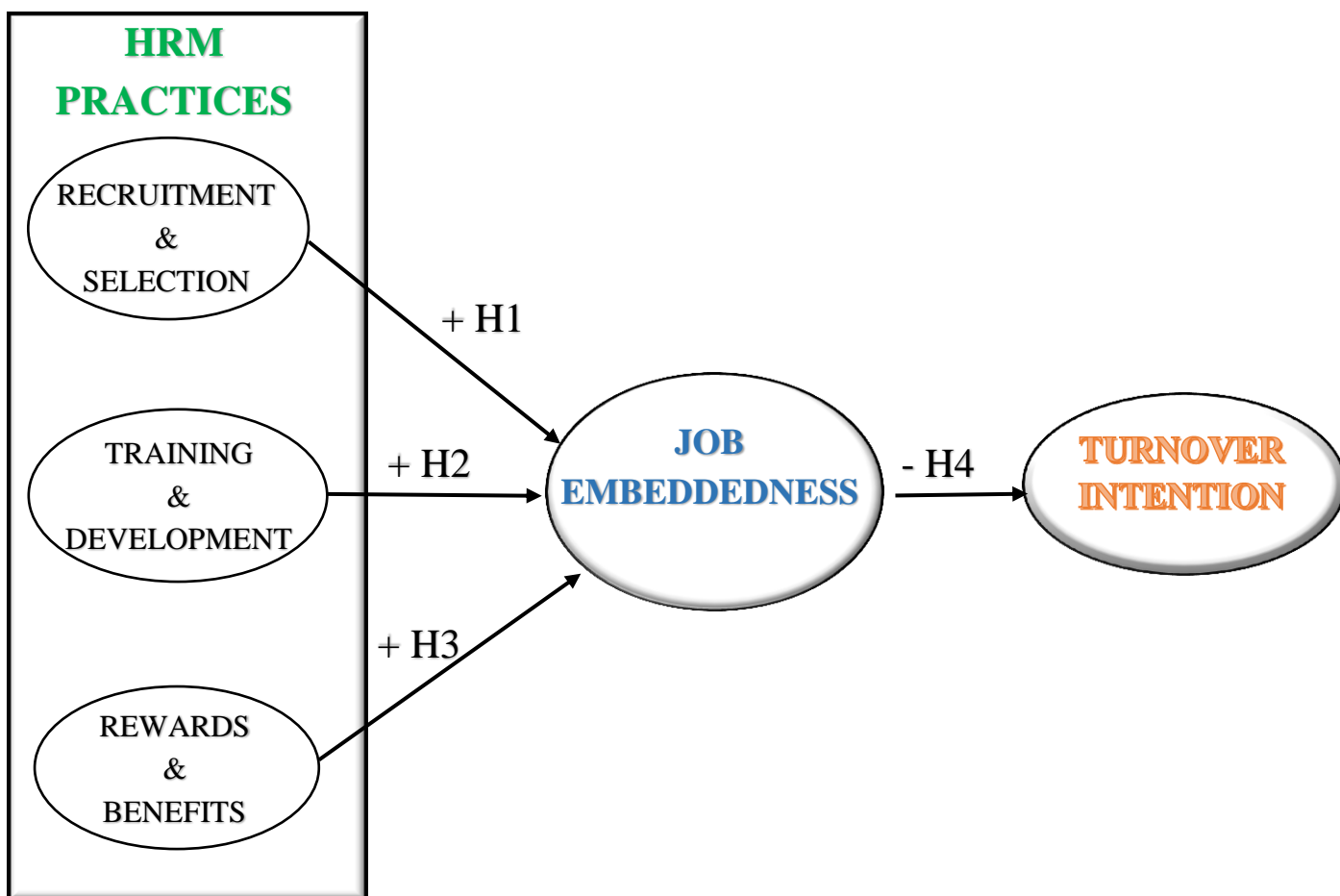


Figure 2. 1: Proposed Conceptual Framework

For ease of comprehension and measurement, the framework above shows that Turnover Intention (TI) is influenced by three (3) main HRM practices. The HRM practices include; Recruitment and Selection (RnS), Training and Development (TnD) and Rewards and Benefits (RnB). However, this relationship is also mediated by Job Embeddedness (JE). The HR practices are categorized as the independent variables, JE as the mediating variable and TI labeled as the dependent variable. The proposed framework also seeks to describe the hypothesized relationships between the variables. It is hypothesized that there exists a positive relationship between the three HR practices and Job embeddedness whilst there exists a negative relationship between the three HR practices and Turnover intention. It further hypothesizes that there exists a mediating effect of job Embeddedness on the relationship between HR practices and turnover intention.

2.8 Conclusion

The review of the literature on HRM practices has shown that organizations have to implement innovative HRM practices to effectively manage their human resources. It is therefore evident that organizations which implement practices with dedication, continue to stay ahead of competition. This is because such practices affect other organizational variables such as competitive advantage, commitment, financial performance, job satisfaction, service quality, turnover among others in a positive manner and embeds employees in their jobs which leads to overall corporate performance. HR practitioners of hotels must endeavour to implement effective practices to embed their employees in the organization in order to reduce the persistent problem of turnover.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter is concerned with the description of the method and the various procedures and processes that were employed to collect empirical data as well as the method of analysis employed in this study. This section is divided into seven sub-sections namely; research design, study area, population, sample and sampling procedure, instrumentation, limitations data collection procedure, data analysis highlighting the statistical techniques to test the hypotheses.

3.1 Research design

This study is basically an exploratory and cross-sectional survey. Exploratory studies have been identified as a valuable means of seeking new insights to assess phenomena in a new light (Robson, 2002). Babbie (2006) has also suggested the cross sectional design as suitable for making generalizations from a sample to a population as well as facilitating inferences to be made from the sample. Thus, this design is seen to be the most appropriate in undertaking this study, which examines how job embeddedness mediates the relationship between human resource management practices and turnover intention in the hotel industry in Ghana. The positivist research paradigm is also employed in this study since it assumes that social reality is made up of objective facts that can be measured and tested with statistical methods (Neuman, 2007).

3.2 The Hotel Industry

Hospitality organizations have been proposed as being in a reasonably unique position of possessing the ability to bridge two worlds; the domestic(residence) and the commercial (business) as they deliver their services (Crick & Spencer, 2010). Hotels are described as

basically offering lodging capacities with the highest possible comfort and quality, without compromise. Hotels often provide other services within their facilities such as; conference activities, cultural activities, exhibitions, educational services, entertainment, food and beverages, and training events. However, lodging is their main source of income (Stipanuk, 2012) and rooms for visitors account for between 65% and 80% of the total hotel space (Bohdanowicz, 2008).

Oxford Dictionary of English (2012) defines, a “hotel” as an establishment that provides accommodation and other services for travelers and tourists. The first ever hotel opened in was the Tremont hotel in Boston, in the US, in 1829 (Schonwalder, 2014). There are two basic types of hotels based on the number of services provided and these are:

1. Full-service hotels which offer full service around the clock, seven days a week. These services include on premise restaurant services, educational services and entertainment services.
2. Limited-service hotels which have no on premise restaurants and provide only limited guest services.

The hotel industry in Ghana is growing and employs a considerable number of workers (Hiamey, 2012), but its inability to retain a considerable number of them for a lengthy period of time is disturbing (Mensah, 2009). This is deemed consistent with happenings in the industry all over the world. High hotel employee turnover remains a pressing issue in many parts of the world (Altarawmneh & al-Kilani, 2010; Barrows & Ridout, 2010; Moncarz *et al.*, 2009). Chalkiti and Sigala (2010) revealed that when high performers leave organizations voluntarily the turnover effect lowers the productivity of the continuing workforce. This is because the immediate effect of turnover is the pressure of more work on the remaining employees as a result of the absence

until a replacement is made (Karatepe, 2009). Yet, customers must not be affected by these happenings and still receive the level of service they expect irrespective of the internal happenings. It is therefore important for the hotel industry to employ good HRM practices to ensure that standards are maintained.

Several rating systems exist worldwide, for hotels, these include the “Star Rating” which is popular in Europe and some parts of Africa and the Diamond system popular in the Americas. The European rating system rates hotels using a scale of one to four (1 – 4). The American Automobile Association (AAA) uses the Diamond System, which grades on a scale of one to five (1 – 5). Ghana adopts the “Star Rating” system which is based on the comfort, creativity, facilities, overall standard and the services available in the hotels. In the “Star Rating”, all hotels are first inspected, rated and duly licensed by the Ghana Tourist Authority (GTA). After an inspection by the GTA which is done annually, hotels are rated according to the one-to-five (1-5) star system, with one- star being the minimum standard compliance in terms of overall standard, facilities and services available and five-star being the highest rating. A star rated hotel is therefore, a hotel that has been duly inspected and rated by the Ghana Tourism Authority.

Commercial accommodation distribution in Ghana is spatially skewed with the Accra Metropolis enjoying the lion’s share (GTA, 2014) in terms of the concentration of all the categories of hotels that can be found in Ghana. Nevertheless, the Cape Coast and Elmina area have the largest number of hospitality facilities. For instance, as at 2009/2010 the GTA (2014) indicated that out of the one hundred and twenty (120) licensed hotels in the Central Region, thirty (30) of them were in Cape Coast and ten (10) in Elmina. This has been attributed to the fact that that area has some of the best well known tourist attractions that serve as the pull factor mainly for both domestic and international tourists and led to the increase in accommodation facilities.

3.3 Study Area

The research area covers the Greater Accra Region of Ghana. This region was selected because commercial accommodation distribution in Ghana is spatially skewed with the Accra Metropolis enjoying the lion's share (GTA, 2014). It has the highest concentration of all the categories of hotels that can be found in Ghana and serves as the pull factor mainly for international tourists visiting the country. Of the four hundred and forty-one (441) licensed hotels (excluding guest houses) in Ghana as at December 2013, there are one hundred and eighty-eight (188) in the Greater Accra Region.

3.4 Population, Sample and Sampling Procedure

The target population for the study consisted of all employees in the hotel industry in the Greater Accra Region of Ghana. For the sampling technique, three (3) different techniques were employed in a systematic manner. The first is the stratified sampling technique which was employed because the hotels in the industry have already been classified into 5 different strata (that is, 5 star, 4 star, 3star, 2star and 1 star hotels). The second technique is the purposive sampling technique which was used to select particular hotels from the various strata that was used in the study. In all, 45 hotels were sampled for the study in the Greater Accra region of Ghana. Finally, the convenience sampling technique was adopted to sample the employees in the selected hotels. For efficiency, selection of the sample size was based on Krejcie and Morgan (1970) sample size determination table which gave a sample size of three hundred and fifty-four (354) from a population of one thousand six hundred and sixty (1660). On the basis of the above expositions, four hundred (400) respondents (non-managerial employees) were sampled from the 45 hotels. Four hundred (400) respondents were sampled to take care of questionnaires which

might not be returned so that the least number to be used in the sample which is three hundred and fifty-four can still be attained

3.5 Instrumentation

The main instrument used for the data collection was a structured questionnaire which has been suggested as an easier approach to collect data (Haque & Taher, 2008; Yu & Egri, 2005) for effective factual information (Paul & Anantharaman, 2004). The use of a questionnaire also allows for unbiased information since data given by respondents is with limited interference on the part of the research person.

The questionnaire was divided into four distinct sections. The first part of the questionnaire sought to ask respondents about the HRM practices under study. The second and third parts required respondents to answer questions related to turnover intention and job embeddedness respectively. The fourth part sought respondents to provide demographic data such as age, sex, number of years spent in an institution and the position occupied in the hotel.

Thus, the questionnaire was structured using the Likert format with a four-point response scale which is a diversion from the common scale of five-point. This was done to aid easy analysis of data and to avoid respondents taking a neutral stance. Respondents were required to indicate the extent to which they agreed or disagreed with a statement. The questionnaire aimed at measuring the key independent variables: (recruitment and selection, training, rewards and benefits), turnover intention the dependent variable and job embeddedness as the mediating variable.

3.5.1 Measurement of Variables

A self-administrated questionnaire was constructed based on previous studies to measure the mediating effect of job embeddedness on HRM practices and employees' turnover intentions in the Ghanaian hotel sector. Thus, the set of items was structured using the Responses to selection items were elicited on a four-point Likert scale ranging from 1 = "*strongly agree*" to 4 = "*strongly disagree*" and few open-ended items. HRM practices were measured with an 11-item scale adapted from Khatri (2000) to assess employee perception about three HRM practices. Recruitment and Selection was measured using 3-items. Training was measured with four items. Rewards and benefits was also measured with four items. Turnover intention was measured using a three-item scale developed by Boshoff and Allen (2000). This study adapted a twelve-item scale from the composite measure developed by Mitchell et al. (2001) to measure Job Embeddedness.

3.5.2 Pre-testing of Instrument

According to Bell (2005, p. 147), "however pressed for time you are, do your best to give the questionnaire a trial run, as without a trial run, you have no way of knowing whether your questionnaire will succeed". Ruxton and Colgrave (2006) posited that, a pilot study can reveal deficiencies in the design of a proposed experiment or procedure and these deficiencies can then be addressed before time and resources are expended on large scale studies. To enhance the reliability and validity of the questionnaire, an initial pilot study was conducted on twenty employees of Elmina Beach Resort, a hotel in Cape Coast.

3.5.3 Reliability

TABLE 1: RESULTS OF PRETEST

ITEM	NUMBER OF ITEMS	CRONBACH'S ALPHA	COMPOSITE RELIABILITY	AVE
<i>RECRUITMENT AND SELECTION (RnS)</i>	3	0.7785	0.8167	0.6008
<i>TRAINING AND DEVELOPMENT (TnD)</i>	4	0.7496	0.8461	0.7509
<i>REWARDS AND BENEFITS (RnB)</i>	4	0.8772	0.9155	0.7309
<i>TURNOVER INTENTION (TI)</i>	3	0.8101	0.8865	0.724
<i>JOB EMBEDDEDNESS (JE)</i>	12	0.8569	0.8791	0.5225

Before applying statistical tools, testing of the reliability of the scale is very much important as it shows the extent to which a scale produces consistent result if measurements were made repeatedly (Absar, Azim, Balasundaram & Akhter, 2010). This is done by determining the association in between scores obtained from different administrations of the scales. If the association is high, the scale yields consistent results, thus it is reliable. Cronbach's alpha is the most widely used method. It may be mentioned that its value varies from 0 to 1 but the satisfactory value is required to be more than 0.6 for the scale to be reliable (Cronbach, 1951; Malhotra, 2000).

PLS however prioritizes indicators according to their reliability, resulting in a more reliable composite. According to Henseler, Ringle and Sinkovics (2009), Cronbach's provides a severe underestimation of the internal consistency reliability of latent variables in PLS path models, and suggested the application of a different measure, the composite reliability. The composite reliability takes into account that indicators have different loadings, and can be interpreted in the same way as Cronbach's (Goetz, Liehr-Gobbers & Krafft, 2009). In the present study, both the

Cronbach alpha and the composite reliability scale were adopted as measures of reliability. In order to ensure the reliability of the instrument, the instrument was pre-tested by administering it to 20 selected workers at random at the Elmina Beach Resort in Elmina who gave responses to items in the questionnaire. These responses were then analysed using SmartPLS software for structural equation modelling and results checked again for its reliability by comparing the reliability values with the standard value of 0.7 advocated for reliability (Malhotra, 2000; Goetz, Liehr-Gobbers & Krafft, 2009).

3.5.4 Validity

A data-gathering instrument should measure what it is supposed to measure thus, it should be valid. As such, the content validity of the questionnaire was checked by careful examination. The research instruments were given to supervisors of this dissertation who then used their expertise to validate the content and construct of the questionnaire. Convergent validity is also another measure for validity. It signifies that a set of indicators represents one and the same underlying construct. An Average Value Extracted (AVE) value of at least 0.5 indicates sufficient convergent validity, meaning that a latent variable is able to explain more than half of the variance of its indicators on average (Goetz, Liehr-Gobbers, & Krafft, 2009)

3.6 Data Collection Procedure

A questionnaire was used in this study to collect data since the selected institutions were easily accessible, copies of the questionnaire were delivered to respondents by hand. A prior arrangement was made with management with a cover letter explaining the purpose of the study before the administration of the questionnaires. Employees were informed that the purpose of the exercise was to assess their feelings and thoughts on the effect of human resource management

practices on quit intentions as well as how job embeddedness influenced their decisions. Informed consent was obtained from respondents and they were also assured confidentiality of any information they provided. A total of 400 copies of the questionnaire were distributed and left with respondents for between two to four weeks according to respondent's convenient time and respondents were allowed to supply the needed information.

The survey questionnaire method was chosen for data collection because a large sample size was considered for the study and it has been suggested as useful in collecting data from a large number of individuals in a relatively short period of time and at better cost (Joarder, Sharif & Ahmmed, 2011). Besides, Zikmund (2003) and Ashraf and Joarder (2010) also argued that, the survey method provided a quick means of assessing information from respondents at their own time without necessarily affecting their workplace productivity.

3.7 Ethical Consideration

The researcher provided a letter to participants explaining the study to overcome their reservations about providing sensitive and confidential information. Participants were assured of the privacy of their information, and that their identities would not be revealed. It was made clear that their contribution was voluntary and they had full authority to refuse or to withdraw if they changed their mind about participating.

3.8 Data analysis

In the present study, each questionnaire was given a code number to facilitate easy identification and fed into the computer using Statistical Package for Service Solution (SPSS) Version 20 and later exported into the Smart PLS Structural Equation Modelling (SEM) software. The results were presented using simple descriptive statistics to describe the data including means, standard deviations, frequencies, and percentages to make inferences concerning the research questions

applicability to the study population in the form of charts and tables. The Smart PLS SEM was then used to explain and predict the relationship between the variables under study. This was done by first specifying a model, then assessing the model fit after the parameters in the model were estimated. The model was then specified (since a model was specified before testing) to make it meaningful and the results presented for interpretation.

According to Byrne (2010), SEM is a robust collection of multivariate analysis techniques which specifies the relationships between variables using two main equations: measurement equation and structural equations. The measurement equations test the accuracy of the proposed measurements through the assessment of relationships between latent variables and their respective indicators. The structural equations on the other hand, assesses the hypothesized relationships between the latent variables and allows for statistical testing of the hypotheses for the study. In addition, SEM considers the modelling of correlated error terms, correlated independents, interactions, measurement error, nonlinearities and multiple latent independents each measured by multiple indicators (de Carvalho & Chima, 2014).

The traditional regression based approaches which were primarily used before SEM were unable to postulate a complex model structure which could represent the complexities of the multivariate world which was being studied (Jang & Lin, 2008). For instance, in the case of moderating and mediating variables in a study, the relationship may consist of multiple dependent and independent variables or a dependent variable which may act as independent variable simultaneously. Unlike conventional analysis, SEM allows for the inclusion of latent variables in the analyses as well as the use of confirmatory factor analysis to reduce measurement error (Hatcher, 2005; Kline, 2005). It also has the capacity to test overall models rather than coefficients individually and allows for analyses of relationships among multiple

independent and dependent constructs simultaneously (Gefen, Straub & Boudreau, 2000). These characteristics have led to the increased usage of SEM in various disciplines of social science research in recent years (Allen, & Shanock, 2013; Cheung, Myers, Mentzer, 2010; Zhang & Agarwal, 2009).

In order to apply SEM, there are two (2) main approaches that exist and they are; the Variance based approach and the Covariance based approach (CBSEM). The most prominent technique used in the variance based approach is the Partial Least Squares (PLS) path modelling whilst CALIS, EQS, AMOS, ANN, and LISREL are all software programmes that can be used in the CBSEM approach (de Carvalho & Chima, 2014). This study, however employed the PLS method because it is prediction oriented (Vinzi, Trinchera, Amato, 2010), non-parametric, ability to model both formative and reflective measures and also its suitability for small sample sizes (Chin & Newsted, 2000; Hair, Hult, Ringle & Sardstedt, 2014).

3.8.1 The Nature of PLS Path Models

The PLS path model developed by Wold (1982) is a variance based approach to structural equations modelling. PLS is distribution free, and is a powerful instrument for analyzing small samples (Nijssen & Douglas, 2008). According to Diamantopoulos and Winklhofer (2001), PLS path modeling algorithm also allows for the computation of cause–effect relationship models that employ both reflective and formative measurement models. As an analytical tool, it is formally defined by two sets of linear equations: the inner model and the outer model (Henseler, Ringle, & Sinkovics, 2009) these would have been described as structural and measurement models in CBSEM. The inner model specifies the relationships between unobserved or latent variables, whereas the outer model specifies the relationships between a latent variable and its observed (manifest) variables. Sarkar, Echambadi, Cavusgil, and Aulakh, (2001) opined that the PLS path

modeling approach calculated the latent variable scores as exact linear combinations of the observed measures and indicate the causal relationships with significant effect.

3.9 Limitations to Data Collection

The study had some limitations. For instance, determining the exact number of employees in the study area was a problem. This was because, data and information storage in the hotel industry in Ghana is a major challenge. There is also, competition in the hotel industry in Ghana, and therefore, vital and relevant information was difficult to come by from employees due to confidentiality and job security issues. However, respondents were referred to the confidentiality statement in the questionnaire as well as the assurance of anonymity dispelled their fears. Some respondents also demanded compensation for giving information and were reluctant to participate. Careful persuasions and education on the objectives of the study convinced them to participate fully in the exercise.

3.10 Conclusion

This chapter discussed the methodology of the study, which involved the mode of data collection and the analysis procedure undertaken. The targeted population of the study was mainly employees of hotels in the Greater Accra Region and the stratified, purposive and convenience sampling techniques were used to sample the population. It also highlighted how data was analyzed using measures of central tendencies (means), percentages and SEM analysis to find the relation between the independent variables, mediating variable and the dependent variable. The next chapter would discuss the results of the data analysis in detail.

CHAPTER FOUR

DATA ANALYSES AND DISCUSSION OF FINDINGS

4.0 Introduction

This section of the research discusses the results of the analyzed data collected from the field. The discussion makes use of tables, graphs and charts. The order of presentation in this chapter includes demographics of the respondents and description and inferential exposition of the objectives of the study.

4.1 Background Issues

The purpose of the study is to examine whether job embeddedness mediates the relationship between employees' perception of HRM practices and Turnover Intention in the hotel industry of Ghana. Forty-five (45) Hotels were used in the study with Four hundred respondents were sampled, but only 363 responded given a response rate of 90.75%. The 363 respondents used for the study were made up of employees from eleven (11) one star hotels, twenty-three (23) two star hotels, seven (7) three star hotels, three (3) four star hotels and one (1) five star hotel. Prior to the analysis, the responses from the questionnaire were examined, through the SPSS statistical package, to check for accuracy of the data entry, missing values and outliers.

Demographic characteristics of respondents were analyzed using the IBM SPSS Statistics version 20 software, whereas the relationships between the main variables were tested using the SmartPLS 2.0 M3 software. Correlation coefficients were used to find the relationship between the independent variables (Recruitment and Selection, Training and Development, Rewards and Benefits), the mediator (Job Embeddedness) and the dependent variable (Turnover Intention).

4.2 Demographic Characteristics of Respondents

The demographic characteristics of the employees of hotels were used to depict the type of manpower employed in the various hotels. The analysis includes: sex, age and educational background. Relative to sex, 4 of the respondents did not indicate their sex. Similarly, 3 of the respondents did not state their age.

Table 4. 1: Sex of Respondents

Sex	Frequency	Percentage
Male	185	51.5
Female	174	48.5
Total	359	100

(Source: Fieldwork, 2015)

From table 4.1 above, the majority of respondents were males (52.1%) and (47.9%) females. It is generally believed that in Africa and other parts of world, sex-role stereotyping exists and this role often permeates into places of work (Aderemi, Hassan, Siyanbola, & Taiwo, 2009). To this extent, certain roles in establishments such as the hospitality are “reserved” for women whilst others are given to men. However, the introduction of professionalism in the hospitality industry is changing this stereotyping. This is evident from the table above where the males outnumber the females in the hotel industry.

Table 4. 2: Age of Respondents

Age	Frequency	Percentage
18-30	220	61.1
31-40	113	31.4
41-50	20	5.6
51-60	7	1.9
Total	360	100

(Source: Fieldwork, 2015)

With regard to the ages of employees of the hotels in the Greater Accra region, the result revealed that majority 220 (60.9%) and 116 (31.9%) were in the age ranges of 18 – 30 and 31 – 40 respectively. This shows that 336 (92.8%) of the respondents are young and aging between 18 and 40 years. However, only 7 (1.9%) of the employees were above 50 years. This implies that employees in the hotel industry are relatively young.

Relative to the Matching theory, Henneberger and Souza-Poza (2002) argued that younger employees tend to change their employment more often for alternative lucrative ones, since they are experiencing an experimental phase at the beginning of their professional life. It is therefore important that hotel managers develop ways to motivate their staff and keep them committed to their organizations so as to decrease turnover intention and actual quitting (Cohen and Golan 2007). Munasinghe and Sigman (2004) also examined longitudinal wage data and found that the young, when dissatisfied, were more likely to search for other jobs, whereas older workers were

more likely to be “involved in firm specific investments” it is however worth noting that, young employees are also very good in carrying out certain jobs than the older counterparts.

Table 4. 3: Educational Background of Respondent

Educational Qualification	Frequency	Percentage
No Formal Education	2	0.6
Basic	47	12.9
Secondary	92	25.3
Diploma	84	23.1
Professional Certificate	39	10.7
Bachelor’s Degree	82	22.6
Postgraduate	17	4.7
Total	363	100

(Source: Fieldwork, 2015)

In terms of education, the study found that only 2 (0.6%) of the respondents had no formal education, while 47 (12.9%) had basic education, 92 (25.3%) had secondary education, 92 (25.3%). And that the level of education has a positive effect on the probability of job mobility since a higher education is often associated with better labour-market alternatives (Royalty, 1998). It is worth noting that 23.1%, 10.7%, 22.6% and 4.7% of the respondents possessed diplomas, professional certificates, bachelors and postgraduate degrees respectively.

4.3 Structural Equation Modelling

The two-step structural equation modelling approach was adopted for this study: a measurement model and a structural one as suggested by researchers (Shah & Goldstein, 2006; Cheng, 2014). These multiple-indicator models were estimated by the maximum likelihood method using the SmartPLS 2.0 M3 software package. The variables employed in this study include Recruitment and Selection (R&S), Training and Development (T&D), Rewards and Benefits (R&B) as HRM practices, Job Embeddedness (JE) and Turnover Intention (TI).

4.3.1 Reflective and Formative Measurement Models

Structural equation models usually involve latent variables with multiple indicators. The measurement model or outer model specifies the relationship between indicators and latent variables. The direction of path relationships of the measurement model (that is the causality between the latent variable and its indicators) is either described by a reflective or a formative model. The reflective measurement model has its roots in classical test theory and psychometrics (Henseler, Ringle & Sinkovics, 2009). Each indicator is said to represent or reflect certain characteristics of the latent variable. The direction of causality is from the construct to the indicators; thus, observed measures are assumed to reflect variation in the latent variable. In other words, changes in the construct are expected to be manifested in changes in all of its indicators (Edwards, & Bagozzi, 2000; Howell, Breivik & Wilcox, 2007a; 2007b).

In a formative model, however, for instance, in the early stages of model development, it is proper to determine causality from the measures to the construct, rather than vice versa (Henseler *et al.*, 2009). This kind of situation represents a formative measurement model, which is adequate when a construct is defined as a combination of its indicators (Diamantopoulos, 2006).

For the purposes of this study, both HRM practices and Turnover Intention were treated as reflective constructs whilst Job Embeddedness was modelled as a formative construct. This means since Job Embeddedness is a formative scale, it does not require standard psychometric tests (Crossley, Bennett, Jex & Burnfield, 2007). PLS path modeling does not provide any global goodness-of-fit criterion. As a consequence, Chin (1998) put forward a set of criteria to assess partial model structures. The goodness of fit of the full measurement model is evaluated by testing for the composite reliability, convergent and discriminant validity.

4.4 Assessment of Model Fit

Model assessment concentrates on the measurement model which is defined as the mapping of measures on theoretical constructs. It involves the identification of estimates (correlations) between the variables. A systematic assessment, reveals the measurement reliability and validity of PLS estimates, according to certain criteria that are associated with formative and reflective models. It must be noted, though, that while the terms “reflective” and “formative” constructs refer to latent variables that are measured with reflective or formative indicators, “frankly speaking, it is the (observable) measures (the indicators) that are being modeled as reflective or formative and not the (unobservable) constructs as such”(Diamantopoulos, 2006, p. 15). The structural model, however establishes the correlation links between theoretical variables. For the structural model to be interpreted, the measurement model must first be established as fit.

4.4.1 Measurement of Formative Constructs

Formative constructs are measured differently from reflective constructs, since they only require consideration on whether an indicator should be added to the index. Job embeddedness is measured primarily as a formative construct based on literature (Crossley, Bennett, Jex, & Burnfield, 2007; Mitchell *et al.*, 2001). This is because it is formed from a combination of three

components (links, fit and sacrifice) which are all as a result of a blend of certain indicators. The table below shows the metrics used for its testing:

Table 4. 4: Measurement Properties of Formative constructs

Construct	Indicator	Weight	Tolerance Value	VIF
Job Embeddedness	JE1	-0.0668	0.971	1.030
	JE2	0.1888	0.703	1.533
	JE3	0.1393	0.919	1.042
	JE4	-0.03	0.970	1.346
	JE5	0.5193	0.588	1.423
	JE6	-0.0503	0.644	1.088
	JE7	0.03	0.960	1.031
	JE8	0.5821	0.735	1.702
	JE9	0.7585	0.664	1.553
	JE10	-0.1052	0.652	1.042
	JE11	0.1115	0.960	1.360
	JE12	0.7362	0.743	1.507

The table above shows the indicator weight, tolerance value and the VIF for the formative construct. For the weight, the underlying theory suggests that each indicator should be greater than 0.10 (Andreev, Heart, Maoz & Pliskin, 2009) for it to have a good impact. The weights describe the impact of each indicator on the formative construct. Thus, a higher weight value indicates a higher impact of the indicator on the formative construct. Finally, the tolerance level and VIF values are used to test for the collinearity of indicators. Tolerance values of greater than

0.20 and VIF values of less than 5 indicate a lower occurrence of multicollinearity within the construct (Hair, Ringle & Sarstedt, 2011).

General validity criteria for formative constructs dictates that items which are not significant, should not be deleted, but maintained (Henseler, *et al.*, 2009). Thus, formative indicators should never be rejected merely on the foundation of statistical outcomes because such decisions may significantly alter the content of the formative index (Jarvis, MacKenzie & Podsakoff, 2003). Therefore, both significant and insignificant formative indicators in the measurement model as long as this is conceptually justified.

4.4.2 Measurement of Reflective Constructs

Table 4.5: Test for Reliability and Convergent Validity

ITEM	NUMBER OF INDICATORS	CONSTRUCT LOADINGS	AVE	COMPOSITE RELIABILITY
RnS	3(3)	0.669 – 0.846	0.5484	0.7827
TnD	2(4)	0.651 – 0.923	0.6377	0.773
RnB	3(4)	0.821 – 0.845	0.697	0.874
TI	3(3)	0.763 – 0.813	0.669	0.858

(Source: Fieldwork, 2015)

Table 4.5 above, provides information on the number of indicators, construct loadings, Average Variance Extracted (AVE) and composite reliability. The composite reliability measures internal consistency and is interpreted like a Cronbach's alpha. A composite reliability of 0.7 or greater is considered acceptable (Henseler *et al.*, 2009). From the table above, we can conclude that the

measurements are reliable. For the convergent validity, it is suggested that the AVE should be greater than 0.5 to indicate that on average, the latent variable is able to explain more than half of the variance of its indicators (Henseler *et al.*, 2009).

Table 4. 6: Discriminant Validity of Constructs

ITEM	Mean	SD	JE	RnB	RnS	TI	TnD
JE	2.026	0.502	1				
RnB	2.508	0.752	0.585**	0.835			
RnS	2.087	0.674	0.511**	0.380**	0.741		
TI	2.243	0.782	-0.421**	-0.384**	-0.314**	0.818	
TnD	2.252	0.780	0.348**	0.296**	0.446**	-0.168**	0.799

** Correlation is significant at the 0.01 level (2-tailed).

Note: Diagonals in bold and italics represent the square root of the AVE extracted for respective variables, while other entries represent the square correlations between variables.

SD represents the standard deviation.

Discriminant validity was also tested by ensuring that the AVE of each latent variable is greater than the squared correlations with all the other latent variables as proposed by Fornell and Larcker (1981). The cross loading approach was also employed to ensure discriminant validity by eliminating the indicators of latent variables which were less than at least one of its cross loadings. Three (3) indicators did not achieve discriminant validity and therefore had to be reviewed. Accordingly, this called for a revision of the indicator variables used in the original measurement model to provide an acceptable fit to the data.

4.5 Hypotheses Testing

The following hypotheses were proposed to be tested in this study:

H1: Job embeddedness will mediate the relationship between Recruitment and Selection and Turnover Intention.

H2: Job embeddedness will mediate the relationship between Training and Development and Turnover Intention.

H3: Job embeddedness will mediate the relationship between Rewards and Turnover Intention.

H4: Job embeddedness will be negatively related to Turnover Intention.

Even though, there was no relationship hypothesized between the HRM practices and Turnover Intention it was an implied hypothesis which had to be established before any test on mediation could be carried out (Zhao, Lynch & Chen, 2010). For this reason, the relationship between the HRM practices (Recruitment and Selection, Training and Development, Rewards and Benefits) and Turnover Intention was tested. Paths were specified between each of the three HRM practices and Turnover Intention and all paths were tested at a 5 percent significance level. The table below reveals the results of the test on the relationships:

Table 4. 7: Relationship between HRM Practices and Turnover Intention

ITEM	Correlation Coefficient (β)	Mean	R ²	STDEV	STERR	T Statistics	P-Value
RnS->TI	-0.13	-0.14	0.22	0.06	0.06	2.31	0.022
TnD->TI	-0.18	-0.19		0.07	0.07	2.53	0.012
RnB->TI	-0.31	-0.31		0.06	0.06	5.20	0.000

Note: STDEV represents standard deviation and STERR represents standard error.

The specified paths illustrated the direct effect of the HRM practices on Turnover Intention. It was revealed that Recruitment and Selection ($\beta = -0.13$, $t = 2.31$), Training and Development ($\beta = -0.18$, $t = 2.53$), and Rewards and Benefits ($\beta = -0.31$, $t = 5.20$) all had a significant negative association with Turnover Intention at a 5 percent significance levels. This is evident from table 4.6 above.

Table 4. 8: Relationship between HRM Practices and Job Embeddedness

ITEM	Correlation Coefficient (β)	Mean	R ²	STDEV	STERR	T Statistics	P-Value
RnS->JE	0.31	0.29	0.44	0.09	0.09	3.31	0.001
TnD->JE	0.05	-0.00		0.10	0.10	0.49	0.623
RnB->JE	0.45	0.51		0.10	0.10	4.41	0.000

Note: STDEV represents standard deviation and STERR represents standard error.

From table 4.8 above it is evident that all the HRM practices except Training and Development are significantly and positively correlated with job embeddedness (Recruitment and Selection ($\beta = 0.31$, $t = 3.31$), Training and Development ($\beta = 0.05$, $t = 0.49$), Rewards and Benefits ($\beta = 0.45$, $t = 4.41$)).

Table 4. 9: Relationship between Job Embeddedness and Turnover Intention

ITEM	Correlation Coefficient (β)	Mean	R ²	STDEV	STERR	T Statistics	P-Value
JE->TI	-0.26	-0.29	0.25	0.09	0.09	2.72	0.007

Note: STDEV represents standard deviation and STERR represents standard error.

Next, the relationship between Job Embeddedness and Turnover Intention was also tested at a 5 percent significance level. This is depicted in table 4.9. It was revealed that Job Embeddedness was significantly and negatively associated with Turnover Intention, supporting Hypothesis 4. This was confirmed in both the indirect ($\beta = -0.26, t = 2.72$) and total effects ($\beta = -0.26, t = 2.72$).

It can be realized from tables 4.7 and 4.9 that, all the HRM practices and job embeddedness were negatively related to Turnover Intention. This is in line with the theory which stipulates that when an organization provides its employees with favorable practices, the employees in turn remain loyal and stay with the organization. However, Rewards and Benefits has the strongest association with Turnover Intention and Recruitment and Selection being the least related. This is in line with theory which stipulates that when an organization provides its employees with favourable practices, the employees in turn remain loyal and stay with the organization

Finally, the Preacher and Hayes (2004) method was followed to examine the indirect effects of the HRM practices on Turnover Intention via Job Embeddedness. Preacher and Hayes (2004) provide a method of testing the significance of a mediating effect. It hypothesizes the relationship between the independent variable and the dependent variable to exist due to the influence of a third variable (the mediator). The method provides a technique to determine whether there is a reduction in the effect of the independent variable on the dependent variable, after the mediator is included in the model (Preacher & Hayes, 2008). A significant reduction therefore indicates the statistical significance of the mediation effect. The test enabled hypotheses 1, 2 and 3 to be tested at a 5 percent significance level and the results are shown below in Table 4.10:

Table 4. 10: Results of the Indirect Effect of HRM practices on Turnover Intention

ITEM	Correlation Coefficient (β)	Mean	STDEV	STERR	T Statistics	P-Value
RnS->TI	-0.1121	-0.0797	0.0733	0.0733	1.5304	0.127
TnD->JE	-0.003	-0.076	0.1328	0.1328	0.0026	0.998
RnB->JE	-0.1922	-0.160	0.0799	0.0799	2.4044	0.017
JE->TI	-0.26	-0.29	0.25	0.09	0.09	0.07

Note: STDEV represents standard deviation and STERR represents standard error.

Since the direct effect of HRM practices on Turnover Intention had been established as significant earlier (Table 4.7), the test for mediation just added the indirect effect of HR practices on Turnover Intention, carried through Job Embeddedness. It can be observed from table 4.9 that the path linking Recruitment and Selection and Turnover Intention through Job Embeddedness became insignificant ($\beta = -0.112$, $t = 2.726$). This relationship however remained negative. Also, the path linking Training and Development and Turnover Intention through job embeddedness, was no longer significant in the total effect ($\beta = -0.0003$, $t = 0.0026$). This relationship also remained negative. Third, the path linking Rewards and benefits and Turnover Intention through Job Embeddedness remained significant ($\beta = -0.192$, $t = 2.40$). The relationship was still negative. This pointed out that irrespective of whether the relationship between HRM practices and Turnover Intentions is direct or indirect, the relation is still negative.

Table 4. 11: Results of Mediating Effect of Job Embeddedness on HRM practices and Turnover Intention Relationship

ITEM	Correlation Coefficient (β)	Mean	STDEV	STERR	VAF	T Statistics	P-Value
RnS->TI	-0.1924	-0.1639	0.0706	0.0706	0.417	2.7257	0.007
TnD->TI	-0.0132	-0.0752	0.1221	0.1221	–	0.1081	0.914
RnB->TI	-0.3074	-0.3078	0.0613	0.0613	0.375	5.0169	0.000

Note: STDEV represents standard deviation and STERR represents standard error.

Table 4.11 above explains the results of the actual mediation test of Job Embeddedness on the relationship between HRM practices and Turnover Intention. The mediation effect results from the addition of both the direct and indirect effects of HRM practices on Turnover Intention. From table 11, it is evident that the relationship between Training and Development is not mediated by Job Embeddedness since it becomes statistically insignificant ($t=0.108$, $p>0.05$) rejecting Hypothesis 2. Table 4.11 also shows that Job Embeddedness mediates the relationship between Recruitment and Selection and Turnover Intention, supporting Hypothesis 1 ($t=2.726$, $p<0.05$). Hypothesis 3 was also supported ($t=5.017$, $p<0.05$) indicating that the relationship between Rewards and Benefits and Turnover Intention is mediated by Job Embeddedness.

After the test for mediation, it was also evident that though small, the mediated effect is statistically significant for both Hypotheses 1 and 3. Nonetheless, it is important to determine whether the mediated effect is partial or full. For instance, Recruitment and Selection was significantly related to Turnover Intention and job embeddedness (table 4.7 and 4.8). However, the total mediation effect was still significant and the magnitude of significance increased (compare table 4.7 and 4.11). Rewards and Benefits also had both the relationships in the direct and total mediation effect on Turnover Intention as significant, however, the magnitude of

significance was increased (Compare table 4.7 and 4.11). The type of mediating effect can be determined using the VAF values from table 4.11 above.

The variance accounted for (VAF) determines the size of the indirect effect in relation to the total effect in a mediation model (Hair, Ringle & Sarstedt, 2014). When the VAF values are greater than 0.8, it indicates full mediation and when the VAF values are between 0.2 and 0.8 there is partial mediation (Hair *et al.*, 2014). For the VAF values to be computed, it requires the existence of a significant mediating effect of the mediator on the relationship between the independent variable and the dependent variable. Since job embeddedness had no mediating effect on the relationship between Training and Development and Turnover Intention, the VAF values could not be computed. A closer look at the VAF results for Recruitment and Selection (VAF=0.417) and Rewards and Benefits (VAF= 0.375) indicate that there exists a partial mediation in both hypotheses 1 and 3 (refer to table 4.11). In other words, Recruitment and Selection and Rewards and Benefits have an indirect effect on Turnover Intention besides the direct effect, while Training and Development has only a direct effect on Turnover Intention. The results of the hypotheses testing are tabulated below:

Table 4. 12: Results of Hypotheses Tests

Hypotheses	T-Statistic	P-Value	Test Decision
H1	2.726	0.007	<i>Supported</i>
H2	0.108	0.914	<i>Not Supported</i>
H3	5.02	0.00	<i>Supported</i>
H4	2.72	0.007	<i>Supported</i>

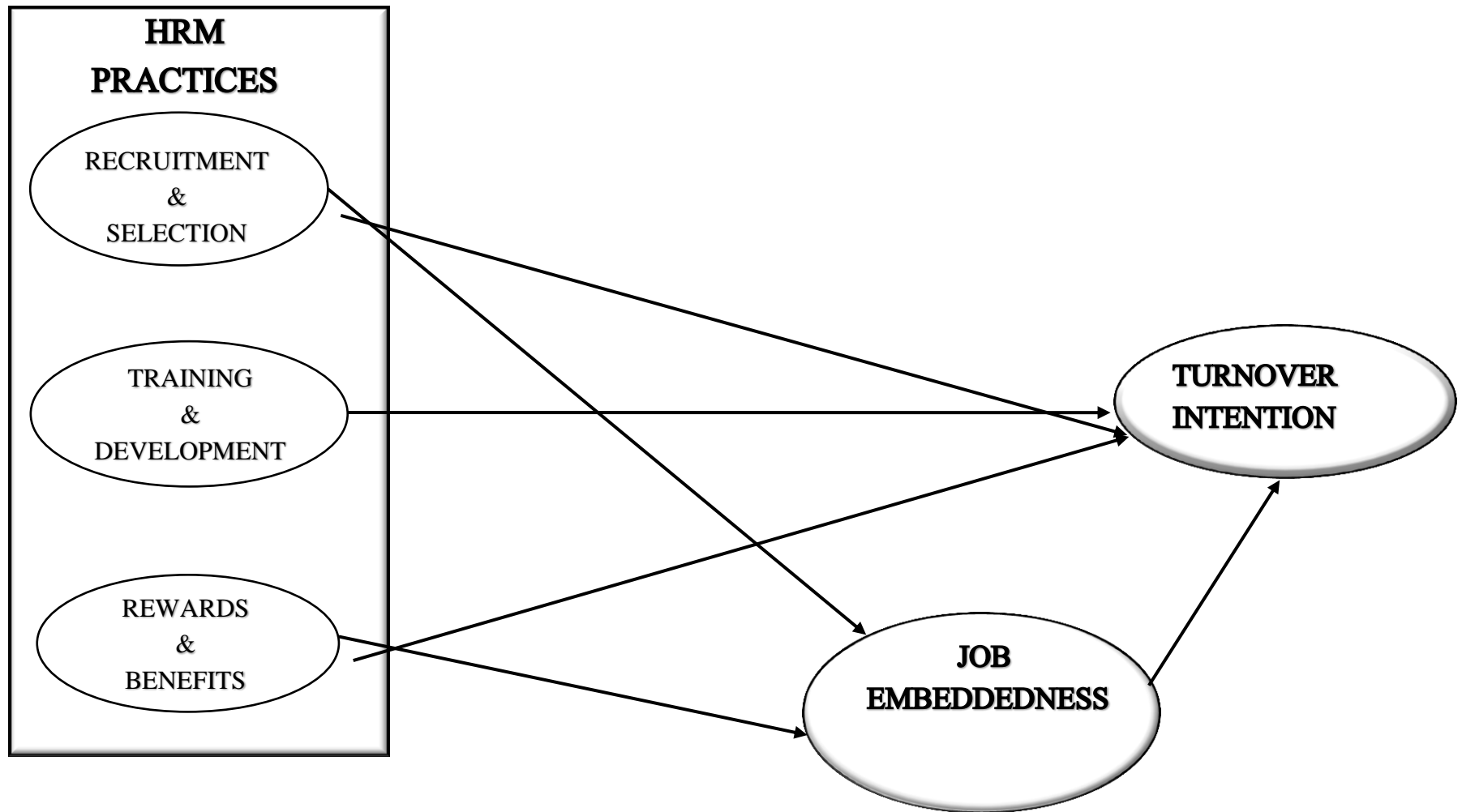


Figure 2. 2: Conceptual Model after Data Analyses

4.6 Discussion of Findings

Mounting economic pressures have made the retention of staff with valued skills a high priority in organizations in recent times (Nishii, Lepak, & Schneider, 2008) and Ghana is no exception. Behavioural intentions are generally good predictors of future behaviour and Turnover Intention, in particular, is one of the strongest predictors of actual turnover. Therefore, this study investigated how HR practices might embed employees in the hotel industry and indirectly reduce employee Turnover Intention. The study focused on three HRM practices (Recruitment and Selection, Training and Development, Rewards and Benefits) and how they are interpreted by employees in the hotel industry.

The statistical results of this study indicated that the employees' perceptions of HRM practices, Recruitment and Selection, Training and Development, Rewards and Benefits in particular are negatively and significantly related to turnover decision. This means that when employees perceive the 3 HRM practices provided by the organization as good it reduces their intention to leave the organization. In the same vein, when employees perceive the 3 HRM practices provided by the organization as poor it increases their intention to leave the organization. However, as far as the direct relationship is concerned, Rewards and Benefits is the most important reason for employee turnover decision followed by their Training and Development and Recruitment and Selection. The results indicate the importance of these three HRM practices and the need for management of hotels to pay more attention to these management practices in their attempt to retain their staff

With reference to Recruitment and Selection, this study found that job embeddedness partially mediates the relationship between Recruitment and Selection and employees' Turnover Intention. Simply, employees would partly consider the recruitment and selection activities of the

organizations and their relations to the organization when thinking about leaving their jobs. The explanation for this result is that by providing guidelines, suggestions, assistance, trust, transparency and honesty during the recruitment and selection process, employees would be more attached to their jobs and this would indirectly influence their Turnover Intention. Thus Recruitment and Selection can help employees better fit with their jobs and the organization, build better links with colleagues and make certain sacrifices for their jobs which will in turn reduce their turnover decisions. This result is also consistent with previous studies (Appaw-Agbola et al., 2011; Cameron, Miller & Frew, 2010), in which Recruitment and Selection was found to be both directly and indirectly related to voluntary turnover. Although the other studies were conducted in other countries and in different sectors of the economy, it is noticeable that employees irrespective of the sector or country link their intention to leave an organization with the need for a realistic picture of the job from the onset of the employment relationship. It is evident from this work that, through the implementation of effective recruitment and selection strategies, satisfied employees can be retained, turnover intention reduced and actual turnover reduced in organizations (Callaghan, & Thompson, 2002).

Though, all the dimensions of HRM practices were significantly related to Turnover Intention, Training and Development became statistically insignificant when Job Embeddedness was introduced into the relationship. This is in contrast to what was expected and suggests that the relationship between Training and Development and Turnover Intention is not mediated by job embeddedness. Instead, training is directly related to employee's Turnover Intention. Chang and Chang (2008) stated that providing training to employees also means giving them the opportunity to learn and increase their efficiency, and professional knowledge. This is also conflicting with previous research that provides results on training and employee's Turnover

Intention and showed that training may help organizations to retain their employees (Jaworski, 2012; Martin, 2011). For instance, a study by Choi and Dickson (2010) revealed that, the lack of training opportunities could lead to frustration and is negatively related to Turnover Intention.

The findings of this study are also parallel to some aspects of results from Mitchell, *et al.* (2001) who found that training and development practices which intended to embed employees in their current employment situation actually facilitate their leaving the organization. They explained this as meaning training and development provide opportunities for employees to quit their current jobs since it increases employees' employability and mobility. This means that, attractive external opportunities may outweigh the sacrifice associated with losing internal advancement opportunities (Fugate, Kinicki & Ashforth 2004). The finding of this study does support the effect of training on retaining employees, but does not support the notion that training helps embed employees in their jobs. This seems a little contradictory, but is also consistent with previous research by Bergiel *et al.*, (2009) that provides conflicting results on the relationship between training and employee's intention to quit. In the findings of this study, frustration from the lack of training and development opportunities will lead to people leaving the organization and these people do not have to think about any connections they have with their organizations when doing so. The findings may be different due to cultural and contextual differences of the study since these differences can be linked to the way employees perceive training. For instance, what is regarded as training in terms of the processes, methods and activities may differ from country to country. Another reason can be related to the attitudes of the employees towards training and development programmes. Over the years, research has discovered that some employees view training as a "right of membership" and as a benefit of employment (Bartlett, 2001). This can in turn influence their behavioural decisions in the organization. The

relationships between training, voluntary turnover intention, and job embeddedness clearly requires further exposition.

For Rewards and Benefits, the study result is consistent with expectations which predicted that it would embed employees in the organization by decreasing the employee's Turnover Intention (Bergmann & Scarpello, 2001; Brown *et al.*, 2010; Hom *et al.*, 2009). This means employees partly think about the rewards and benefits they receive from their organizations and their connections with the organizations when they think of quitting. This also provides support for previous results such as Ovadje (2009), who found pay as a highly significant variable in the employee turnover research in the Nigerian context. Shahzad, Bashir and Ramay (2008) explained that Rewards and Benefits might be a great tool in retaining competent staff in the context of Pakistan. These studies explained that Rewards and Benefits are highly considered among other human resource practices, especially in the context of underdeveloped and developing countries. Mudor and Tooksoon (2011) noted that rewards and benefits that were comparable with the competitors were also able to retain high quality employees, thereby reducing the turnover intention of employees. However, the findings of the present study result are not conforming to findings by Khatri, Budhwar and Chong (2001), where researchers stated that Rewards and Benefits are not an important component in employee turnover research in the Asian context. One possible explanation for this is that Ghanaian employees often perceive their rewards and benefits as results-oriented (in terms of how much their organization pay them) than as procedure-oriented (how payment decisions are arrived at) and this might alter the effects of their employment decisions. It is also worthy of note that rewards and benefits are very important to employees and this can be attributed to the economic crisis being faced by the country in recent times (Peprah-Mensah, 2010).

Finally, it was predicted that job embeddedness would lead to decreased turnover intention. This was consistent with findings of Mitchell *et al* (2001). Job embeddedness in this study also explained some level of variance in turnover intention. This means the decision to remain or leave an organization are all related to the various levels of links a person has to other individuals or happenings, the degree to which the person's job and organization are compatible with the other aspects of life (values, goals and beliefs), and the sacrifices a person would have to make in the process of parting with the work. This was further supported in studies by other researchers (Bambacas & Kulik, 2013; Bergiel *et al*, 2009; Crossley, *et al.*, 2007). This finding may be so because of the Ghanaian culture of perceiving individuals working together as belonging to a family. Consequently, families try to stick together irrespective of what trouble may come their way. Thus the closer, stronger and more attachments employees have with their jobs or organizations, the greater the likelihood of them staying with the organization (Burton, Holtom, Sablinski, Mitchell & Lee, 2010).

Theoretically, the social exchange theory is based on the assumption that employees develop a perception of the organization (as a personified object) as good or harmful to the individual's subjective well-being and satisfaction. It is evident that when organizations undertake good HRM practices the likelihood of employees developing turnover intention is low, thus leading to a decrease in actual turnover as depicted by the social exchange theory. This is because the social exchange theory which postulates that social behaviour is as a result of an exchange process with the aim of increasing benefit and reducing cost. Therefore, individuals normally consider potential rewards and cost of social relationships and act accordingly, hence, they will terminate relationships in which the cost outweighs the benefits. The field theory also suggests that the more close attachments or connections an individual has with the environment in which he finds

himself, the more embedded he is and devoted that individual becomes to stay in that environment. It is also apparent from the findings of this study that, the more embedded employees are, the more attached they are to their organizations and the more they are constrained from leaving their current employment which is in line with the field theory perspective.

4.7 Conclusion

In summary, employees who have positive attitudes about an organization's practices, are likely to remain loyal and committed, resulting in lower Turnover Intention. It is therefore reasonable to conclude that, the more satisfied the employees are with the practices implemented, the higher their embeddedness and intention to remain with the organization.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the findings, its conclusions and implications as well as the recommendations for future research. The purpose of this study was to examine how human resource management practices through job embeddedness would influence employee's turnover intention.

5.1 Summary

The survey was conducted in hotels in the Greater Accra Region of Ghana. The main instrument used for data collection was a structured questionnaire. The HRM practices employed in the study included; Recruitment and Selection, Training and Development, and Rewards and Benefit. It was made up of 32-items, designed in the Likert scale type. The questionnaire was divided into 4 main parts (Part 1: Independent Variables, Part 2: Dependent Variable, Part 3: Mediating Variable and Part 4: Demographic. The data collected was analyzed by coding and entering it into the Statistical Product for Service Solutions (SPSS) Version 20. Structural Equation Modelling was used to test the relationships between the variables under study.

The study sought to answer the following research questions:

1. How is the nature of the relationship between HR practices and turnover intention?
2. What is the relationship between HR practices and Job Embeddedness?
3. Does Job Embeddedness mediate the relationship between HR practices and turnover intention?

The result indicated that there was a negative relationship between the three independent variables: Recruitment and Selection, Training and Development, Rewards and Benefit and Turnover Intention (dependent variable). Out of the three tests for mediation conducted on the relationship between the three HRM practices and Turnover Intention, only two were supported. That is, job Embeddedness mediated the relationships between Recruitment and Selection, Training and Development and Turnover intention but did not mediate the relationship between Rewards and Benefit and Turnover Intention.

5.2 Conclusions

The purpose of this study was to test the relationships between 3 HRM practices, Job Embeddedness and Turnover intention. The findings of the study revealed that, the majority of the employees at the various hotels in the study are relatively young and were males. Most of the employees had also gained some level of academic education prior to working in their organizations. The result indicated that there was a negative relationship between the three independent variables: Recruitment and Selection, Training and Development, Rewards and Benefit and Turnover Intention (dependent variable). The implication is that employees' turnover intentions are triggered anytime they perceive Recruitment and Selection practices as poor, Training and Development as lacking, and Rewards and Benefits package as unsatisfactory.

It was revealed in the study that, Job Embeddedness was significantly and negatively associated with Turnover Intention. This indicated that Job Embeddedness plays a significant role in predicting employees' Turnover Intention. Therefore the higher the level of embeddedness, the lower the intention to quit the job.

The findings of the study also highlighted the importance of the indirect influence of employees' job embeddedness on their turnover intention. Out of the three tests for mediation conducted on the relationship between the three HRM practices and Turnover Intention, only two were supported. It was found that there existed a partial mediating effect of Job Embeddedness on both Recruitment and Selection, and Rewards and Benefit and Turnover Intention. Training and Development however, did not appear to have any indirect effect on Turnover Intention.

The results showed that employee perceptions of Turnover Intention could be predicted by the three HRM practices. The greater the implementation of these practices, the greater the perception of embeddedness, which in turn can decrease Turnover Intention. Therefore, organizations should take proper care in administering the various HRM practices and also ensure that they enhance employee job embeddedness and as a result lower turnover intention of employees. It is also worth noting that, employing people with the right skills, providing training to equip employees with necessary skills, providing career development plans and instituting better remuneration and working conditions for employees in the organization can help solve the problem of turnover.

5.3 Managerial Implications

There are several managerial implications of the findings in this study. Managers need to be aware that human resource practices can affect turnover both directly and indirectly. Human resource practices create the links, fit and sacrifice that embed employees in their current position and keep them from leaving the organization. Managers can therefore look for several strategies and tactics from a variety of human resource practices in order to build deeper links, make better fits, and create greater potential sacrifices which would keep employees embedded in their jobs to stay in the organization rather than pursue other employment opportunities.

5.4 Recommendations

Minimizing employees' turnover intention may lie in high-performance HRM theory, effective talent management, and organizations' commitment to mitigate this problem. An integrated HR strategy combining resource (staffing levels, training and development) and control-based HR practices (appraisals, rewards, job design and participation) can affect turnover through the creation of a quality employment relationship.

Based on the findings, the following recommendations are made:

1. Top management should provide the fullest possible support (financial, physical and moral) to the HR department in designing and implementing the HRM practices.
2. Design effective, efficient and transparent, recruitment and selection activities which would provide realistic job previews to potential employees.
3. Create an environment for continuous learning and training as well as the existence of a more comprehensive career development program which can help in motivating and improving employees' satisfaction, but also uplift their loyalty level.
4. Rewards and Benefits boost employees' morale and loyalty; therefore, management should introduce measures to provide adequate motivation in the form of prompt payment of salary, allowances, and other rewards to deserving employees.
5. To progress in the area of retention, establish sound and effective retention strategies in the form of provision of better working conditions, establishing good communication lines between management and employees and promoting teamwork and sound organizational culture.
6. Find out how employees view their jobs, their attitudes towards their jobs and their personal goals which can be aligned to the overall goals of the organization. This

knowledge would help employers come up with feasible strategies to curb the exit of high performing employees.

5.5 Limitations and Suggestions for Future Research

First, because this study includes only three areas of human resource practices, future research may include more areas, such as performance appraisal and employee motivation to assess how job embeddedness affects the relationship between these practices and employees' voluntary turnover intentions.

Second, since this research was interested in understanding how HR practices and job embeddedness affect turnover intention it relied on employees' self-reports as the only source of data on all the variables in our analyses. However, single source data raises concerns about common method variance. Future studies are encouraged to consider alternative sources of the variables studied. For instance, HR managers or Supervisors could report on the HR activities operating in the organization.

The study also found that turnover does not appear to be a problem in the administrative departments of the hotel industry, therefore, more research could focus on managerial turnover to unveil the real issues involved and to extend research on turnover. The present study examined employee turnover intention, not the actual turnover. Thus, future research could include actual turnover as the outcome variable.

Third, further research can use a longitudinal design to confirm the causality of the hypothesized relationships. The conceptual framework and hypotheses generated for the study can be expanded to incorporate potential moderators such as job engagement and job stress.

Generalization of the findings is another limitation of this work. The respondents in this study were all employees in the hospitality industry of Ghana. Accordingly, this study needs to be replicated in other kinds of organizations, particularly, those in the manufacturing sector.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

Dear Respondent,

I am an MPhil student of the University of Ghana researching the topic ‘**Perceived HRM Practices and Turnover Intention. The Mediating Role of Job Embeddedness in the Hotel Industry**’. This questionnaire has been developed to seek your view on HRM practices, job embeddedness and turnover intention because of your expertise and practical experience at your work place. I believe that your fair and expert feedback will make this study a very successful one. Your confidentiality and anonymity is assured. Please tick (√) the option to indicate the extent to which you agree with the statement. Use the scale below as a guide:

1 Strongly Agree	2 Agree	3 Disagree	4 Strongly Disagree
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PART 1: HRM PRACTICES

	Selection is the act of hiring qualified personnel to help an organization accomplish its objective.				
1	My company often uses employment tests in the selection of new employees (e.g. personality tests).	1	2	3	4
2	My company provides a realistic picture of the job including the negative aspects during the hiring process.	1	2	3	4
3	My company uses both structured and standardized interviews during the selection process.	1	2	3	4
	Training is a management activity that seeks to enhance employee’s skills and knowledge of the organizational activity.				
4	My company conducts systematic analysis to determine the needs for training programs.	1	2	3	4
5	There are formal training courses which prepare new employees to acquire skills needed for their jobs.	1	2	3	4
6	Employees of this organization normally go through training programs periodically.	1	2	3	4
7	My company periodically assesses the effectiveness of employee training	1	2	3	4

	programs to evaluate if needs have been met.				
	Rewards and benefits are an organizational mechanism of motivating employees in terms of compensation for work done				
8	I am paid adequately for my job in this company.	1	2	3	4
9	The rewards and other benefits enjoyed in this company are comparable to the market.	1	2	3	4
10	Management is extremely fair in promotional policies and it is not primarily based on seniority.	1	2	3	4
11	My company has a broad and flexible reward scheme.	1	2	3	4

PART II: TURNOVER INTENTION

	It is a conscious and deliberate willingness to leave the organization.				
12	I often think of leaving my job	1	2	3	4
13	I will not lose much if I were to leave this job	1	2	3	4
14	I will probably be looking for another job soon.	1	2	3	4

PART III: JOB EMBEDDEDNESS

	Factors that encourage an employee to remain with an organization				
15	I value my interpersonal relations with my coworkers.	1	2	3	4
16	I regularly interact with my coworkers in the course of doing my job.	1	2	3	4
17	I really enjoy the culture of teamwork in this organization.				
18	My job utilizes my skills and talents well.	1	2	3	4
19	I feel like I am a good match for this organization because my values fit with the company's values and culture.	1	2	3	4
20	I like the authority and responsibility I enjoy in this company.	1	2	3	4
21	I feel good about my professional growth and development.	1	2	3	4
22	I have a lot of freedom on this job to decide how to pursue my goals.	1	2	3	4
23	The benefits on this job are outstanding.	1	2	3	4
24	I feel that the people here respect me a lot.	1	2	3	4
25	My promotional opportunities in this company are excellent.	1	2	3	4

26	I would sacrifice a lot if I left this job.	1	2	3	4
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PART IV: DEMOGRAPHIC DATA

Instructions: Please tick (✓) or write where appropriate

27. **SEX** Male [] Female []

28. **AGE:** a. 18 - 30 [] b. 31 - 40 c. 41 - 50 [] d. 50 - 60+ []

29. **EDUCATIONAL LEVEL:**

a. No Formal Education [] b. Basic []

c. Secondary [] d. Diploma []

e. Professional Certificate [] f. 1st Degree []

g. Masters Degree []

30. How long have you been employed in this hotel?

.....

31. What is your position in this hotel?

Your contribution has been of immense help to the study. Thank you very much.

APPENDIX 2: INTRODUCTORY LETTER

UNIVERSITY OF GHANA
BUSINESS SCHOOL
DEPARTMENT OF ORGANISATION AND
HUMAN RESOURCE MANAGEMENT



Ref. No.:

January 16, 2015

To whom it may concern

Dear Sir/Madam,

**LETTER OF INTRODUCTION:
MINA AFIA ACQUAH
ID NO.:10441875**

This is to introduce to you the above-named MPhil student of the University of Ghana Business School.

As part of the requirements for the award of the degree, she is expected to write a thesis for which she has chosen the topic "*Perceived HRM Practices and Turnover Intention: The Mediating Role of Job Embeddedness in the Hotel Industry.*"

She has intentions of gathering data from your institution to enable her meet the objectives of her research

I should be very grateful if you could provide the necessary information and assistance required for the successful completion of her thesis. I must emphasize that this information is for academic purposes only.

Thank you for your kind cooperation.

Yours faithfully,

Dr. James Abugre
SUPERVISOR

COLLEGE OF HUMANITIES

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APPENDIX 3: STRUCTURAL AND MEASUREMENT MODEL AFTER DATA ANALYSES

