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Employee Retention Strategy in the Hospitality Industry

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This is to certify that the doctoral study by

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2021

Abstract

Employee Retention Strategies in the Hospitality Industry

by

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MCM, Buckinghamshire New University, UK, 2015

HND, Kaduna Polytechnic, 2004

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

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Abstract

Ineffective retention strategies can negatively impact employee productivity, which may hinder business profitability and sustainability. Hotel managers who struggle to improve employee retention are at high risk of not sustaining their business. Grounded in Herzberg's two-factor theory, the purpose of this qualitative single case study was to explore strategies hotel managers use to improve employee retention. The participants were three hotel managers from a hotel in Abuja, Nigeria, who used strategies to improve employee retention. Sources for data collection were semistructured interviews, company documents, observations, and field notes. Data analysis involved the use of thematic analysis. Four themes emerged: work conditions and employee welfare, remuneration and compensation, training and career development, and reward and recognition. A key recommendation was for hotel managers to implement effective training and development strategies to improve employee retention. The implications for positive social change include the potential for hotel managers to create job opportunities, provide social amenities and welfare, and support the economic development of the regional communities.

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Dedication

I dedicate this doctoral study to God Almighty for keeping me alive, providing for me, and giving me all the strength and wisdom to pass through this difficult and challenging journey of my doctoral study. I return all the Glory to God Almighty. This study is also dedicated to my husband, Rear Admiral Danjuma Dogonyaro and my daughters, Samira Dogonyaro and Ella Dogonyaro, for inspiring me to achieve my dream.

Acknowledgments

I want to take this opportunity to thank my siblings for their relentless support throughout the duration of this journey. I would also like to thank my mentor and chair, Dr. Greg Uche for his support, guidance, and patience. I would also like to thank my second committee member, Dr. Gamble; the university research reviewer, Dr. Chris Beehner; and all the faculty members. I would also like to thank Prince Edirin Otigho Akpobome for his loving kindness all through this journey. Last, but not the least, I want to thank all my participants who contributed invaluable information to this study.

Table of Contents

List of Tables

Section 1: Foundation of the Study

Employee retention is a priority for organizations to increase competition in business (Rakhra, 2018). With issues such as globalization, competition is becoming keener in most industries (Rakhra, 2018). Organizations need to attract and retain the best talents on the job for the long term to increase productivity and save on replacement costs (Kossivi et al., 2016). Businesses invest a massive amount of money and time in hiring new employees (Kossivi et al., 2016). A vacant position will decrease productivity and affect the morale of the employees (Siddiqui, 2015). The performance of a business organization depends on the productivity of the employees (Siddiqui, 2015). The purpose of this study is to explore the strategies that business leaders could use to retain employees in the hospitality industry.

Background of the Problem

Employee retention is a significant challenge in the hospitality industry. Some retention strategies include career development, improved benefits, a healthy work environment, and work-life balance (Ohunakin et al., 2018). To remain more competitive, business organizations need to attract the best talents and retain them on the job for a long time (Kossivi et al., 2016). Scouting for talented employees is one of the primary ways hospitality companies compete (McGinley et al., 2017). Business organizations with high employee turnover face challenges such as administrative costs, training, and recruitment costs (Pohler & Schmidt, 2015). A business could profit from retaining employees rather than making a new hire because of the costs associated with recruiting, selecting, and training new employees (Mwasaru & Kazungu, 2015).

Managers in the hospitality industry should understand business and people as they face the challenge of managing a constantly changing workforce (Hight et al., 2019). Some managers have not successfully addressed the problem of employee retention (Hight et al., 2019). Business owners are constantly challenged with employee retention due to unclear mission and market relevance (Cavallari, 2015). Managers need to design a communication and motivation strategy to retain employees and consider the types of benefits offered to employees (Carlino, 2017). Happy employees tend to remain on the job, and therefore business leaders need to provide incentives that will encourage employees (Mullen, 2016). Employees' good behavior is encouraged by the organization's incentives and focuses on a specific need (Mullen, 2016). Hospitality industry managers need to understand when to provide incentives to employees to increase employee job satisfaction and retention in the hotel industry (Mullen, 2016).

Problem Statement

High employee turnover rate in the hospitality industry can be costly in terms of time, money, and talent (Chahal & Poonam, 2017). Approximately 642,000 hospitality employees quit their jobs at the rate of 54% annually (Bureau of Labor Statistics, 2019). The general business problem was that some managers do not understand how to address issues related to employee retention. The specific problem was that some hotel managers lack strategies to improve employee retention.

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies hotel managers use to improve employee retention. The target population for this study

consisted of hotel managers in one hotel in Abuja, Nigeria, who had successfully retained employees. The results of this study could lead to positive social change by assisting hotel managers with developing and implementing strategies necessary to retain employees. Employee wages may increase with better benefits such as health insurance, vacation packages, and overtime pay as the business grows and improves financially. The implications for positive social change include increased job stability, thereby improving employee retention and economic prosperity for the communities.

Nature of the Study

Researchers use quantitative, qualitative, and mixed methods to conduct research (Zoellner & Harris, 2017). I used the qualitative method for this study. Researchers use qualitative methods to gain greater insight and understanding into a research phenomenon (Hammarberg et al., 2016). A researcher identifies trends and patterns through a qualitative method (Albers, 2017). The qualitative method is a data collection process that generates nonnumerical data, which depends on the interaction between data collection and data analysis (Saunders et al., 2015). The quantitative method is the systematic empirical investigation that uses statistical, mathematical, or computational techniques (Baillie, 2015; Yin, 2018). The quantitative method was not appropriate for this study because the purpose of this study was not to examine variables' characteristics or relationships.

The mixed method is a research procedure that involves collecting, analyzing, and integrating quantitative and qualitative data in a single study to enrich the general findings of the study (Bester et al., 2017; Yin, 2018). The mixed method approach was

not appropriate for this study because the purpose of this study was not to collect and analyze empirical data for examining variables' characteristics or relationships. Quantitative and mixed methods were not appropriate for this study because the study's purpose was to explore strategies and practices in an organization. Therefore, the qualitative method was the most appropriate approach for this study because I sought to explore the strategies that some hotel managers use to improve employee retention.

In a qualitative study, researchers may use a case study, phenomenological, or ethnography design (Castleberry & Nolen, 2018). I used a single case study design for this study. Yin (2016) indicated that researchers use a case study design to explore the phenomenon and individuals over time. Using the case study design, I explored the employee retention strategies managers use in the hospitality industry. Phenomenological design is the process of identifying the personal meanings of individuals' lived experiences with an in-depth description of the meanings (Korcuska & Flynn, 2018). The phenomenological design was not appropriate for this study because the purpose of this study was not to explore the personal meanings of employees' lived experiences in the hospitality industry.

Researchers use an ethnographic design to investigate the cultural phenomenon of a specific group or groups of people (Canevacci, 2017; Higginbottom et al., 2016). An ethnographic design was not appropriate for this study because its purpose was not to focus on beliefs and shared patterns of employees in the hospitality industry. A qualitative case study is an intensive, holistic description and analysis of a single entity or phenomenon using multiple data sources (Yin, 2018). A multiple case study is likely to

produce more evidence, and its choice allows replication because similar results are predictable (Saunders et al., 2015). A single case study is an appropriate design under several circumstances and analogous to a single experiment (Yin, 2018). A single case study provides an opportunity for researchers to observe and analyze a phenomenon. Researchers use a single case design to explore the presumed causal links in real-world interventions that are too complex for the survey or experimental methods (Yin, 2018). Therefore, a single case study design was the most suitable research design for this study.

Research Question

What strategies do hotel managers use to improve employee retention?

Interview Questions

1. What strategies do you use to improve employee retention in your hotel?

2. What key challenges did you encounter while implementing employee retention strategies?

3. How did you address the key challenges to retain employees?

4. How do you sustain your retention strategies?

5. What are the key contributors to employee satisfaction in your hotel?

6. How, if at all, did your strategies motivate workers to improve job satisfaction?

7. How, if at all, did your employee retention strategies improve employee work conditions?

8. What additional information would you like to share regarding strategies used to improve your hotel's employee retention?

Conceptual Framework

The two-factor theory (TFT), also known as the motivational-hygiene theory (MHT), was the conceptual framework for this study. Herzberg et al., (1959) proposed the TFT. The tenets of TFT consists of employee work-related needs and job-related factors. Work-related needs include promoting personal value, promoting employees' achievements, and improving employees' competence (Herzberg et al., 2011). The job-related needs consist of working conditions, interpersonal relations, and adequate supervision and employee management (Herzberg et al., 2011). The TFT can facilitate understanding the strategies that managers use to address employee commitment, motivation, job satisfaction, and job dissatisfaction which are essential for proactive organizational systems that shape the attitude and performance of workers (Cascio, 2014). Employees who are satisfied with their job tend to have improved work performance and organizational commitment, increasing employee retention and reducing employee turnover (Huffman et al., 2014).

The TFT was appropriate for the study because the theory's propositions enabled me to effectively explore the strategies managers use to retain employees in the hospitality industry. Hygiene factors such as better pay, and job security are required to keep workers motivated and satisfied with their job (Herzberg, 1987). The primary constructs of the two-factor theory, which are motivation and job satisfaction, were applicable to the study because managers in the hospitality industry should understand how to develop and implement strategies to improve employee retention.

Definitions of Terms

The following definitions of terms were used in this doctoral study:

Employee motivation: Employee motivation refers to the feeling, energy, effort, and driving force used to achieve individual and organizational goals (De Sousa et al., 2018).

Employee retention: Employee retention refers to an organization's ability to retain its employees for a maximum period (Fernandez & Worasuwan, 2017).

Hospitality industry: The hospitality industry is a service sector made up of establishments whose primary activities are the provision of accommodations, the selling of food, the sale of beverages for consumption on the premises, and the provision of entertainment with a continuous staff presence (Ofobruku et al., 2012).

Job satisfaction: Job satisfaction is the positive feeling an individual has about their job that arises from an evaluation of its characteristics (Schaumberg & Flynn, 2017).

Motivation: Motivation is a concern that rejuvenates, orients, and selects the behavior of an individual in the workplace, such as personal growth, salary, and working conditions (Elizabeth-Ann, 2019).

Work environment: Work environment is a flexible atmosphere where working experience is enjoyable and resources are adequately provided to improve productivity (Kossivi et al., 2016). The work environment is one factor that affects an employee's decision to stay with the organization.

Assumptions, Limitations, and Delimitations

A researcher should address the underlying assumptions, limitations, and delimitations for any study and present an unbiased discussion of each component to prevent misinterpretations (MacDermid, 2017). The following is a summary of the assumptions, limitations, and delimitations for this study.

Assumptions

Before undertaking this study, I made several assumptions. Assumptions in research are imaginary expectations believed to be true before the facts to guide the research in a direction (Leedy & Ormrod, 2015). Making assumptions occurs in the data collection process (Anfara & Mertz, 2015). Assumptions provide validity regarding the appropriateness of the decision (Anfara & Mertz, 2015). This study's first assumption was the choice of qualitative methodology as the appropriate method for exploring the employee retention strategies some business owners use in the hospitality industry. An assumption with qualitative researchers is to focus more on the participants' viewpoint to prevent bias (Yin, 2018). The second assumption was that all the participants would be honest in answering the questions without any bias. The third assumption was that a case study was a suitable design for the study. The final assumption was that Abuja, Nigeria, had a sufficient target population to obtain relevant data for the study.

Limitations

The limitations of a study are the factors that restrict the generalizability of findings (Liu & Ding, 2016). A researcher has no control over the limitations of a study (Bryman, 2016). As the primary researcher, I encountered limitations beyond my control.

Three limitations could have affected the completion and validity of this study. First, the time restrictions to collect the data from participants were beyond my control. Second, the study participants were limited to three managers from one hotel in Abuja. The results of the study might be different by expanding the study to another geographical area. Finally, participants biased responses might have been a limitation to this study.

Delimitations

Delimitations are the researcher-imposed boundaries that limit the scope of a study or define its boundaries (Berdychevsky & Gibson, 2015; Marshall & Rossman, 2016). This study's first delimitation was using a single case study and limiting the interview responses to three managers from one hotel in Abuja. The second delimitation of the study was the use of one hotel in Abuja, Nigeria. The study did not include participants living outside of Abuja, Nigeria. However, this study's findings might provide valuable insight and pertain to the hospitality industry outside of Nigeria. The final delimitation was that all participants could withdraw from the study without prior notice.

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Significance of the Study

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Contribution to Business Practice

The findings of this study might help managers of the hotel industry identify strategies needed in retaining employees. The retention of key employees is critical to an organization's long-term success (Mathimaran & Kumar, 2017). The strategy to retain employees is a fundamental means of achieving a competitive advantage in the business environment (Mwasaru & Kazungu, 2015). The results of this study might contribute to

the hospitality industry's success by identifying successful practices for the retention of employees. The research findings could be valuable to hospitality managers by providing insights for developing strategies to retain employees. Business managers could use this study to develop strategies to retain employees and reduce the cost of hiring new staff.

Implications for Social Change

This study has implications for positive social change. Managers in the hospitality industry might use this study's results to gain knowledge and a better understanding of strategies they need to retain employees, thereby creating job stability and security. The result of the study could lead to improved employee economic conditions for communities' benefits. Business organizations initiate positive social change projects into their business strategy to give back to society (Stephan et al., 2016). Managers in the hospitality industry could utilize the findings from this study to enhance job creation and improve the capabilities of the workforce by retaining employees. The retention of employees could increase tax revenues to support local and state governments' ability to benefit the citizens.

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A Review of the Professional and Academic Literature

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The purpose of this qualitative single case study was to explore the strategies that hotel managers use to improve employee retention. In this literature review, I documented relevant theories and antecedents to employee retention. The retention of employees' helps organizational growth, where longevity and success depend on the creativity, innovation, and flexibility (Mwasaru & Kazungu, 2015). In many organizations, human resource focus on employee retention due to the high costs of

employee attrition. Hotel industry leaders might improve the local community and economic conditions through the insights gained from this study.

Watson (2015) stated that a literature review should add support to the research topic. This literature review consists of two parts. The first part was the discussion and analysis of the conceptual framework, the Herzberg et al. (1959) two-factor theory of motivation and supporting and contrasting theories. The supporting and contracting theories include Alderfer's (1969) existence, relatedness, and growth (ERG) theory and Vroom's (1964) expectancy theory. The second part consists of a discussion of employee retention. The goal was to compare the conceptual framework with other theories to evaluate how the results of this review relate to employee retention.

I synthesized and analyzed the most current published resources on employee retention strategies in the hospitality industry. My literature search focused on peer-reviewed articles and journals found in the Walden library database, including ProQuest, EBSCOhost, Directory of Open Access Journals, Hospitality and Tourism Complete, ScienceDirect, Business Source Complete, Emerald, and SAGE. I also used the Google Scholar search engine to source academic articles and the Ulrich's Periodicals Directory website to verify peer-reviewed journals. The keywords and phrases I used for the literature search include *employee retention, employee motivation, organizational culture, employee satisfaction, hospitality industry, Herzberg's two-factor theory, employee turnover, work-life-balance and productivity*.

In this literature review, I used the two-factor theory of motivation developed by Herzberg et al. (1959) as the conceptual framework to explore the strategies that

managers use to improve staff retention. Business leaders could use employee commitment, motivation, job satisfaction, and job dissatisfaction to predict job performance (Wu et al., 2017). During this research, I identified other motivational theories that top management can use to instigate changes and promote favorable working conditions**.** For compliance with the criteria for scholarly writing established for Walden University's DBA program, I limited the search to scholarly articles published within 5 years of graduation. I used 147 peer-reviewed sources; 121 articles were published less than 5 years from the anticipated graduation date.

In the literature review, I discussed the conceptual framework, Herzberg's two-factor theory, to justify and explain other researchers' perspectives on strategies hospitality managers need to retain employees. Next, I presented a review of related and contrasting theories - Alderfer's (1969) ERG theory and Vroom's (1964) expectancy theory. Other themes discussed in the literature review include the hospitality industry, trends in the hospitality industry, employee retention, organizational loss, job satisfaction, effects of job satisfaction, employee motivation, and impact of managers on the work environment. The review ends with a summary, a discussion of the gap, and conclusions of the findings from the reviewed studies.

Herzberg Two Factor Theory

The most appropriate conceptual framework which supports the foundation of this study was the Herzberg et. al., (1959) two-factor theory developed in 1959. Herzberg et al. (1959) were considered pioneers in motivation theory because of the emergence of two qualitatively different sets of factors: motivation and hygiene. The motivation factors

provide job satisfaction, while the hygiene factors provide job dissatisfaction. The factors

led managers to consider two different job characteristics (Sanjeev & Surya, 2016). The

hygiene factors are indirectly related to the job, whereas the motivators are directly

related to the task. Hygiene factors maintain a high level of satisfaction but also

contributes to dissatisfaction when those factors are inadequate. An increase in hygiene

factors will not motivate an employee but may reduce job dissatisfaction (Vijayakumar &

Saxena, 2015).

Managers should understand the factors that affect job satisfaction. Motivators

and hygiene factors are two separate dimensions that affect various aspects of job

satisfaction (Jaworski et al., 2018). Job satisfaction differs from the traditional approach

because job satisfaction and dissatisfaction are opposite ends of the same continuum

(Herzberg & Dunnette, 1967). Herzberg et al. (1959) analyzed 155 research studies

published between 1920 and 1954 to answer the following question: What do people

want from their jobs? The results indicated that some job factors were satisfiers, such as

working in a pleasant environment. In contrast, others were dissatisfied because of a bad

working environment. The terms *motivator* and *hygiene* factors led to the development of

Herzberg's two-factor theory of motivation.

Motivating factors may create job satisfaction and increase the intention to remain

in an organization. Herzberg et al. (1959) posited that the six factors that drive employees

at work are recognition, responsibility on the job, achievement, employment, growth, and

advancement. In the absence of these motivators at work, employees do not tend to be

dissatisfied but are not satisfied. Motivational factors such as friendship and

acknowledgement by supervisors can compensate for the lack of hygiene factors (Alverén et al., 2012). Researchers have demonstrated that non-challenging or non-meaningful work reduces employee motivation and job satisfaction (Herzberg et al., 1959). Business leaders should assign challenging or meaningful tasks to employees to improve their motivation and job satisfaction.

Herzberg's two-factor theory includes two elements, intrinsic and extrinsic motivation, that affect employees' productivity because of their satisfaction (Damij et al., 2015). Intrinsic motivation originates from within an individual and includes religious beliefs, personal views, and political factors (Hazra et al., 2014). Herzberg et al. (1959) argued that intrinsic motivators reflect psychological and self-fulfillment needs described by Maslow (1943), which generates satisfaction and increase performance outcomes. Employees who are not satisfied do not demonstrate reduced productivity; instead, they become involved in their jobs by investing extra effort for higher achievement. Happy workers spend more energy, increasing in their productivity (Herzberg et al., 1959). Managers should understand the strategies to improve employees' motivation and job satisfaction.

The hygiene factors of the two-factor theory are related to the job context associated with employees' job dissatisfaction and are extrinsic to the job. The hygiene factors include salary, work conditions; supervision; interpersonal relationships with peers, subordinates, and supervisors; company policy; and personal life. According to the theory, the absence of hygiene factors can create job dissatisfaction; however, their presence does not motivate or create satisfaction. Hooi and Leong (2015) posited that

hygiene factors of competitive wages and benefits did not help to retain workers. When the hygiene factors in an organization seem good, employees do not become satisfied; they become not dissatisfied. Dissatisfaction attributes are extrinsic factors arising from the job context, such as interpersonal relationships with the supervisor and peers, salary, work conditions, security and safety (Herzberg et al., 1959). The absence of hygiene factors in an organization leads to reduced productivity (Herzberg et al., 1959).

Several researchers in the hospitality industry have used Herzberg's two-factor theory to examine employees' motivation and job satisfaction with mixed results (Hyun & Oh, 2011). Holston-Okae and Mushi (2018) used the two-factor theory to assess the relationships among hospitality employees' turnover intentions, job satisfaction, motivation, and motivational factors. The results suggested that job satisfaction, compensation, employee engagement, and work environment are significant predictors of turnover intentions, while motivation is not. There is a need for future research on the relationship between motivation and turnover intentions (Ann & Blum, 2020). Harris et al. (2017) applied Herzberg's two-factor theory and Vroom's (1964) expectancy theory in their research. Their findings supported some parts of Herzberg's theory that intrinsic and extrinsic factors are positive predictors of restaurant employees' motivation. The results implied that fundamental variables contribute more actively to restaurant workers' motivations than the external variables.

Many researchers have applied Herzberg's two-factor theory in their study. Hsiao et al. (2017) investigated employees' perceptions of motivators and hygiene factors in Taiwanese hotels using Herzberg's two-factor theory and an importance-performance

analysis. The results revealed that hotel employees with a high level of organizational diversity had higher job satisfaction levels, corporate image, job suitability (motivation factors), and job security (hygiene factors). Hsiao et al. advised Taiwanese hotel managers to improve their performance on rapid employee advancement, training opportunities, and salary.

Managers should devise a way to engage employees to commit the full range of their efforts and abilities to contribute to the organization (Book et al., 2019). Lundberg et al. (2009) investigated the motivation of seasonal workers in the hospitality industry using the two-factor theory. The results indicated that the satisfaction of higher needs, such as self-fulfillment needs (motivator factors), is more significant than the everyday needs, such as salary (hygiene factors). McPhail et al. (2015) posited that factors of internal focus of control, variety in job duties, and potential for advancement in a career contributed to the intention to stay in the hospitality industry. Herzberg's two-factor theory is a practical framework for exploring the strategies hotel managers use to improve employee retention.

Related and Contrasting Theories to Herzberg's Two-Factor theory

Herzberg's Two-Factor theory was the conceptual framework for this study. There were two alternative theories: Alderfer's (1969) ERG theory and Vroom's (1964) expectancy theory**.** In this section, I examined the two theories and their effect on employee retention in the hospitality industry.

Alderfer's (1969) Existence, Relatedness, and Growth (ERG) Theory.
According to Alderfer's (1969) ERG theory, humans are motivated by three core needs:

existence, relatedness, and growth. Existence relates to the basic requirements for day-to-day living, which are physiological and safety needs. Relatedness is the need for social interaction, which are human's social, acceptance, belongingness, and status desires. Growth is the complex need for self-esteem, representing human's desire for personal development, self-fulfillment, and self-actualization (Alderfer, 1969). Alderfer reformulated Maslow's hierarchy of needs into three more general need levels (Sahito & Vaisanen, 2017).

Alderfer (1969) grouped basic physical needs that the regular paycheck traditionally provides, such as shelter, health, safety, and security. These basic physical needs encapsulate the physiological and security needs in Maslow's hierarchy of needs. Alderfer (1969) noted the need to satisfy both the physiological and security needs; therefore, there is no reason to separate the two (Maforah, 2015). In relatedness, Alderfer (1969) also proposed that workers are motivated to satisfy more complex social needs that reflect their relationships with coworkers and supervisors, friends outside the workplace, and family members. The relatedness need is the same as Maslow's social needs. In the growth area, Alderfer (1969) posited that workers require work to be meaningful, feel engaged and creative, and find levels of self-fulfillment and self-esteem. The growth need aligns with level 5 and level 4 in Maslow's hierarchy (Dewey, 2018).

Many researchers have explained the significance of Alderfer's ERG theory on employee motivation and job satisfaction. Chen et al. (2015) showed that a significant relationship exists between satisfying employees' needs and their growth or internal self-esteem, and there can be detrimental effects by meeting only one need at a time. For

instance, an employee working in the hospitality industry would struggle with motivation when growth needs are absent despite meeting their basic existence needs. Such an employee may be frustrated by a lack of growth, channeling efforts toward achieving self-esteem from a colleague.

Alderfer's (1969) model allows for greater flexibility to explain how managers can effectively motivate workers to maximize productivity and job satisfaction (Anyim et al., 2012). One of the main strengths of Alderfer's theory is the job-specific nature of its focus. Alderfer (1969) made specific reference to pay fringe benefits, relatedness needs from coworkers and superiors, and growth need satisfaction at work. Many information systems researchers have sought to apply Alderfer's (1969) ERG theory to develop a more comprehensive measure to advance the theoretical rigor of the field. Sun and Teng (2017) focused their study on daily internet use rather than general information system use in the organizational context. Based on the ERG theory, equity theory, and expectation theory, Sun and Teng developed an equitable needs fulfillment model with scales to measure work performance fulfillment, relatedness fulfillment, and self-development fulfillment. The self-development fulfillment need corresponds to the growing need in ERG theory, in which Sun and Teng placed the concept of job security as a fundamental element.

Yeh and Teng (2012) applied the ERG theory with a formative construct of perceived usefulness comprised of relatedness fulfillment, self-development fulfillment, perceived extended value of efficiency, and perceived effectiveness. The results indicated a higher variance of the perceived extended usefulness in the needs fulfillment construct.

The self-development fulfillment component accounted for some variation, but the relatedness fulfillment component was not significant. Yeh and Teng attempted to theorize the value of information systems and products based on the ERG concept. Chennamaneni et al. (2012) also applied the ERG theory to examine human needs that motivate knowledge sharing in organizations. Chennamaneni et al. (2012) proposed the task-performance, job-interaction, and work-enrichment benefit framework, which corresponded to the ERG theory.

Simonds et al. (2016) explored the effect of Alderfer's ERG theory of human motivation in the workplace as an explanatory framework to understand adjuncts' professional needs within online university programs. Four adjunct faculty members participated in the study by completing an electronic survey. According to Simonds et al., less than half of the participants' ERG needs were high. According to Alderfer's ERG theory, Simonds et al. expected that the participants' level of satisfaction with teaching in the program would have been low. However, all four adjunct participants enjoyed teaching in the program. Alderfer (1969) ERG's theory states that some types of needs may be impossible to achieve. An individual who strives to grow and develop due to a strong desire to overcome adversity and succeed may account for the positive feelings about teaching in the program (Simonds et al., 2016). Alderfer's ERG theory was an explanatory framework for the key themes that emerged from participant communications. The participants reported the need for more help with the basics of teaching (existence needs), the need for better communication (relationship needs), and the need for ongoing professional development (growth needs).

The implementation of the Alderfer's ERG theory in the study would have assumed that hospitality managers should recognize employees' existence, relatedness, and growth needs. Managers who identify the various ERG needs of employees understand an employees' behavior and what motivates them (Alderfer, 1969). Alderfer's ERG theory was not appropriate for the study because the application of ERG needs would not have been adequate in explaining the hotel managers' intentions to improve employee retention.

Vroom's (1964) Expectancy Theory. Scholars have used Vrooms' expectancy theory to successfully explain motivation in a different organizational context (Chou & Pearson, 2012). The Vroom (1964) theory, also known as the valence, instrumentality, expectancy (VIE) model, has a composition of three antecedents that motivate individuals to put forth an effort to attain an outcome. The three antecedents are expectancy, instrumentality, and valence. Vroom posited that people choose to act in a hedonistic manner, preferring the actions that will bring them the highest expected subjective utility. According to Vroom, motivational forces depend on the expectation that the effort will produce performance. The performance will lead to rewards, and the value attributed to awards. Performance and rewards are inversely proportional to the difficulty of fulfilling the task. The lack of any element of the relationship will lead to a lack of motivation (Leonina, 2017).

Expectancy. Expectancy refers to the effort an individual need to improve performance, which depends on the self-efficacy, goal difficulty, skills of the employee, experience, knowledge, and perceived control. Employees are motivated to work harder

if they believe that their efforts will reflect a high performance that will lead to a reward but will reduce their expectation if they do not feel fit for the task (Nimri et al., 2015). The expectation is subjectively perceived, though it refers to impartial elements. Organizations can influence expectations through training policy, internal mobility, organization of work, and coaching as a form of supervision. High expectancy is likely to motivate individuals to engage in specific behaviours (Hsu et al., 2014). Hospitality managers can strategize engaging and challenging jobs to ensure that employees feel rewarded for their performance (Purvis et al., 2015).

   Instrumentality. Instrumentality refers to the employees' belief that a reward will accompany an excellent performance. Instrumentality is composed of three variables: trust, control, and policies. People work much faster if they get financial rewards or if their work affects their opportunities for promotion. Instrumentality is objective because of elements of the working environment, such as remuneration and appreciation (Hsu et al., 2014). Instrumentality may also be subjective if employees are not adequately informed about its details. The influence of employees' instrumentality can be through payroll policy, the superiors' attitude, promotion policy, appreciation system, and information given to employees. A certain level of performance is necessary to attain individual goals (Hsu et al., 2014).

   Valence. Valence is the value an employee attributes to a reward. Valence is related to the needs, goals, values, preferences, and sources of the employee's motivation of the. It is not enough that rewards are correctly perceived, but the individual desire them. The organization may influence valence by the type of bonuses offered to

employees, such as negative valence, extrinsic valence, and intrinsic valence. For instance, in the hotel industry, the nature of work, low pay, and long working hours play a significant role in high turnovers (Fernandez & Worasuwan, 2017). Hence, to effectively address the turnover issue, motivation could be a crucial and ongoing issue for managers within hotel operations. Therefore, Vroom's expectancy theory offers a broad framework for assessing, evaluating, and interpreting employees' behaviors in attitude formation, decision making, learning, and motivation.

The motivational force is the amount of effort a person will put forth to attain a specific goal. Based on a combination of the three factors, employees select the element that gives them the highest motivation force (Nimri et al., 2015). The higher the factor, the higher the performance. Vroom's expectancy theory is dependent on the perception of effort and achievement, performance and reward, and knowledge of the value of the award. One aspect of the expectancy theory is that managers and supervisors unconsciously cease paying attention to their employees as a fallout of their endeavors to lead them (Vroom, 1964). Numerous studies support Vroom's theory and correlate the three independent variables positively. A meta-analysis of seventy-seven studies indicated that Vroom theory significantly predicted performance, effort, intentions, preference, and choice (Van Eerde & Thierry, 1996). Burton et al. (1992) found that the attractiveness of the system influenced employees' motivation to use a new expert system. Research in other domains has identified the usefulness of expectancy theory in predicting employee motivation and future employment status (Lynd-Stevenson, 1999).

According to Carnes and Knotts (2018), the instrumentality and expectancy elements of Vroom's theory are the key factors in considering the potential for a relationship between locus of control (LOC) and entitlement. As individuals have certain levels of beliefs, it can influence various aspects of their life. The results suggest that individuals with high internal LOC have a high expectancy of a secure link between effort, achievement, and rewards. In contrast, externals have a low likelihood and do not recognize the indirect link between effort and rewards. Honkaniemi et al. (2015) used the expectancy theory to investigate how perceptions of relationships between well-being and innovativeness could serve as plausible links to valuable outcomes in motivation to participate in innovation activities or improve well-being. Perceptions count when communicating the benefits of participating in innovation activities to employees (Vroom, 1964). Motivated behaviour is a result of perceptions of valence and expectancy. Vroom's expectancy theory was not ideal for this study.

The Hospitality Industry

The hospitality sector is one of the world's fastest-growing industries (Fernandez & Worasuwan, 2017). The hotel industry is the most prominent service industry globally and are significant contributors to the gross domestic product (GDP) in developed and developing nations (Mohamed, 2016). The industry makes up about 8% of all U.S. employment, with two-fifths of the employees in hospitality working part-time (U.S. Department of Labor, Bureau of Labor Statistics, 2016) and less than 1% of the Nigerian economy (Nwosu & Ward, 2016). To ensure the hospitality industry contributes to a

country's growth and development, all stakeholders must exercise commitment to duty in service delivery (Emmanuel & Damachi, 2015).

A high level of work-related stress characterizes the hotel industry. Some examples of stressful working conditions are long and irregular working hours, low pay, excessive workload, and imbalanced work-life (Mansour & Tremblay, 2018). Employee turnover is a common factor in the service industry due to poor job satisfaction. A critical, challenging issue in the hospitality industry is employee turnover (Santhanam et al., 2017). Hospitality employees leave careers because of long hours, negative work-life balance, and inadequate compensation (Brown et al., 2015). The frontline employees are the face of the industry, and their direct interaction with customers contributes to the image of the business. The retention of frontline hotel employees reduces tangible and intangible costs that stem from high turnover.

The hospitality industry may undertake corporate social responsibility practices to increase employee retention. Hospitality organizations benefited from employer-employee corporate social responsibility engagement by having fun, pride, development of skills, and team building (Supanti et al., 2015). There is a positive relationship between a hospitality employee's perception of corporate social responsibility programs and organizational commitment, which reduces turnover intentions (Kim et al., 2016). By undertaking corporate social responsibility initiatives, hotel managers could improve employee retention in the hospitality industry.

The hospitality and tourism industry plays a significant role in economic development and job creation worldwide. A skilled and productive labor force will be

vital for continued economic growth in the hospitality industry (Quinn & Buzzetto-Hollywood, 2019). The intensity of the workforce in the hospitality industry is attributable to the irreplaceable role of personal services (Harjanti & Todani, 2019). Working in the hospitality industry can be tiresome for employees. The hospitality industry has a high rate of employment worldwide (Grobelna, 2015). The nature of the service industry requires frontline hospitality employees to be adept at technical proficiencies and emotional delivery (Hight et al., 2019). Employees face work demands, complex procedures, and intense interpersonal relationships at every stage of work. The employees must be responsive to serve customers who have different needs with minimum error rates.

An individual who is either not engaged or actively disengaged does not exhibit outwardly hostile or deviant behavior (Hight et al., 2019). This behavior can result in a significant loss of productivity, higher turnover, and ultimately, a decrease in firm performance. The nature of the service industry requires that frontline hospitality employees be adept at technical proficiencies and emotional delivery. Favorable treatment of employees by management can result in improved attitudes, improved firm performance, and enhanced desire to remain employed within the organization. Employees who perceive their managers as bad will exhibit lower job satisfaction. The competencies and skills required of hospitality managers are different from those of other industries. A hospitality manager should be business savvy, people savvy and self-savvy. Supervisory skills and leadership are functional management competencies needed to improve employee relations and reduce turnover intentions (Hight et al., 2019). Hotel

managers should have adequate competencies and skills to improve employee retention in the hospitality industry.

The Nigerian hospitality industry has a slow growth rate, poor service quality, and many unqualified employees (Olusegun & Olusola, 2016). There is a lack of resources to transform the sector with inadequate human capital (Esu, 2015). It is a common practice to source for expatriate's expertise, which creates an accessible entrance for foreign hotels (Olusegun & Olusola, 2016). The shortage of trained and qualified workforce is a significant deterrent to the growth and development of the hospitality industry because business owners are unwilling to invest in human resources development and training. The hospitality industry stakeholder in Nigeria does not appreciate developing professionalism (Abomeh, 2012). Hotel managers could improve employee retention in the hospitality industry by investing in human resources development and training.

Many hotel managers have recognized the need to improve employee retention. The hospitality industry has outdated facilities that hinder productivity and growth (Samson & Timothy, 2014). The reduced services and unethical behavior of professionals in the sector contribute immensely to the challenges of the Nigerian hospitality sector (Olusegun & Olusola, 2016). The hospitality industry operates on low standards of services. Most hotel owners have not realized the significance of recruiting people with the requisite skills to manage the hospitality business. The Nigerian hospitality industry is overwhelmed by the government's multiple taxation demands (Adeola & Kennedy, 2016). The federal, state, and local government taxes increase the operating costs of the hospitality business in Nigeria.

Trends in the Hospitality Industry

The hospitality industry is part of the service industries. The hospitality industry is one of the driving forces of the global economy (Perepelytsia & Yurchenko, 2019). Serving and solving the problems of travelers is the focus of the hospitality industry. The services that the hospitality industry provide are intangible because the travelers cannot see, feel, or touch the service before purchasing it (Grotte, 2015). The macro and the micro-environment of the market influences the operation of the hospitality sector. The cultural, political, technological, and economic environment has a significant impact on the hospitality industry. In this subsection, I discuss four factors that could impact the hospitality industry: technology, human resources, innovation, and knowledge management.

Technology. The use of technology in tourism provides exclusive services to customers (Sherri, 2015). Customers expect personalized experiences within the hotel, such as welcome messages on the television screen, food preferences, and available amenities. The industry has adopted new technologies in recent years that have reshaped service delivery procedures, such as digital check-in and face recognition systems (Díaz, 2019). The intensity of competition in the business environment has propelled the hospitality industry to work hard to maintain and develop its competitiveness. The hotels were previously a place for guest to lay their heads away from home; however, the role of technology in the hospitality business has expanded (O'Halloran, 2015).

Hotels can attract a new breed of customers by integrating technology in all aspects of their services (Perepelytsia & Yurchenko, 2019). The internet system grows

and spreads into different parts of everyday life. The hospitality industry is inclined to follow this growing trend to offer new services to its guests to enact cost-saving measures and increase revenues (Brochado et al., 2016). Hospitality service providers (HSP) add a host of new services to their guests, such as automatic adjustment of in-room temperature, lighting, and wake-up call (Tussyadiah et al., 2015). HSP offers several cost-saving measures to manage on-property energy consumption by leveraging technology (Hsiao et al., 2018).

The internet of things (IoT) technologies can significantly expand the scope of energy-saving systems. The IoT is the interconnection of visible devices like sensors, identification tags, and mobile devices. The devices interconnect directly or indirectly through local communication networks or the internet (Kansakar et al., 2019). A smartly designed guest app can make reservations, check-in and check-out, and cancel and modify the customers' stay a delightful experience (Tussyadiah et al., 2015). Guests and service providers benefit from building automation and monitoring new hospitality services such as keyless entry services, digital concierge, and security cameras (Vermesan & Friess, 2014).

HSPs are coming up with new ways to incorporate augmented reality and beacon technology into their on-property systems, such as digitally guided tours, previews of in-room environment, and translation services (Tussyadiah et al., 2015). Some hotels have adopted the use of artificial intelligence (AI). For example, Hilton Hotel unveiled an AI-based concierge in 2016. The robot interacts with guests and responds to their questions in a friendly and informative manner. AI is an expensive technology, but as hotel chains

start to use it more frequently, the cost will be affordable and available to independent hotels in the coming years (Babenko et al., 2017). The hospitality industries are social phenomena, and the industries associated with them are primarily application oriented.

Human Resources. The management of the people (human resources) in an organization is essential for achieving positive employees' attitudes and behavior in the workplace (Metilelu, 2016). An organization's most asset is a stable workforce that consists of committed employees (Jena & Pradhan, 2018). Human resources are the combination of skills and knowledge acquired by the individual to increase their worth in the labor market (Metilelu, 2016). Human resource management (HRM) practices contribute to developing and raising the level of commitment of employees. Hotel managers should increase the workforce's commitment and motivation to improve employee retention in the hospitality industry.

Managers in the hospitality industry should empower employees to work and motivate themselves to continue their careers and increase their desire to stay longer at work (Yousaf et al., 2018). High compensation and fair performance appraisal systems are essential HRM practices associated with employee turnover intention (Dechawatanapaisal, 2018; Shaukat et al., 2017). The HRM managers in the hospitality industry are responsible for providing the organization with the best employees to deliver quality services. By implementing a good compensation plan and fair performance appraisal systems, hotel managers could improve employee retention in the hospitality industry.

The lack of promotion and training, and development programs contributes to employee turnover in the hospitality sector. The impact of the quality of human resources in the tourism industry has always been a fundamental characteristic of the service-driven sector (Dechawatanapaisal, 2018). Human resources are a significant area of interest within the field of tourism and hospitality. A positive relationship exists between human resources, skills, and the performance of economic activities (Metilelu, 2016). Attracting and retaining good employees continues to be a challenge to the hospitality industry (Murray, 2016). A trend that is worrisome specifically for tourism is the existence of the ageing workforce. The importance of employees in the tourism industry is high for numerous reasons. Hotel owners should adopt new approaches to address labor needs that satisfy operators' skill requirements while enhancing employees' experiences.

The hospitality industry has a damaged reputation due to its long hours of work, including weekends and holidays, for low pay (Murray, 2016). Employees will envision the hospitality and tourism industry as a career if they are receiving career-style wages, have the potential for future growth, and collect fair compensation for their hard work (Murray et al., 2017). The workforce demand-supply gap in the hospitality sector has increased due to the lack of adequate infrastructure. The HRM influences the psychological contract breach on employees' attitude and behavior (Santhanam et al., 2017). The government can control the labor shortage in the hospitality industry by revisiting the challenge of seasonality and short-term labor demands.

Innovation. Hotels are one of the most competitive businesses in the world. The inability of the hospitality industry to innovate lowers productivity than in all other

sectors of the economy (Martin-Rios & Ciobanu, 2019). There is a need to analyze

traditional innovation practices and create new strategic paradigms. The implementation

of innovative practices has attracted complex innovation strategies, combining

technology-driven and non-technological forms of innovation (Karlsson & Tavassoli,

2016). Innovation strategy, service, and process are technological developments, while

organizational and marketing innovations are non-technological innovations (Černe et al.,

2016).

   An innovation strategy is a requirement for succeeding in today's competitive

environment. The importance of this trend is the need for various forms of innovation in

the hospitality industry to stay competitive and profitable (Martin-Rios & Ciobanu,

2019). An innovation strategy ensures that firms remain proactive, positively affecting

organizational competitiveness (Lin, 2013). Hospitality firms are inclined to broaden the

scope of innovation and depart from the narrower technology-driven innovation (Černe et

al., 2016). Non-technological innovation can include novel approaches to commercialize

firm assets, new managerial, technical practices, and establish alternative ways of

managing employees (Martin-Rios & Parga-Dans, 2016a).

   The hospitality industry and the broader service sector share certain features that

influence their innovation strategy. The vast diversity of firms in the service industry

innovate in different ways, depending on their subsector. The hotel industry implements

innovation strategies that share similarities and differences with other service activities

(Martin-Rios & Ciobanu, 2019). The hospitality sector is a labor-intensive, primarily

seasonal, cost-driven industry with significant technological innovation investments, as

may be the case in other service activities (Sharma et al., 2016). Global competition, technological advancement, and changing customer demands may force hospitality firms to intensify innovation.

    Knowledge Management. Knowledge management (KM) mechanisms are vital components that are substantial in managing hospitality organizations. KM adds to operative maneuvers and creates competitive benefits over the other players in the tourism and hospitality industry (Musyoki et al., 2017). Employees' motivations serve as crucial factors to successfully facilitate knowledge flow in organizations (Wang & Hou, 2015). Factors that motivate employees to engage in KM behaviors are worth investigating in the hospitality context (Lee, 2016). Employees in the hospitality industry are encouraged to respond to customers' demands and preferences by facilitating KM behaviors (Hon & Lui, 2016). Consequently, hotels must save experiences, which could not be lost when employees leave the hotel. The industry also needs to support unskilled workers and new employees with other employees' experiences (Musyoki et al., 2017). Firms can exploit knowledge resources through proper KM to create value.

    The concept of KM is rooted in the resource-based view and the knowledge-based view of the organization (Donate & de Pablo, 2015). Hotel owners should improve and improve KM based on the specific requirements in hotels. KM aims to identify, generate, accumulate, save, retrieve, and distribute knowledge to improve service quality (Musyoki et al., 2017). Many organizations are investing more money and time in KM to facilitate the collection, storage, and dissemination of knowledge to be more competitive (Motshegwa, 2017; Shamim et al., 2017). Organizations must identify knowledge loss

risks and issues that affect knowledge retention. When an employee leaves the organization, the knowledge and talent also leave with the employee (Shamim et al., 2017). Hotel managers should improve employee retention to enhance organizational knowledge and experience.

Employee turnover could affect customer service delivery. Customer expectations are on the increase, and hotels need to meet these expectations and maintain customer satisfaction and loyalty by enhancing service quality (Shamim et al., 2017). Researchers have identified the need for hospitality organizations to transform individual employee knowledge by effective KM among employees at the individual level (Kim & Lee, 2013). Knowledge is an important strategic asset, which provides a competitive advantage to the organization and the individual employees (Shamim et al., 2017). Business leaders should understand the criticality of sharing knowledge for organizational growth and competitiveness.

Concept of Employee Retention

Retention is a voluntary move by an organization to create a suitable environment that engages employees for the long term (De Sousa et al., 2018). Employee retention policies focus on identifying and retaining committed employees. Innovative and inclusion programs with good supervisors can promote employee retention. Business leaders' capability to understand how to retain and motivate workers is critical to an organization's success (Schuler, 2015). Employee retention refers to an organization's ability to retain its employees (Fernandez & Worasuwan, 2017). Some strategies business leaders use to retain employees include (a) management opportunities, (b) compensation

and rewards, (c) onboarding, employee engagement programs, and (d) socialization,

training, and development. Hotel managers should develop strategies to retain employees.

Researchers have identified some aspect of employee retention. Employee

retention attributes are engagement with a pleasant working environment, positive

working relationships, inspiring leadership, training and development, excellent

remuneration, organizational policies, and management's interest in employee well-being

(Ruiz & Davis, 2017). Motivated employees help organizations to reach their objectives

and to earn a profit. The success of every hotel industry is based on their employees

because employees are accountable for delivering quality service to customers (Bangwal

& Tiwari, 2019). Employers ought to provide a signature experience to their employees

to establish a committed workforce throughout their professional careers.

The impact of employee turnover in the hospitality industry has made executives

understand the value of retaining top-notch employees. The right employees must be

attracted, developed, and retained in an organization (Rose & Raja, 2016). Retention

factors include training and development, career opportunities, supervisor support, job

characteristics, work/life balance, and compensation. The retention of satisfied and

committed employees is central to the success of the organization in the hospitality

industry (Karatepe & Magaji, 2008). Employee retention is vital because it reduces

training and development costs.

Employee Retention Strategies

Employee retention strategy is a fundamental means of achieving a competitive

advantage in the business environment (Kossivi et al., 2016). Business organizations use

different strategies to provide effective communication policies to improve commitment and enhance workforce support (Becker & Tews, 2016). To retain the best employees, managers should implement strategies to satisfy employees' needs, such as promotion, career development, incentives, and flexible work hours policies. Hospitality managers can support fun interactions at work with co-worker's socialization as an essential strategy to promote retention (Becker & Tews, 2016). A strong retention strategy becomes a powerful recruitment tool. Retaining the best employees ensures customer satisfaction and increased productivity.

Employee retention is a vital organizational issue involving training time and investment, lost knowledge, insecure employees, and a costly candidate search. Satisfied employees are more dynamic, resourceful, and likely to be retained by the organization (Rose & Raja, 2016). For organizations to keep employee's satisfaction high, they need to implement respect, recognition, and rewards (Kossivi et al., 2016).

Most organizations invest money and time to train new hires to attain the level of existing employees. Retention eliminates the cost of hiring and training new employees. The loss of skilled and experienced employees has some financial burden on organizations (Baharin & Hanafi, 2018; Yam et al., 2018). There are direct and indirect costs associated with the process of a new hire (Mwasaru, & Kazungu, 2015). High employee turnover will hurt the direct and indirect costs of the organization. An organization loses when an employee leaves the job. In most organizations, the loss of a middle manager costs up to five times the salary (Mathimaran & Kumar, 2017). It is better to retain employees than to make a new hire. Also, a high employee turnover

propagates risk to the organization (Chowdhury & Md, 2017). Organizations that attract and retain top talent employees will thrive, but those firms that do not retain staffs will face challenges (De Sousa et al., 2018). The positive impacts of employee retention are increased sales growth and improved employee morale.

Concept and Effects of Job Satisfaction

Employees that experience job satisfaction stays longer on the job. Job satisfaction is an indispensable subject of interest in every organization, becoming a shared experience for employees in the workplace (Abouraia & Othman, 2017). Employee job satisfaction can be defined as overall work satisfaction and feeling towards an aspect of work (Ohunakin et al., 2019). Job satisfaction and organizational commitment describe employees' affective responses to their jobs and attachment to their organizations. Job satisfaction is a critical factor in attracting and retaining a skilled workforce (Stamolampros et al., 2019). Hotel managers should understand the critical factors that influence job satisfaction to improve employee retention.

There exists a positive relationship between employee satisfaction, customer satisfaction, and corporate performance (Symitsi et al., 2018). This relationship is evident in high-contact service industries that require contact between the service provider and the customer (Symitsi et al., 2018). The hospitality industry is a high-contact service sector, where most of the services are through interaction between customers and employees (Kong et al., 2018). Employees with a low level of satisfaction have less incentive to excel, which may lower their performance (McPhail et al., 2015). The

hospitality industry has a higher level of employee dissatisfaction than other sectors (Investors in People, 2018).

Several factors contribute to job satisfaction, such as work-related, social and family, and organizational factors (McPhail et al., 2015). The work-related factors focus on the contents of the job and employment characteristics. Role conflict and ambiguity harm job satisfaction among employees (McPhail et al., 2015). Job roles that require higher poignant effort increase job satisfaction. There is a positive effect of empowerment on employee satisfaction, with a higher impact on customer-facing than non-customer facing employees (Lee et al., 2016). Customer-facing employees are individuals that have physical contact with clients. Employees are more likely to experience higher job satisfaction when they perceive their co-workers as receptive and competent individuals (Bufquin et al., 2017). Hotel employees work in an environment with limited family-supportive supervisors; consequently, employees cannot participate in important family and social activities (Stamolampros et al., 2019).

Hotel employee job satisfaction for newcomers is positively affected by organizational socialization tactics (Song et al., 2015). Several organizational aspects influence job satisfaction for employees in the hospitality industry. An individual's perception of the organization is related to job satisfaction. Employees also have an increased level of job satisfaction when they work for companies that implement corporate social responsibility (Stamolampros et al., 2019). Some organizational factors that increase job satisfaction are (a) training, (b) compensation, (c) role clarity, (d) work engagement, (e) organizational structure, and (f) career prospects (McPhail et al., 2015).

A team-oriented corporate culture enhances innovation and employee development, leading to higher job satisfaction (McPhail et al., 2015). Some individuals could be satisfied with one aspect of their job and be dissatisfied with another element. Developing and maintaining superior performance from employees is critical for a hotel's success (Marshall et al., 2016).

Employee Motivation and Retention

Motivation is from the Latin language, which means to move (Mangi et al., 2015). Motivation is the individuals' desire to demonstrate the willingness to exert effort. There are several definitions of motivation, but they have common characteristics: (a) what energizes human behavior, (b) what directs this behavior, and (c) how to sustain such practice (Enkhbayar & Bixiang, 2018). Employee motivation refers to the feeling, energy, effort, and driving force used to achieve individual and organizational goals (De Sousa et al., 2018). There are intrinsic and extrinsic factors that influence employee motivation. The intrinsic factors refer to the internal elements such as personal growth and satisfaction from engagement with the work. The extrinsic factors are external elements such as financial rewards, working conditions, management, and leadership (Ann & Blum, 2020). Manager's use of intrinsic and extrinsic motivation on employees is a foremost part of the organizational retention plan (Mangi et al., 2015).

Motivation comes from either inside an employee or their environment (Karahanna et al., 2015). Employers can motivate employees through compensation benefits and flexible compensation plans, which are relevant to employee performance. Good wages can motivate employees. Frequent communications with employees enhance

the motivation of the employee (Sarmad et al., 2016). Motivation encourages employees to improve their skills and improve their morale. The satisfaction of basic needs in a work context enhances work motivation. The employee will feel motivated to perform better when they achieve their personal needs, interests, and goals. The availability of resources has motivating power and could affect job demands. Organizational resources enable employees to cope better with the job demands (Verbruggen et al., 2015).

An organization cannot operate for a long time without motivation (Verbruggen et al., 2015). Employers need to train and develop all motivated employees to achieve organizational goals. Employees have several skills and knowledge, which can be inactive without motivation (Enkhbayar & Bixiang, 2018). Various factors can motivate the employee, such as good pay and benefits, adequate training and development, and an opportunity for career growth and promotion. Employee motivation is one of the crucial aspects of business in today's dynamic world. Employees could easily carry out complex and challenging task when motivated. Motivation is critical for capacity development, enabling individuals and organizations to perform their functions effectively and efficiently.

The work environment is a critical factor that significantly affects how employees perceive work. A conducive work environment encourages employees to come to work, inspiring and sustaining them throughout the day (Nombeko, 2019). Business leaders need to be sufficiently involved with employees to create a positive workplace experience for attracting and retaining employees. Employees' intention to stay on a job is positively associated with their perception of the organizations' values. Employers who respect their

employees' personal needs have a high retention rate (Nombeko, 2019). Hotel managers should help employees achieve their personal needs to improve retention.

According to Qazi et al. (2015), employees are not machines but social beings with expectations, emotional, and physical needs. The social and family characteristics are those factors that affect work-family balance. Employees that feel supported by their organizations tend to be more productive and display positive attitudes towards work and colleagues (Mayende & Musenze, 2018). The organizational environment regarding policies, practices, and rewards can affect an employee's decision to stay on the job (Do, 2018). Positive organizational policies motivate employees and increase the chances of retention.

Impact of Managers on Work Environment

The competitiveness and performance of hotels depend on managers' capability to stimulate innovation within their firms (Hassi, 2019). Managers have a significant influence and control over the operations of the organization. Employee involvement is a substantial aspect of organizational structure to achieve positive perceptions from employees and increase retention. Employee participation and employee retention are interdependent because both result in either high or poor productivity (Khalid & Nawab, 2018). The most crucial aspect is the efficiency of the employees to achieve organizational goals. Employee efficiency involves analyzing the needs of the employees and keeping them motivated. Employees are essential resources for the growth of the organization. Managers are in a better positioned to assist their employees when they understand and concentrate on employee motives and expectations (Vroom, 1964).

Employee longevity in an organization has a positive effect on the stability of the economy over time. Employee turnover takes away the talents of the organization and hampers the smooth operation of the firm. The impact of the departure of a talented employee interrupts the usual activities and performance of the organization (Rubel & Hung Kee, 2015). Emotional exhaustion of hospitality workers can lead to low job satisfaction and high turnover (Rathi & Lee, 2016). Incivility among hospitality employees and customers can interrupt business operations and sales performance (Torres et al., 2016). The management approach that managers use in the hospitality industry significantly influences the level of employee engagement. By increasing employee engagement, hotel managers could improve employee retention.

Managers play a vital role in the success of an organization (Rafiee et al., 2015). Managers are obligated to create a conducive work context and impetus, inspiring workers to accomplish excellent outcomes and achieve organizational plans (Nombeko, 2019). Hospitality managers should continually improve their employees' working environment to achieve customer satisfaction, profitability, and customer loyalty. Improved relationships between managers and employees result in increased retention and yields enthusiastic employees who are focused on their work (Babakus et al., 2017). Researchers have advised managers to develop training programs that focus on improving employees' skills (Babakus et al., 2017). Managers are responsible for the establishment of a supportive team environment.

Transition and Summary

Section 1 included the foundation of the study, the background of the problem, problem statement, purpose statement, nature of the study, research question, conceptual framework, definition of terms, and assumptions, limitations and delimitations. Other topics discussed in Section 1 include the significance of the study, implications for social change, and a review of the professional and academic literature. The literature review contains narrations on the related and contrasting theories to Herzberg's two-factor theory, the hospitality industry, trends in the hospitality industry, and employee retention strategies. Finally, I discussed the concept and effects of job satisfaction, employee motivation and retention, and the impact of managers on the work environment.

Section 2 of this study contains an overview of the steps for conducting the research study. The focus areas include; purpose statement, the role of the researcher, participants, research method and design, population and sampling, ethical research, data collection and organization, data analysis, and reliability and validity. In Section 3, I provided an overview of the study and presented the study findings. Other focus areas discussed in Section 3 include application to professional practice, implications to social change, recommendations for action and further study, reflections, and summary and study conclusions.

Section 2: The Project

In this section, I present a systematic discussion of the methodology used in this study. The purpose of this qualitative single case study was to explore the strategies that hotel managers use to retain employees. Section 2 includes the study's methodology, specifically, the research design and justification for the research design. I describe the participants, selection criteria, justification for the number of participants, and ethical protections of the participants. I also describe the data collection procedures, including interview and survey procedures, and my role as the researcher. The section concludes with a description of the data analysis technique, including coding and reliability and validity procedures to ensure the accuracy and credibility of the findings.

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies hotel managers use to improve employee retention. The target population for this study consisted of hotel managers in one hotel in Abuja, Nigeria, who had successfully retained employees. The results of this study could lead to positive social change by assisting hotel managers with developing and implementing strategies necessary to retain employees. Employee wages may increase with better benefits such as health insurance, vacation packages, and overtime pay as the business grows and improves financially. Employees and their families could benefit from increased job stability, thereby improving employee retention and economic prosperity for the communities.

Role of the Researcher

The role of a qualitative researcher involves the collection and analysis of data (Yin, 2018). The researcher's role includes participants selection, data collection, data interpretation, data analysis, and facilitation. Qualitative researchers should have a comprehensive understanding of their roles in the data collection process (Shaban, 2015). My role as the qualitative researcher of the study involved recruiting participants for data collection and analyzing all data collected from hotel managers in Abuja, Nigeria. In addition, my role included collecting data in an unbiased manner and exploring the research problem. Qualitative researchers recognize their role in the data collection process by subjecting themselves to self-scrutiny (Moser & Korstjens, 2018).

A relationship between the researcher and the research area is critical in helping researchers gain familiarity with the study (Berger, 2015). The researcher's role is to respect participants' viewpoints, assure them of data confidentiality, and build a healthy rapport to enhance open communication and thoughts (Berger, 2015). Qualitative researchers tend to have sensitivity toward their social identities (C. Marshall & Rossman, 2016). I did not have any prior relationship with the participants.

I followed the Walden University Institutional Review Board (IRB) requirements. Researchers must remain ethical when collecting data from participants (Morello-Frosch et al., 2015). I assured all participants in the study of the protection of their rights. Using an informed consent form, I explained the process and had each participant sign the form before beginning the interview process. The Belmont Report (U.S. Department of Health and Human Services, 1979) contains a description of the ethical principles and guidelines

for protecting human subjects. The principles in the *Belmont Report* include respect, beneficence, and justice. My role as a researcher was to treat participants with respect and protect their identity.

To remove bias when viewing the data through a personal lens, I remained open to contrary evidence. During the data collection phase, I mitigated bias by reviewing document sources and applying member checking to ensure accurate interpretations. Oikonomidoy and Wiest (2015) posited that researchers should alleviate biases and understand the research by not including personal viewpoints in the study. Yin (2018) advised researchers to mitigate personal assumptions that could affect the collection and analysis of data. It is crucial that researchers carefully plan each step of the study to mitigate biases (Althubaiti, 2016). As the researcher of the study, I recruited participants with whom I had no personal connections, relationships, or professional involvement. I avoided indulging personal assumptions but instead focused on participants' perspectives during the collection and analysis of data.

Interviews are guided conversation that require communication and social interaction skills (Nilson, 2017). Qualitative researchers use an interview protocol as a guide to outline the structure of the interview to ensure a consistent data collection process (Castillo-Montoya, 2016). Also, the use of an interview protocol ensures that researchers do not miss valuable data during the data collection phase (Drabble et al., 2015). I used an interview protocol (see Appendix A) to outline the interview structure and ensure consistency with the data collection. I also conducted member checking with

participants through follow-up discussions to ascertain the accuracy of my interpretation of their interview responses.

Participants

I selected three hotel managers in one hotel in Abuja, Nigeria, who had successfully implemented employee retention strategies. An appropriate choice of study participants and an acceptable sample size are the foundation for building reliable research (Berger, 2015). When researchers use a single case study approach, they should include knowledgeable participants with experience applicable to the research topic (Cloutier & Felusiak, 2015). In the study there were no criteria for ethnicity and gender requirements; individuals from all ethnic groups were eligible to participate in the study. The success of a study depends on gaining access to participants who meet the eligibility criteria (Yin, 2018).

I used purposive sampling technique to identify and select participants from the target population. Researchers use purposeful sampling to identify and select qualitative research participants (Palinkas et al., 2015). Participants might be helpful when they are familiar with the study topic and can guide and facilitate an in-depth understanding of the research phenomenon. Knowledgeable participants help broaden the researcher's understanding of employee retention strategies (Cairney & St. Denny, 2015). Qualitative researchers may find single or various data sources valuable when conducting research (Kmita, 2017). I used emails and telephone calls to gain access to the participants.

Researchers might use an interview protocol to eliminate bias and to increase their chances of obtaining valuable data. I built a relationship of trust through introductory

telephone calls with participants before conducting semistructured interviews. I conducted semistructured interviews in the same setting. I used emails as the initial method of contacting the participants. I did not have an existing relationship with any of the managers who had implemented successful employee retention strategies. I am not an employee of the host organization. The initial contact is a researcher's first opportunity to build a working relationship with the participants (White & Hind, 2015). Researchers can use email, in-person, or telephone techniques to assess participants eligibility criteria (Canales & Caldart, 2017). I used emails and telephone calls to assess participants eligibility.

After receiving approval from Walden University's IRB (01-28-21-0970515), I sent an email to the participants. Attached to the email were the informed consent form and the interview protocol (see Appendix A) containing samples of the interview questions. After receiving the participants' responses, I established a working relationship with them by communicating with them and keeping them updated regarding the development of the study. A researcher's relationship with the participants is critical to the success of a study (C. Marshall & Rossman, 2016). During the study, I assured the participants of their confidentiality. Participants could withdraw from a study at any time (White & Hind, 2015). Data and information referring to the participants' identities were kept confidential.

Research Method and Design

For this qualitative study, I used a single case study design. The qualitative method was the most appropriate approach for the study because I explored the strategies

that some hotel managers use to improve employee retention. The purpose of a single case study design is to explore the presumed causal links in real-world interventions that are too complex for survey or experimental methods (Yin, 2018). A single case study design was the most suitable research design for the study.

Method

I used a qualitative method for this study. Researchers use quantitative, qualitative, and mixed methods to conduct research (Zoellner & Harris, 2017). Researchers use qualitative methods to gain greater insight and understanding into a research phenomenon (Hammarberg et al., 2016). A researcher identifies trends and patterns using a qualitative method (Albers, 2017). The qualitative method is a data collection process that generates non-numerical data, which depends on the interaction between data collection and data analysis (Saunders et al., 2015). The qualitative method was appropriate for the study because I explored the problem through the experiences of others. Moreover, qualitative studies address what happened or the meaning of a given phenomenon.

The quantitative method is the systematic empirical investigation that uses statistical, mathematical, or computational techniques (Baillie, 2015). The quantitative method was not appropriate for the study because its purpose was not to examine variables' characteristics or relationships. The mixed methods approach is a research procedure that involves collecting, analyzing, and integrating quantitative and qualitative research in a single study to enrich the general findings of the study (Bester et al., 2017). The mixed methods approach was not appropriate for the study because my intent was

not to collect and analyze empirical data by examining variables' characteristics or relationships. Quantitative and mixed methods were not appropriate for the study because I aimed to explore the strategies that some hotel managers use to improve employee retention.

Research Design

Qualitative researchers may use case study, phenomenological, narrative, or ethnographic designs (Castleberry & Nolen, 2018). I used a single case study design for the study. Yin (2018) indicated that researchers use a case study design to explore the phenomenon and individuals over time. Using the case study design, I explored the employee retention strategies managers use in the hospitality industry.

Phenomenological design is the process of identifying the personal meanings of individuals' lived experiences with an in-depth description of the meanings (Korcuska & Flynn, 2018). The phenomenological design was not appropriate for the study because its purpose was not to explore the personal meanings of employees' lived experiences in the hospitality industry. Researchers use ethnographic design to investigate the cultural phenomenon of a specific group or groups of people (Canevacci & Simeone, 2017; Higginbottom et al., 2016). The ethnographic design was not appropriate for the study because my intent was not to focus on employees' beliefs and shared patterns in the hospitality industry. A qualitative case study is an intensive, holistic description and analysis of a single entity or phenomenon using multiple data sources (Yin, 2018). A multiple case study is likely to produce more evidence and replicate and predict similar results (Saunders et al., 2015).

Data saturation is the point when the data analysis yields no new information. Researchers should consider data saturation as redundancy, which signals the end of the data collection process (Yin, 2018). I ensured data saturation by ensuring that further data collection yielded the same findings and confirmed or supported the emerging themes. To achieve this study's purpose, I collected adequate data and reported when, how, and to what extent data saturation was achieved.

Population and Sampling

This study's population consisted of three hotel managers working at one hotel located in Abuja, Nigeria. The population and sampling method should align with the study's intent, the research problem, and the research methodology (Argerich & Cruz-Cruz-Cázares, 2017). Wessels and Visagie (2017) suggested establishing the criteria for participants. I selected participants for this study using the following criteria: (a) has worked as a hotel manager in a reputable hotel in Nigeria for 5 years or more, (b) has held responsibilities associated with employee retention, and (c) has participated in the development and implementation of successful employee retention strategies. I confirmed the eligibility of the participants through an email or a signed consent form.

Sampling techniques that qualitative researchers use include purposive sampling, random sampling, and snowball sampling (Griffith et al., 2016). Qualitative researchers use sampling to obtain vital information to understand the phenomenon (Boge & Salaj, 2017). A qualitative researcher may purposively select a relatively small sample to increase the understanding of the phenomenon under study (Morris et al., 2016). I selected participants through purposive sampling. Purposive sampling is a non-

probability sampling method that researchers use to ensure adequate representation of minority populations in the sample (Setia, 2016). Researchers who use purposive sampling construct a detailed analysis of the phenomenon (Roy et al., 2015). Researchers may consider the participants' experience when selecting a sample size for qualitative research. A researcher undertakes purposive sampling to match the cases to the research objectives (Roy et al., 2015). Purposive sampling enables a researcher to improve rigor and trustworthiness, including credibility, transferability, dependability, and confirmability (Bagheri et al., 2019). Purposive sampling was the most appropriate sampling technique for this study because it met the criterion required in selecting hotel managers who have successfully retained employees.

Random sampling was not applicable in this study because it may have resulted in a participant not meeting the selection criteria. The sample size consisted of three hotel managers in Abuja, Nigeria. The use of a small sample size is considered appropriate in qualitative studies (Yin, 2018). Qualitative researchers may recruit additional participants to meet the goals of data saturation through snowball sampling. Snowball sampling is a process the researcher uses to recruit additional participants (Fehr et al., 2016). I interviewed the participants until there was no new information. When the researcher does not receive new information, the data collection process can end (Oberoi et al., 2015).

Reaching data saturation is a required component in qualitative research. Researchers attain data saturation by gathering data until no new information or themes are emerging (Colombo et al., 2016). Researchers may enhance qualitative research

study's reliability and validity by attaining data saturation (Morse, 2015). One of the qualitative researchers' goal is to achieve data saturation (Fusch & Ness, 2015). Data saturation can be achieved by collecting data from numerous sources (Harvey, 2015). In this study, I continued to interview the participants until there was no new information.

Ethical Research

I used the guidelines of the Belmont Report to protect the participants. The Belmont Report (U.S. Department of Health and Human Services, 1979) contains a description of the ethical principles and guidelines for protecting human subjects. The principles in the *Belmont Report* includes respect, beneficence, and justice. As a researcher, my role was to treat participants with respect and protect the participant's identity.

Qualitative researchers use an informed consent form as an ethical research guide (Sanderson et al., 2016). Ethical issues may occur when a research study includes human participants (Madikizela-Madiya, 2017). The use of ethical guidelines in a research study ensures the credibility of the study (Yin, 2018). For this study, I used an informed consent form, which consisted of the study's background, policies, procedures, benefits, risks, monetary incentives, and data privacy. Providing participants with informed consent helps to ensure the privacy of participants (Hammersley, 2015). The ethical concern in research includes validation, which entails disclosing the aspects of the study to the participants (Gaus, 2017). To comply with the ethical standards, I asked each potential participant to read, understand, and respond to the informed consent form before commencing the interview.

Before I engaged with the participants, I obtained permission from Walden University's IRB. Upon receiving IRB's approval, I sent each research participant an informed consent form via email, which specified the expected actions during this study. I undertook the NIH/CITI training on ethical standards to understand the ethical principles.

The participants may voluntarily participate in this study and withdraw at any time before the commencement of the data analysis phase. Participants' withdrawal principles refer to the respectful treatment of qualitative research participants (Doyle & Buckley, 2017). The participant can decide to withdraw from the study by informing the researcher through a telephone call or email without stating any reason. Researchers may use incentives to motivate participants to provide quality information (Smaglik, 2016). Providing participants with incentives may help researchers acquire enough subjects to increase the research findings consistency and validity (Berger, 2015). Although providing incentives could help influence data saturation, I did not provide participants with any form of incentives or stipends for participating in the study.

An ethical procedure is a tool that researchers use to protect participants in a research study. The ethical procedure is significant to control any form of risk associated with engaging the participants (Sturm, 2017). As the researcher, I obtained a verbal approval of the informed consent form and authorization to record the participants before each interview.

For data security purposes, I provided an agreement stipulating that all data would be kept safe for the participants and the researcher to sign. I stored all electronic data in

my Apple iCloud account and hard copies in a personal locked safe for at least five years. I will destroy the data linked with the doctoral study at the end of the data storage period. Researchers are accountable for (a) informing research participants about the consequences of their participation, (b) protecting the participants' confidentiality, and (c) protecting participants from mischief (Kim, 2017). To protect the participants' confidentiality, I used codes such as P1, P2, and P3 for all participants' identities in the organization. I assured all the participants that their identities and information would be kept confidential.

Data Collection

In the single case qualitative study, the data collection process aimed to explore the strategies hotel managers use to retain employees in the hospitality industry in Abuja, Nigeria. The data collection process enabled me to examine the lived experiences of three hotel managers as they retain employees in their organization. In the following section, I discuss the data collection instruments, data collection and organization techniques.

Instruments

In this study, I was the primary data collection instrument. The researcher is the primary data collection instrument because a researcher hears, sees, and interprets the data in a qualitative study (Marshall & Rossman, 2016; Sutton & Austin, 2015). I used individual semistructured interviews as a data collection tool for this study. I created the interview questions (see Appendix B) to ensure alignment between the research question, the problem statement, and the purpose statement. I sent the interview questions by email

in a word document format to allow the participants to be familiar with the questions in advance and prove that the interview's intent was for educational purposes.

I spoke to each participant by telephone to clarify specific answers to the questions and obtain information on the strategy's hotel managers use to retain employees. Semistructured interview questions help researchers adhere to a set of questions received from the case study protocol (Yin, 2018). The purpose of interviewing is to reveal and explore complex and concealed phenomena (Cairney & St. Denny, 2015). I used the interview questions to explore the strategies that hotel managers use to retain employees in the hospitality industry.

To reduce bias and enhance reliability in the study, I use methodological triangulation of multiple data sources and member checking. Methodological triangulation can help a researcher enhance the validity of the data collection process by confirming the findings (Spadafino et al., 2016). In addition to the semistructured interviews (see Appendix B), I obtained archival company documents such as the employee handbook and company retention policies. I examined the documents and used member checking to verify the accuracy of the information collected from hotel managers in Abuja, Nigeria. According to Marshall and Rossman (2016), member checking is a quality control process that enhances the accuracy and credibility of the collected data by allowing the participants to verify the researcher's interpretation.

Data Collection Technique

The data collection technique I choose for this study was a semistructured interview. Semistructured interviews allow a researcher to ask open-ended questions

(Moonaghi et al., 2015). Initial contact with participants occurred after the IRB approval. The advantage of semistructured interviews is the researcher's ability to gain an in-depth understanding of the participants' views, which allows for flexibility in follow-up questions (Bryman & Bell, 2015). Pilot testing did not apply to this study. I used in-depth, semistructured questionnaire interviews as the process to collect primary data in this study. I used open-ended interview questions to gather hotel managers' experiences in implementing employee retention strategies. Using open-ended interview questions allowed me to probe participants' experiences as I document and describe the participants' responses to ensure credibility, transferability, and confirmability. I used the interview protocol (see Appendix A) for this study. It is the researchers' responsibility to follow the interview protocol and ask questions without any bias (Yin, 2018).

The interview questions that I used helped me explore the strategies that hotel managers use to improve employee retention. A semistructured interview is the best choice when the questions provide participants with an understanding of the research concepts (Yin, 2018). The advantages of the semistructured interview technique include (a) the ability to maintain focus on the participants and prolong questions, (b) capture the paralinguistic behaviors of the participants, and (c) accurate screening (McIntosh & Morse, 2015). The disadvantages of semistructured interview technique include (a) time consuming in conducting interviews, (b) cost involved to complete the data collection process, and (c) lessen the accuracy and completeness of the participants' interview responses due to the limited flexibility of interview questions.

Member checking allows for increased validity of data by returning to the participants to obtain their feedback on the initial interview interpretation (Harvey, 2015). When researchers delay too long between data collection, data interpretation, and member checking, it could lead to participants forgetting details regarding the interviews, which may compromise the verification of the interpretation of their responses (Morse & Coulehan, 2015). A researcher may use member checking to enhance the validity of the study (Yin, 2018). A review of the participants' responses to the interview questions and company documents could increase the trustworthiness of the finalized analysis and conclusions (Yin, 2018). I asked each participant to verify that I have accurately interpreted their responses.

Data Organization Techniques

I collected and filed all data in folders on my computer to ensure no loss of data collected. It is essential to maintain all the recorded interviews and backup copies of the recorded interviews as part of the data storage process (Cairney & St. Denny, 2015). Researchers must document the steps of the processes for reliability when conducting case studies (Yin, 2018), including eliminating transcript mistakes and minimizing coding errors. I created a folder labeled Employee Retention Study and subfolders for P1 through P3. I updated the research spreadsheet Excel as I collect data. I stored the data in two different locations: the iCloud and flash drive as back up in the event of data loss. I will store the data for 5 years before destroying them.

Data Analysis Technique

Qualitative researchers commonly use methodological triangulation in a case study by examining multiple data sources (Yin, 2018). Morse and Coulehan (2015) stated that a qualitative researcher encompasses ongoing data collection and analysis simultaneously. The four types of triangulation are data, investigator, theory, and methodological triangulation. In this qualitative study, I used methodological triangulation that includes data from the interviews and supporting data from internal company documents. The use of methodological triangulation will increase the credibility of a case study (Yin, 2018). I used methodological triangulation by conducting semistructured interviews with hotel managers and viewed documents regarding existing retention policies and strategies.

In qualitative research, the data analysis phase is critical (Potestio et al., 2015). I completed an analysis of the data using Excel to create a coding process. The design enhances the process of alignment of qualitative data by creating patterns and themes from complex data (Zheng et al., 2015). I analyzed the data from the semistructured interviews for common themes. The researcher compares responses to make comparisons in emerged themes with each interview (Zheng et al., 2015). I analyzed the data using the five steps outlined by Yin (2018): to collect data, group data, regroup data based on themes, evaluate the information, and recognize emergent themes.

Researchers could select at least two cases when seeking to understand and compare situations. Exploring more than two cases will produce even richer results (Yin, 2018). Oberoi et al. (2015) posited that data saturation could signal the researcher that

there is no need for conducting more research. The themes discovered in the study helped

me to answer the research question. To verify the interpretations of the collected data,

researchers should use member checking during the data analysis phase (Oberoi et al.,

2015; Senden et al., 2015).

I utilized the voice web application in transcribing the data for each participant's

interview. I then transferred the transcribed data into the NVivo Version 11 software. I

examined the transcript and notes from each interview. Next, I read each interview

transcript to identify any emerging themes. The conceptual framework for this study was

Herzberg's two-factor theory. Finally, I compared the emerging themes from the data

analysis with the conceptual framework and published studies.

<div align="center">**Reliability and Validity**</div>

Reliability and validity are traditional measures of quality in qualitative research

(Marshall & Rossman, 2016). Reliability is crucial in determining the stability and

quality of the collected data (Pocock, 2015). A qualitative researcher uses various

strategies to achieve reliability and validity (Acaster et al., 2015). In this subsection, I

discuss the approaches to ensuring the reliability and validity of the study findings.

Reliability

Qualitative researchers ensure reliability by documenting the steps of the research

process (Singh, 2016). Reliability is the stability of study results (Mohajan, 2017). To

ensure reliability, I documented the data collection process to enable other researchers to

duplicate the case study process and achieve similar findings. I was consistent in the data

collection process to minimize bias or any data processing errors. I ensured that interview

questions were consistent with each participant and relevant to the research question. The use of the interview protocol assures reliability (Yin, 2018). Establishing and implementing reliability methods is necessary within the research study to authenticate the results as being valid and trustworthy (Yin, 2018). To enhance this study's reliability, I used the interview protocol to ensure consistency in the interview process. I conducted member checking to verify the accuracy of data collected from participants.

Dependability. When another researcher can duplicate a previous study's audit trail, dependability will occur (Connelly, 2016). Hazavehei et al. (2015) posited that member checking involves conducting initial interviews, interpreting what the participants shared, and sharing the interpretation with the participant for validation. I used member checking to enhance the dependability of the study.

A case study protocol allows a researcher to be focused and direct (Yin, 2018). The case study protocol ensures dependability by providing a clear roadmap of the study that future researchers can follow (Noble & Smith, 2015). Methodological triangulation enhances the dependability of the findings (Archibald, 2015; Harvey, 2015). I transcribed all notes in an acceptable and practicable manner to ensure the reliability of the outcome. Using open-ended questions allowed the participants to respond effectively in detail. I used open-ended questions to elucidate information regarding their retention strategies from hotel managers.

Validity

The primary purpose of qualitative inquiry is to minimize researcher bias, bringing out important information that enhances the design concept (Cairney & St.

Denny, 2015). Member checking allows each participant to correct any errors, volunteer

any additional information to the study, and confirm the researcher's interpretations

(Marshall & Rossman, 2016). I used member checking to verify my interpretations of the

data collected from each participant. The use of methodological triangulation will

increase the trustworthiness and credibility of a case study (Yin, 2018). I used

methodological triangulation by combining interviews, archival document collection, and

reviews of data.

Credibility. Credibility is built on trust when there is an understanding between

people (Aldrich et al., 2015). Credibility occurs when the participants believe the findings

of a study (Roy et al., 2015). Interviews or member checking are methods researchers use

to enhance credibility. Researchers conducting case studies have the responsibility to

decrease misunderstanding and misrepresentation (Yin, 2018). Demonstrating qualitative

credibility ensures the audience that one is addressing the findings from the participants'

perspective (Leighton, 2016). I used member checking to enhance the credibility of the

study.

Transferability. Transferability is the consistency of outlined procedures for use

in another population or setting in future research (Noble & Smith, 2015; Tran, 2016).

The transferability of a review relies on the reader's reasonable judgments (Thelwell et

al., 2016). To ensure transferability, I carefully documented each step throughout the

entire research and data collection process. Researchers use transferability in their study

to ensure transparency for future research (Thelwell et al., 2016). The interview protocol

outlines a script and the interview questions for each participant. I adhered to the

interview protocol and provided thick descriptions of the research process for readers to confirm the transferability of the study findings.

Confirmability. Confirmability is the degree to which the study results are the true reflection of the participants' responses instead of the researcher's perception (Noble & Smith, 2015). To enhance confirmability, I audited all the steps followed during the study. For this study, I used NVivo software to audit the steps in the data collection process. Future researchers can replicate the study using the NVivo software. Researchers should ensure that the participants confirm their responses to the interview questions, aligning with the conceptual framework and literature to increase the study's confirmability (Harvey, 2015). I provided an in-depth analysis of the findings to achieve confirmability and transparency.

Data saturation. Data saturation occurs when the study participants do not offer new themes (Yin, 2018). A researcher achieves data saturation when no new information is emerging from data collection and the availability of enough data to replicate the study (Murgatroyd et al., 2015). Repetitive responses offer the ability to replicate a study (Orri et al., 2015). Researchers can reach data saturation and gain a deeper understanding of a phenomenon when data overlap (Tran et al., 2017). Data saturation is essential in research to demonstrate the validity of the study. I continued to collect, analyze, and code the data from each interview until no new information emerged to reach data saturation.

Transition and Summary

In Section 2, I restated the purpose of the study, provided narratives on the role of the researcher, the research method and design, participants, population and sampling

techniques, and ethical research guidelines. Other topics discussed in Section 2 include data collection instruments, data collection and organization techniques, data analysis technique, and the research study's reliability and validity. My role as a researcher includes sampling and data collection, organization, and analysis. In Section 3, I provided a summary of the findings, present the research findings, and discuss the application of findings to professional and implications for social change. Section 3 also contain discussions on recommendations for action and further study, reflections, and the summary and study conclusions.

Section 3: Application to Professional Practice and Implications for Change

In this section, I provide an overview of the study and present the strategies some hotel managers use to improve employee retention in Abuja, Nigeria. I used examples from the research participants to link the study findings to the conceptual framework of Herzberg's two-factor theory of motivation. Other topics I discussed in this section include the applications to professional practice, implications for social change, recommendations for action and future research, reflections, and summary and conclusions.

Overview of Study

This qualitative single case study was conducted to explore the strategies hotel managers use to improve employee retention. The conceptual framework was Herzberg's two-factor theory of motivation. The overarching question was the following: What strategies do hotel managers use to improve employee retention? The participants included three hotel managers from one hotel in Abuja, Nigeria, who had successfully implemented strategies to improve employee retention. The participants provided me with primary and secondary data to answer the overarching research question. The primary data source was the participants' responses to the semistructured interview questions. In contrast, secondary data sources included archival documents, field notes, and observations. I achieved data saturation when no additional information emerged from the interview process and document review. Based on the participants' responses to the interview questions, I identified four themes: (a) work conditions and employee welfare, (b) remuneration and compensation, (c) training and career development, and (d)

reward and recognition. By relating Herzberg's two-factor theory to the findings, I developed a better understanding of the strategies some hotel managers use to retain employees in Abuja, Nigeria. The study findings indicated that some hotel managers use a combination of strategies to improve employee retention in Abuja, Nigeria.

Presentation of the Findings

The overarching question was the following: What strategies do hotel managers use to improve employee retention? To remain more competitive, business organizations need to attract the best talents and retain them on the job for a long time (Kossivi et al., 2016). Business leaders should make employee retention a priority to increase productivity and gain a competitive advantage in business (Rakhra, 2018). A business could profit from retaining employees rather than making a new hire because of the costs associated with recruiting, selecting, and training new employees (Mwasaru & Kazungu, 2015). Using the triangulation method, I combined the data collected from many sources, including interviews, observation of participants, and archival company documents such as management reports, training records, and recognition programs.

Organizations need to attract and retain the best talents on the job for the long term to increase productivity and save on replacement costs (Kossivi et al., 2016). Managers should develop a communication and motivation strategy to retain employees and consider the benefits offered to employees (Carlino, 2017). Some retention strategies that business leaders use include career development, improved benefits, a healthy work environment, and work-life balance (Ohunakin et al., 2018). Organizations with high employee turnover face challenges such as administrative costs, training, and recruitment

costs (Pohler & Schmidt, 2015). The four themes I identified in this study are (a) work

conditions and employee welfare, (b) remuneration and compensation, (c) training and

career development, and (d) reward and recognition. In the following subsections, I

present the four themes that emerged from the thematic analysis of the participants'

responses to the interview questions and archival document review (see Table 1).

Table 1

*Strategies Participants Adapted to Improve Employee Retention in the Hospitality
Industry (N = 3)*

Strategies	Percentage of use by participants
Work conditions and employee welfare	100%
Remuneration and compensation	100%
Training and career development	100%
Reward and recognition	100%

Theme 1: Work Conditions and Employee Welfare

A conducive work environment encourages employees to come to work, inspiring

and sustaining them throughout the day (Nombeko, 2019). The first theme to emerge was

work conditions and employee welfare, which involved creating a conducive

environment to improve employee retention. The theme of work conditions and employee

welfare emerged from interview questions 1-5, 7, and 8. All participants affirmed using

work conditions and employee welfare to improve employee retention in Nigeria's

hospitality industry.

Employers who respect their employees' personal needs have a high retention rate (Nombeko, 2019). The current study participants agreed that good work conditions and employee welfare are critical to improving employee retention in the hospitality industry. All participants acknowledged the importance of adopting strategies that offer employees excellent work conditions and welfare. Responding to interview question 1, participant P1 said "we improve the work conditions of employees such as good transport service … we provide improved employee welfare." In response to interview question 1, P2 stated "we provide additional attractions like better housing arrangement; transportation; and medical facilities for self, spouse, and a limited number of children." Responding to a follow-up question, P2 explained, "working conditions such as the number of hours per shift, payment for extra duty hours if and when required, and good atmospheric working environment." Responding to interview question 1, P3 remarked "the organization employ strategies like payment of service charge, part of house rent, medical bills. … we try to provide a conducive work environment for the employees."

Responding to interview question 2, P1 explained "a revenue decline which could be as a result of low patronage, government policies or global economic challenges which may affect the organization in meeting up with the staff welfare." In response to interview question 3, P1 posited "management makes staff understand the challenges at hand while trying to meet their welfare with the available resource. Our hotel continues to make staff welfare a cardinal part of our strategy for staff retention." Responding to interview question 3, P3 asserted "an increased revenue means a better allowance for employees. The hotel management reviews existing policies that have to do with the

welfare of the employees." According to P3 "we also offer work flexibility by balancing employee workload and provide other perks and privileges." In response to interview question 4, P3 affirmed "we identify and take up overwhelming expenses as staff welfare. We constantly update the employee's benefits." All participants recognized the significance of ensuring good work conditions and welfare to improve employee retention.

In response to interview question 5, P1 opined "employees are satisfied with the provision of a conducive work environment, … always keep improving their welfare." Responding to interview question 5, P2 commented "the employees are satisfied with a good working condition/environment." In response to interview question 5, P3 affirmed "for us, it is good work-life balance, job security, making the staff feel as part of the organization." Responding to interview question 7, P1 noted "because employees are motivated, the environment is more peaceful, friendly, and result-oriented. This helps to improve work conditions." In response to interview question 7, P2 posited "employee work conditions are improved with better relationships amongst subordinates and superiors." Responding to interview question 7, P3 asserted "as the management is taking care of the employee's needs, it strengthens their loyalty to work, thereby improving productivity."

In response to interview question 8, P1 opined "the hotel ensures that all mandatory government-approved social welfare packages established for employees are applied especially as it relates to pension, gratuity, workmen's compensation, and any other compensation." Responding to interview question 8, P2 commented "we also

educate the employees about some of the government benefits they are entitled to such as

the pension scheme, the gratuity, and other benefits." In response to interview question 8,

P3 affirmed "we try as much as possible to maintain a safe and clean environment for our

employees and our guests." The study findings demonstrated that hotel managers used

work conditions and employee welfare as a strategy to improve employee retention. As

applied in this study, 100% of the participants attested using good work condition and

employee welfare as a strategy to improve employee retention.

Theme 2: Remuneration and Compensation

High compensation and fair performance appraisal systems are essential HRM

practices associated with employee turnover intention (Dechawatanapaisal, 2018;

Shaukat et al., 2017). Employees will envision the hospitality and tourism industry as a

career if they are receiving career-style wages, have the potential for future growth, and

collect fair compensation for their hard work (Murray et al., 2017). An essential

organizational factor that could increase job satisfaction is compensation (McPhail et al.,

2015). The theme remuneration and compensation emerged from interview questions 1- 5

and 7. During the interview, all participants attested to using remuneration and

compensation as a strategy to improve employee retention.

A positive relationship exists between human resources, skills, and the

performance of economic activities (Metilelu, 2016). In response to interview question 1,

P1 opined "good working condition such as regular payment of salaries, timely salary

payment, and annual salary increments." Responding to interview question 1, P2 assured

"we ensure that our remunerations are in the range of our competitors." In response to

interview question 1, P3 affirmed "the organization employ strategies like commissions."

Responding to interview question 2, P1 noted "salary dissatisfaction as most employees

have high salary expectations, implementation strategies become a problem. So, we have

to weigh the effect of implementing the strategies and the employee demand for salary

increase." In response to interview question 2, P3 posited "there is this general

conception of inequality in disbursing remuneration. Therefore, it affects junior staff

loyalty." Continuing, P3 explained "the junior staff feel they are not well compensated.

The junior staff complain a lot about the remuneration gap between them and the senior

staff." In response to interview question 3, P3 stated "the management try as much as

possible to be discrete about the remuneration of employees."

Responding to interview question 4, P3 asserted "we constantly update

employee's compensation packages." In response to interview question 5, P1 confirmed

"employees are satisfied when they have fair wages and timely payment." Responding to

interview question 5, P2 commented "the employees are satisfied with a good and regular

payment of wages on a timely basis and salary increment." In response to interview

question 5, P3 affirmed "for us, it is offering an attractive fixed salary." Responding to

interview question 7, P2 said "some employees want more extra hour shifts, so that they

can enjoy the overtime pay." The study findings demonstrated that hotel managers used

remuneration and compensation as a strategy to improve employee retention. As

indicated in the data, 100% of the participants attested to using remuneration and

compensation as a strategy to improve retention.

Theme 3: Training and Career Development

The impact of human resources quality in the tourism industry has always been a fundamental characteristic of the service-driven sector (Dechawatanapaisal, 2018). Employees have several skills and knowledge, which can be inactive without motivation (Enkhbayar & Bixiang, 2018). The third theme, training and career development, emerged from Interview Questions 1 - 5 and 7. All participants acknowledged the importance of training and career development in improving employee retention. The company archival documents relating to the training records that the participants provided validated their statements.

Training and career prospects are critical organizational factors that could increase job satisfaction (McPhail et al., 2015). Responding to interview question 1, P1 said "we provide training. We research the trending things that can keep employees going at their best." In response to interview question 1, P2 stated "the organization encourages on the job training, self-career improvement that empowers employees for horizontal and vertical movement." Responding to interview question 1, P3 remarked "we provide career pathway and employees development. The organization employ strategies such as continuous training and certification and part payment of school fees." A review of the company training records indicated that all participants use training to improve employee retention.

Researchers have advised managers to develop training programs that focus on improving employees' skills (Babakus et al., 2017). Responding to interview question 2, P2 noted "the major challenges encountered are increasing cost of operation. The

implementation of the strategies can be very expensive. For example, the trainings are usually contracted out to consultants, and they are expensive." In response to interview question 3, P2 posited "the hotel ensures that all trainings are job-related, for specified roles; this guarantees the quality of performance as well." Responding to interview question 4, P2 asserted "we try to educate the employees on the benefits of the applied strategies." In response to interview question 4, P3 affirmed "we ensure to hire the right employees and shape their growth and development." All participants affirmed that training and career development is a valuable strategy for improving employee retention.

In response to interview question 5, P1 opined "the employees show satisfaction when there are regular staff training and development." Responding to interview question 5, P2 commented "making the staff feel like part of the organization through career development." In response to interview question 7, P1 affirmed "the employees share ideas and learn from each other, especially those staff members that have been with the organization for a very long period. The older staff members share beneficial ideas with new employees." Responding to interview question 7, P2 noted "the staff members learn from each other and display a high sense of cooperation within themselves." The participants' responses to the interview question aligned with Babakus et al.'s (2017), Enkhbayar and Bixiang's (2018), and McPhail et al.'s (2015) statements that business managers used training and career development to improve employee retention. The study findings demonstrated that hotel managers used training and career retention to improve employee retention. According to the data, 100% of the participants attested to using training and career development as a strategy to improve employee retention.

Theme 4: Reward and Recognition

To keep employee's satisfaction high, organizations need to implement respect, recognition, and rewards (Kossivi et al., 2016). The theme reward and recognition emerged from interview questions 1, 3, 5, 7, and 8. All participants acknowledged using reward and recognition as a strategy for improving employee retention. Responding to interview question 1, P1 said "we use the strategy of motivation and reward for hard work, promotion." In response to interview question 1, P2 stated "the organization encourages extra reward/recognition for hard-working employees." Responding to interview question 1, P3 remarked "we provide ample employee recognition and rewards. The hotel recognizes the loyalty of employees and rewards their loyalty."

The organizational environment regarding policies, practices, and rewards can affect an employee's decision to stay on the job (Do, 2018). Responding to interview question 3, P3 noted "the management try as much as possible to be discrete about the remuneration of employees but make loyalty rewards public." In response to interview question 5, P1 posited "making the employee see themselves as key stakeholders in the organization; encouraging them always to make suggestions to improve the establishment, and promotion of employees where and when necessary." Responding to interview question 5, P2 asserted "the provision of job security and assurance of growth. Making the staff feel like part of the organization and always keep improving their welfare, such as promotion." In response to interview question 5, P3 affirmed "an employee feels some sense of satisfaction when their skills are recognized. For us, it is

showing appreciation for a job well done." All participants affirmed using reward and recognition as a strategy to improve employee retention.

In response to interview question 7, P2 opined "the employees are happy when they are promoted or awarded some recognition, which increases their customer service positive responses." Responding to interview question 8, P1 noted "the organization consistently reward loyalty, outstanding performance and long service." The participants' responses to the interview question aligned with Do's (2018) and Kossivi et al.'s (2016) statements that business managers use reward and recognition to improve employee retention. The study findings demonstrated that hotel managers used reward and recognition as a strategy to improve employee retention. According to the data, 100% of the participants attested to using reward and recognition as a strategy to improve employee retention.

Findings Related to Herzberg's Two-Factor Theory

The Herzberg et. al., (1959) two-factor theory was the conceptual framework for this study. Herzberg et al. (1959) was considered a leading pioneer in motivation theory because of the two-factor theory regarding the emergence of two qualitatively different sets of factors: motivation and hygiene factors. The motivation and hygiene factors led managers to consider two different job characteristics (Sanjeev & Surya, 2016). The motivation and hygiene factors within an organization regulate job satisfaction and dissatisfaction, which influences employee retention. The study findings indicate that hotel managers could improve employee retention by implementing strategies based on Herzberg two-factor theory. As applied in this study, 100% of the participants affirmed

using a combination of strategies to improve employee retention. As applied in this study, all participants applied the Herzberg two-factor theory regarding using a blend of strategies to improve employee retention.

Motivators and hygiene factors are two separate dimensions that affect different aspects of job satisfaction (Jaworski et al., 2018). Managers should devise a way to engage employees to commit the full range of their efforts and abilities to contribute to the organization (Book et al., 2019). According to McPhail et al. (2015), factors of internal locus of control, variety in the job duties, and potential for advancement in a career contributed to the intention to stay in the hospitality industry. Herzberg two-factor theory focuses on helping business leaders address employee retention by establishing motivation and hygiene factors in the organizational culture. As applied in this study, managers should establish strategies for improving employee retention. All participants confirmed the Herzberg two-factor theory regarding using good working condition and employee welfare as strategies for improving employee retention.

Herzberg's two-factor theory entailed two elements, intrinsic and extrinsic motivation, that affect employees' productivity because of their satisfaction (Damij et al., 2015). The motivation factors provide job satisfaction, while the hygiene factors provide job dissatisfaction (Sanjeev & Surya, 2016). The hygiene factors are indirectly related to the job, whereas the motivators are directly related to the task. An increase in hygiene factors will not motivate an employee but may reduce job dissatisfaction (Vijayakumar & Saxena, 2015). Business leaders could implement initiatives to promote job satisfaction for improved employee retention by understanding the motivation and hygiene factors.

As applied in this study, hotel managers should establish strategies for improving employee retention. Based on the themes that emerged from participants' responses, Herzberg's two-factor theory was helpful regarding the use of a combination of retention strategies to improve employee retention.

Holston-Okae and Mushi (2018) demonstrated that job satisfaction, compensation, employee engagement, and work environment are significant predictors of turnover intentions, while motivation is not. Hotel managers support Herzberg's two-factor theory when they improve the motivation and hygiene factors within the organization. As applied in this study, hotel managers used strategies involving work conditions and employee welfare, remuneration and compensation, training and career development, and reward and recognition to improve employee retention. All the participants' responses validated the application of Herzberg's two-factor theory to improve employee retention in Abuja, Nigeria.

Applications to Professional Practice

Identifying the strategies that hotel managers use to improve employee retention is crucial to enhance business profitability and sustainability. A critical, challenging issue in the hospitality industry is employee turnover (Santhanam et al., 2017). The retention of key employees is critical to the long-term success of any organization (Mathimaran & Kumar, 2017). All participants affirmed using a combination of strategies to improve employee retention. The results of the study could help hotel managers to improve their employee retention. The study findings could significantly contribute to information sharing, collaboration, and teamwork among hotel managers seeking strategies to

improve employee retention. Some hotel managers with weak strategies may apply this study's findings to improve employee retention and enhance business profitability and sustainability.

The strategy to retain employees is a fundamental means of achieving a competitive advantage in the business environment (Mwasaru & Kazungu, 2015). All participants acknowledged that work conditions and employee welfare, remuneration and compensation, training and career development, and reward and recognition to improve employee retention were fundamental to improving employee performance. Based on the study findings, the most significant contribution to professional practice may be identifying potential strategies hotel managers use to improve employee retention. Hotel managers could use this study's results to improve employee retention and enhance their business sustainability. The study findings could provide hotel managers with a practical model for developing strategies for improving employee retention. The practical model could serve as a basis for improving employee retention in the hospitality industry.

Hotel managers face the challenge of attracting and retaining good employees (Murray, 2016). Researchers have demonstrated that high compensation and fair performance appraisal systems are essential HRM practices associated with employee turnover intention (Dechawatanapaisal, 2018; Shaukat et al., 2017). This study's findings could provide hotel managers with knowledge on how to engage the workforce effectively to improve employee retention. The findings from this study could significantly enhance corporate sustainability by implementing strategies to improve employee retention. The findings from this study could contribute to the literature on

employee retention strategies in the hospitality industry. New and upcoming hotel managers may use the study findings to understand the importance of implementing strategies and best practices to improve employee retention, thereby enhancing business sustainability.

Business leaders' capability to understand how to retain and motivate workers is critical to the success of an organization (Schuler, 2015). Business leaders should attract, develop, and retain the best employees in their organizations (Rose & Raja, 2016). Employee retention strategy is a fundamental means of achieving a competitive advantage in the business environment (Kossivi et al., 2016). The findings from this study could contribute to the literature on employee retention. The study findings might add value to the hospitality business community by disseminating information regarding strategies for improving employee retention and providing a competitive edge to individual companies. The study findings may help organizational leaders, including governmental and non-governmental agencies, small business owners, and entrepreneurs, to gain helpful information on strategies to improve employee retention and sustain their businesses.

Implications for Social Change

The study findings may significantly contribute to providing hotel managers with strategies to improve employee retention. Employers may benefit from practical strategies that enhance employee retention (Sayer et al., 2016). By implementing excellent retention strategies, hotel managers could improve business profitability and sustainability in their organizations. As demonstrated in this study findings, adapting

exceptional strategies might help hotel managers improve employee retention, reducing the turnover rate and increase profitability, thereby generating economic growth for local communities. With improved employee and business performance, hotel managers will pay more corporate taxes, which local, state, and federal governments could use to provide social amenities to benefit the citizens. The result of the study could lead to improved employee economic conditions for communities' benefits.

Business organizations initiate positive social change projects into their business strategy to give back to society (Stephan et al., 2016). By improving employee retention, hotel leaders could sustain their businesses and fulfil their corporate social responsibilities to the residents by the sponsorship of local events, building of schools, libraries, healthcare facilities, and awarding scholarships. By growing and sustaining their business, hotel managers could contribute to positive social change by creating job opportunities, thereby improving the welfare of the local citizens. The general public might learn from the study findings the strategies hotel managers use to improve employee retention.

The study findings may contribute to positive social change by assisting hotel managers in understanding the strategies for improving employee retention and gaining adequate knowledge to establish a practical retention model. As illustrated in this study, improving employee retention might help hotel managers to sustain their firms and continue to boost the economy of the local community. Managers in the hospitality industry could utilize this study's findings to improve the workforce's capabilities by retaining employees. By applying the findings from this study, hotel managers might

improve their employee retention, promoting better welfare and wellbeing among the employees' families.

<div align="center">**Recommendations for Action**</div>

An effective strategy is essential to improving employee retention. To remain more competitive, business organizations need to attract the best talents and retain them on the job for a long time (Kossivi et al., 2016). Managers should design a communication and motivation strategy to retain employees and consider the benefits offered to employees (Carlino, 2017). Manager's use of intrinsic and extrinsic motivation on employees is a foremost part of the organizational retention plan (Mangi et al., 2015). To sustain the hospitality industry, hotel managers should implement excellent strategies to improve employee retention. I recommend that hotel managers should implement a blend of strategies to improve employee retention.

To improve business profitability and sustainability, hotel managers should implement strategies to improve employee retention. Business organizations with high employee turnover face challenges such as administrative costs, training, and recruitment costs (Pohler & Schmidt, 2015). High employee turnover in the hotel industry results in reduced productivity (Haussman, 2016). Organizations need to attract and retain the best talents on the job for the long term to increase productivity and save on replacement costs (Kossivi et al., 2016). I recommend that hotel managers should adopt effective strategies to improve employee retention, thereby enhancing productivity to sustain their business.

Meeting employee needs is a valuable tool that managers use to improve employee retention. According to Nombeko (2019), employers who respect their

employees' personal needs have a high retention rate. Researchers have demonstrated the high compensation, and fair performance appraisal systems are the essential HRM practices associated with employee turnover intention (Dechawatanapaisal, 2018; Shaukat et al., 2017). The organizational environment regarding policies, practices, and rewards can affect an employee's decision to stay on the job (Do, 2018). I recommend that hotel managers should implement good work conditions and employee welfare, remuneration and compensation, training and career development, and reward and recognition as a blend of strategies to improve employee retention.

Some hotel managers lack strategies for improving employee retention. The study findings indicate that hotel managers use a combination of strategies to improve employee retention. I recommend that hotel managers have adequate education, experience, skills, and training to adopt appropriate strategies to improve employee retention. I will disseminate this study's result to interested stakeholders through presentations at seminars, training, conferences, publications in business and academic journals on employee management, and knowledge sharing in my place of employment, network, and social media.

Recommendations for Further Study

The qualitative single case study aimed to explore the strategies hotel managers use to improve employee retention. The study findings provided rich information which future researchers could explore regarding the strategies that hotel managers use to improve employee retention. A significant limitation of this study was the small sample size of three hotel managers from a hotel in Abuja, Nigeria. Researchers who use larger

or smaller sample size may obtain different themes. The use of a small sample size is considered appropriate in qualitative studies (Yin, 2018). Therefore, I recommend that future researchers consider using a larger size of participants from different management levels in diverse industrial sectors at different geographical locations.

This study was limited to a cross-sectional, qualitative single case study involving three hotel managers in a hotel in Abuja, Nigeria. Another limitation is the time restriction to meet and collect data from participants. The participants are from the same organization and might provide bias responses to the interview questions. The accuracy of the research findings in a qualitative study is limited to the research participants' the information (Woolard, 2015). Therefore, I recommend that further studies involve using longitudinal, quantitative or mixed methods to explore the phenomenon with participants selected from varying levels of management in different industrial sectors at various geographical locations.

I have limited competency and knowledge in doctoral research. According to Morsea et al. (2014), novice researchers face challenges of organizing participants' responses into themes to gain an in-depth understanding of the research problem. The study was limited to my subjective evaluation and accurate interpretation of the participants' responses to the interview questions. The study was also limited to my personal beliefs and professional experience regarding the strategies that hotel managers use to improve employee retention. I recommend that future researchers should comprise of experts from related multi-disciplines in employee management to divulge some details I must have omitted in this doctoral study.

Reflections

In conducting this single case study, I explored the strategies hotel managers use to improve employee retention. From the study findings, I gained an in-depth knowledge of the research problem from three hotel managers in a hotel in Abuja, Nigeria, regarding their use of different strategies to improve employee retention. I learnt that hotel managers use a similar blend of strategies involving good work conditions and employee welfare, remuneration and compensation, training and career development, and reward and recognition to improve employee retention. My new knowledge and understanding of the research problem positively changed my beliefs, preconceived ideas and values, and personal bias and perceptions about the strategies that hotel managers use to improve employee retention.

In conducting this study, I used the purposive sampling technique to select three hotel managers from a hotel in Abuja, Nigeria, who have over 5 years of experience in employee management and had successfully used strategies to improve employee retention. Using the purposive sampling technique, I selected participants who had the relevant competence, experience, skills, and knowledge to answer the research question. During the purposive sampling process, my interactions with the participants enabled me to improve my collaborative, emotional intelligence, interpersonal, inspirational, negotiation, and networking skills.

Using the qualitative research method enabled me to conduct semistructured interviews and interact with the participants, which improved my networking, communication, critical thinking, emotional intelligence, ethical, listening, observant,

self-confidence, and problem-solving skills. Because I interviewed at participants'
preferred time and location, the respondents expressed themselves freely, which allowed
me to gain an in-depth knowledge of the research problem. During the data organization
and analysis process, I understood the research problem, which enabled me to identify the
themes and patterns and establish the study findings. Consequently, I gained a better
understanding of the doctoral study research process, thereby improving my skills in
conducting academic research work.

Summary and Conclusions

Hotel managers face challenges in using effective strategies to improve employee
retention. This qualitative single case study aimed to use Herzberg two-factor theory to
explore the strategies that hotel managers use to improve employee retention. I
administered eight open-ended questions through semistructured interviews with three
hotel managers from a hotel in Abuja, Nigeria, to collect the primary data to answer the
research question. The sources of secondary data include company archival documents,
observations, and field notes. The four themes that emerged from the thematic analysis of
data were (a) work conditions and employee welfare, (b) remuneration and
compensation, (c) training and career development, and (d) reward and recognition. The
study findings indicated that hotel managers used a blend of strategies to improve
employee retention.

Adapting strategies might help hotel managers improve employee retention,
which may sustain the business, thereby generating economic growth for local
communities. With improved employee retention, hotel managers will pay more

corporate taxes, which federal, state, and local governments could use to provide social amenities to the local citizens. Also, improving employee retention might help hotel managers sustain their firms and continue to provide job opportunities to the residents. The general public might learn from the study findings the strategies hotel managers use to improve employee retention. Using Herzberg two-factor theory as a lens for this study involving strategies hotel managers use to improve employee retention may fill a gap in the literature on employee management. The study findings align with previous scholars' conclusions regarding the need to implement effective strategies to improve employee retention.

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Appendix A: Interview Protocol

1. I will greet the participant and reintroduce myself.

2. I will then go over the consent form to make sure the participant has read over it and know their rights as a participant.

3. I will ensure the participant is ready and will begin audiotaping the interview, acknowledging the pseudonym given to the participant as well as the time and environment.

4. I will begin asking the participant the eight interview questions, giving them time to answer, and ask any follow-up questions.

5. Once the interview is completed, I will set up a time for transcript review.

6. After the time for transcript review has been confirmed, I will let the participant know that their time was appreciated.

Appendix B: Interview Questions

1. What strategies do you use to improve employee retention in your hotel?

2. What key challenges did you encounter while implementing the employee retention strategies?

3. How did you address the key challenges to retain employees?

4. How do you sustain your retention strategies?

5. What are the key contributors to employee satisfaction in your hotel?

6. How, if at all, did your strategies motivate workers to improve job satisfaction?

7. How, if at all, did your employee retention strategies improve employee work conditions?

8. What additional information would you like to share regarding strategies used to improve your hotel's employee retention?