
Influence of Recruitment Practices on Employee Turnover in Hotels and Resorts in Kilifi County, Kenya

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Cite: Bula, H. O., & Muriithi, C. (2018). Influence of Recruitment Practices on Employee Turnover in Hotels and Resorts in Kilifi County, Kenya. *The University Journal*, 1(2), 17-34.

Abstract

The hotel industry is a labour intensive industry with high labour costs on goods and services produced. In order to ensure quality of goods and services at a reasonable price, and compete in the market, hotels' and resorts' management in Kilifi County must have control over their recruitment practices, satisfy employees and decrease undesired employee turnover. This paper establishes the influence of recruitment practices on employee turnover among hotels and resorts in Kilifi County. Employee turnover has been found to be a big challenge for managers and employees in Kilifi County hotels and resorts and, therefore the most effective way to manage it is through adoption of effective recruitment and selection practices. The study adopted both explanatory and descriptive research design employing stratified random sampling technique to select respondents working in the different levels of the hotels. From a target population of 602 employees in twenty four (24) hotels, a sample size of 180 respondents was drawn. For data collection, questionnaire guide was used. Both inferential and descriptive statistics were used in data analysis which thence is presented in tables. The authors recommend making the workforce of employees not majorly composed youth category and hiring professional employees with college certificate or diploma for vacant positions. All hotels and resorts should have a human resource office that handles all human resource related matters and which will spearhead the recruitment and selection function; with an annual budget allocation, a recruitment and selection panel, and performance of job analysis before filling of vacancies. Having accurate job descriptions and person specifications is a pre-requisite to the process.

Keywords: Recruitment, Selection, Employee Turnover, Recruitment Planning Campaigns, Job Analysis, Job Description, Person Specifications, Hospitality Industry

Introduction

Employee turnover is the rate at which an employer gains or losses its staff. If an employer is said to have a high turnover, it often means that employees of that company have a shorter tenure than those of other companies in that industry. When employees leave, valuable knowledge is lost and becomes a burden to an organisation due to the associated costs of employee turnover. Recruiting a new employee to replace the one an organisation loses takes time and money. Employee turnover is a major problem for many organisations in the hospitality industry because it is extremely expensive for the employer. Employers who find ways to retain employees gain a sustainable competitive advantage over other employers in

the hospitality industry. A certain amount of employee turnover is therefore necessary and healthy for an institution. However, too much turnover can lead to excessive costs.

Statement of the Problem

The hospitality and tourism industry is continually losing employees at an alarming rate and the sector will face more pressure in the future as skills that businesses need to grow, are already in short supply. Turnover matters for three key reasons: it is costly, it affects a business performance; and it may become increasingly difficult to manage (Allen, 2008).

According to Paul, ILO expert, Kilifi (personal communication, 2013) lack of recruitment planning campaigns by the hotels and resorts has also led to high employee turnover levels among staff in the hotels and lodges in Kilifi County. Lack of preparation of job descriptions and person specifications has led to hiring of inexperienced workers who fail to achieve fit with the respective hotels' culture. This has further contributed to lack of suitable recruitment and selection procedures for the hire of different categories of staff.

Further again, according to the Kilifi County employment officer, Bako (personal communication, 2013) tourism is a seasonal industry with both the peak and off peak seasons. During the peak seasons the hotels and lodges experience booming business. This therefore prompts the hoteliers to hire additional temporary staff in order to counter the visitors' influx. Informal recruitment methods are therefore used to hire the additional technical staff who are later laid off during the off peak season when there are less visitors.

The use of informal recruitment practices has contributed to high staff turnover levels especially for the catering and housekeeping staff. The already high staff turnover rates in the hotel industry reflects high turnover of newly selected staff that leave the company within their first thirty days because the job did not suit them (Tracey & Hinkin, 2012). Does this mean possible issues with the prevailing recruitment and selection methods adopted by the hospitality industry?

Literature Review

Theoretical Review

The Human Capital Theory

This theory proposes that people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organisation, are now recognised as making a significant contribution to organisational success and also constituting a significant source of competitive advantage (Davenport, 2009). The theory therefore underlines that people possess innate abilities, behaviour and personal energy and these elements make up the human capital they bring to their work. The human capital theory was adopted researcher in this study to determine the influence of job analysis and recruitment planning campaigns on employee turnover in hotels and resorts of Kilifi County. The human capital theory considers people as assets and stresses that the investment in people by organisations will bring worthwhile returns (Armstrong, 2009).

The Systems Theory

The theory focuses on the total work organisation and the interrelationships of structure and behaviour, and the range of variables within the organisation. The systems approach encourages managers to view the organisation both as a whole and as part of a larger

environment. It therefore implies that any part of an organisation's activities affects all other parts (Mullins, 2007). According to Bertalanffy (1951) the systems theory views an organisation as an open system. That is, there is continual interaction with the broader external environment of which it is part. In terms of this open systems model a business organisation, for example, takes in resources such as people from its environment through recruitment processes such as advertisements, online recruitment, recruitment agencies, educational establishments, employee referrals and employee walk-ins among others. The organisation then transforms them and returns them to the environment as output through either natural attrition, resignations, dismissal which form a part of employee turnover.

Herzberg's Two Factor Theory

According to Herzberg's two factor theory (1957), as the employees are engaged in the organisational processes and activities to produce goods and services they experience dissatisfaction in the course of their work. The dissatisfaction may arise as a result of low salary, lack of job security, poor working conditions, poor quality of supervision, poor company policy and administration and poor interpersonal relations. This dissatisfaction will eventually lead to their departure or in this case employee turnover. This theory will therefore be used to determine how recruitment planning campaigns, job analysis, recruitment and selection practices influences employee turnover. It is the responsibility of an organisation to obtain feedback through conducting exit interviews to identify reasons for employee departure so as to put in place strategies on how to manage levels of employee turnover.

Job Embeddedness Model

According to Mitchell, Holtom and Lee (2001), the theory has three dimensions. The first dimension is organisational fit, which is the congruence of employee's personal values and goals to those of the organisation and how employee's abilities and knowledge support this compatibility. The greater the compatibility is, the greater the fit. Organisational fit is an important variable in recruiting and retaining employees. The increasing level of organisational fit comes along with the decrease of turnover and voluntary quit (Mitchell *et al.*, 2001). The second dimension is organisational links, which is the degree to which employees connect to other people and engage in the organisation's activities. It is believed that the stronger the links are, the more embedded the employee may become. The last dimension is organisational sacrifice, which indicates the tangible and intangible benefits that employees have to give up in case of leaving. This dimension identifies how the employee perceives the financial and psychological loss associated with their departure. The significance of those benefits varies from one employee to another, depending on factors such as their current financial situation and life goals among others (Besich, 2005).

Empirical Review

In the study on "An assessment of the impact of employee turnover on customer service and competitiveness of an establishment" by Kimungu and Maringa (2010), they revealed that low job satisfaction, unfavourable working conditions, and slow career advancement were major factors influencing employee turnover. High employee turnover rates interfered with internalisation of standards by the employees resulting to lower quality service, reduced customer satisfaction, making an establishment less competitive. Majority of hotels lacked effective measures to curb employee turnover.

Findings on Hotel employment in Kenya by Kuria, Wandigi and Onderi (2012) indicated that majority of workers in hotel jobs in Kenya (51%) had diploma certificate while 33% studied up to secondary level without any post-secondary qualifications. The results also indicated that training, experience, age, promotion and the star-rate were key factors in determining the length of stay in hotel job or moving to other unrelated careers. The study therefore recommended that the management should look into the employee welfare such as salary among others to motivate them. The study further recommended the improvement of the working conditions in the hotels to boost employee morale and review of recruitment and selection methods. However, the study failed to highlight other recommendations such as role of employee job descriptions and person specifications, and the role of recruitment planning campaigns in reducing employee turnover which this study seeks to establish.

In another study on employee dissatisfaction and turnover crises in the Malaysian Hospitality industry, Ahmad and Ahmad (2013) concluded that an international perspective on turnover crisis begins when an employee faces the case of dissatisfaction from a poor working environment and considers leaving his current job. The study tried to explain the Mobley model and encouraged the Malaysian hospitality stakeholders to review and develop their employment strategies to reduce the effects of turnover crises. As expected, the findings of the study based on the literature review supported the Mobley's model and its applications. The findings suggested that Malaysian hospitality stakeholders should recognise that poor working conditions, low salaries, and injustices will lead to employee turnover and change of job. Once again the study failed to look at role of employee job descriptions and person specifications and planning of recruitment campaigns in reducing employee turnover.

Worldwide researches have suggested that employee turnover is among the highest in the hospitality industry. Studies have shown that the average turnover level among non-management hotel employees in the US is about 50% and about 25% for management staff. Estimates of average annual employee turnover range from around 60 to 300%, according to the research conducted by the American Hotel and Motel Association (1998).

Planning the Recruitment Campaign

Boxall, Purcell and Wright (2007) highlight five different questions an organisation has to answer to have an effective recruitment campaign in order to pursue its survival and success. Those questions are who to recruit? Where to recruit? What recruitment sources to use? When to recruit? and, what message to communicate? Swann (2013) proposed a ten step process to ensure a successful and effective recruitment campaign. He suggests that an effective recruitment campaign should be well planned from the start with job descriptions, person specifications, a comprehensive salaries package, an advertising plan, timescales and an interview assessment process. He recommends that before recruiters go to the market and sell the employer brand to target candidates, they should understand who and where these candidates are. This is essential in delivering the advertising/ awareness of your campaign and integral in understanding the wider talent of competition likely to be faced, as well as in planning how soon you are likely to have someone on board.

Job Analysis

Job analysis is viewed as the backbone of recruitment and selection activities and the importance of job analysis has been in literature as a strategic HRM practice with potential contribution to organizational performance. It has also been suggested that organisations that actively pursue job analysis as an HR planning strategy are likely to gain competitive advantage (Siddique, 2004) as it provides a clear understanding of the jobs by both job holders and organisation hence improving effectiveness of recruitment and selection and other HR practices.

Job analysis according to Boxall, Wright and Purcell, (2007) is critical to recruitment and selection because it is the foundation of a high quality process and when done well identifies not only the skills and knowledge required to perform a role but also the attributes, which can be used to assess 'cultural fit' within an organisation. A poor job analysis is likely to adversely affect the quality outcomes, irrespective of how well the rest of the selection process is executed. For example, without proper job analysis, interviewers may develop incorrect beliefs about the position requirements and hire a person unsuitable for the role.

Person specification as defined by Sababu (2010) describes the knowledge, skills, appearance, motivation, age, attitude experience, personality and physical abilities required to perform a job efficiently and effectively. While a job description considers the 'what' aspects of the job, the person specification is concerned with the 'who'. In this way the person specification should aim to provide a profile of the ideal person for the job. In reality, the ideal person may not exist, but the person specification provides a frame work to assess how close candidates come to being the ideal (Nickson, 2007).

Recruitment Methods

Recruitment is the process of identifying and attracting potential candidates from within and outside an organisation to begin evaluating them for future employment. Once candidates are identified, an organisation begins the selection process. This includes collecting, measuring and evaluating information about candidate's qualifications for specified positions. Organisations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful; in their jobs (Kumar & Garg, 2010). Empirical studies such as that conducted by Shaw (2011) indicate that involuntary turnover is affected by recruitment and selection practices. Similarly, Muhammad (2005) showed that selective staffing practices are related to total turnover. He argued that the attention organisations pay their employee selection affects the quality of those recruited. This is reflected in the staffing process – the selection ratio and the validity of the selection process. Using valid selection procedures is likely to result in to better-informed recruitment and selection decisions leading to lower involuntary turnover.

Employee referrals are usually word of mouth advertisements that are low-cost-per-hire way of recruiting. Advantages of using this method is that it results into high quality hires, there is decreased hiring time, its low cost and results to opportunities that strengthen the bond with current employees. Employees carefully prescreen applicants due to the activation of a reputation protection mechanism and make it difficult to obtain information, coaching and pressing their referrals to perform (Mani, 2010). Internet or online recruitment generates a large number of applicants at relatively low cost and their effectiveness depends upon the

employer's visibility and reputation, as well as aesthetics, the content and function of the website. A potential limitation is that a firm may be inundated with applications from individuals who are not good candidates for the positions. As a way to address this issue, given its interactive capability, a web site could provide feedback concerning person/organisational fit to potential applicants (Johnson, 2009).

Universities, colleges and placement offices are sources of people with specialised skills for professional positions. The choice of colleges and universities may depend on past experiences with students at the school, the quality of recent hires, offer acceptance rates and skills, experience and training in the desired areas, ranking of school quality and costs of recruiting a particular school (Marchington & Wilkinson, 2002). Employment agencies are a source of non-exempt and lower level exempt employees. For higher level positions, executive search firms, or "headhunters" are used. However, care must be exercised in selecting an employment agency as many agencies might flood the organisation with CVs without careful screening and may misrepresent the organisation to the candidate and the candidate to the organisation if they are only concerned with a quick placement and pay no regard to the cost of poor future relationships with clients (Armstrong, 2009).

Realistic job previews are provided through work simulations and work tours among others. It requires that employers should provide recruits with candid information concerning the pleasant but also the unpleasant aspects of the job as a way to address inaccurate job expectations and decrease turnover. There are three important job applicant-related variables, i.e. anchoring and adjustment and inability to predict how one will react to events in the future, and a lack of self-sight need to be highlighted, in the context of realistic job previews (RJPs). RJP's are thought to have a positive effect on turnover since they tend to lower expectations (Breaugh & Starke, 2000). One result of effective recruitment and selection is reduced employee turnover and good employee morale. However, recruiting effectively is costly, since poor recruits may perform badly and or leave their employment, thus requiring further recruitment. In a cross national study of recruitment practices, suggests that, in reality, recruitment practices involve little or no attempt to validate practices. Personnel managers tend to rely on feedback from line managers and probationary periods and disciplinary procedures to weed out mistakes. Firms with high quit rates live with them and tend to build them into their recruitment practices and they do not analyse the constitution of their labour turnover.

Selection Methods

Bratton and Gold (2003) define selection as the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons most likely to succeed in the job(s), given management goals and legal requirements. Selection tools available to organisations according to Ployhart, Schneider and Schmitt (2006) can be characterised along a continuum that ranges from the more traditional methods of interviews, application forms and references; through to the more sophisticated techniques that encapsulates biographical data, aptitude tests, assessment centers, work samples, psychological testing and so forth. Each method of selection has its advantages and comparing their rival claims involves comparing each method's merit and psychometric properties.

Clear differences in the frequency of the use of several selection methods did emerge from the study which reported, among others, the very high take up of references and assessment centers in both the UK and Germany, the high, almost exclusive, frequency of graphology in France, and the limited use of testing and biographical inventories amongst all respondents. In his study of recruitment and selection practices in the USA, Burton (2011) found that approximately 25% of respondent organisations conducted validation studies on their selection methods. Furthermore, in a rating of various selection methods, those perceived to be average in their ability to predict employees' job performance included work samples, references/recommendations, unstructured interviews, structured interviews and assessment centers.

Interviewing is the most commonly used selection technique. Interviews should be objective and be based on the requirements stated on the job profile. It can be expensive, time consuming and most organisations do not maximise its value. However, if used appropriately, interviewing can be a good predictor of work performance (Villanueva, 2012). To have any value, interviews should be conducted or supervised by trained individuals, be structured to follow a previously agreed set of questions mirroring the person specification or job profile, and allow candidates the opportunity to ask questions. The interview is more than a selection device. It is a mechanism that is capable of communicating information about the job and organisation, with the aim of giving a realistic job preview, providing information about the process, and thus can minimize the risk of job offers being rejected (Hough & Oswald, 2010).

According to Lockyer and Scholarios (2005), curriculum vitas and application forms are used as a straightforward way of giving a standardised synopsis of the applicant's history in order to pre-screen applicants and generate a shortlist to be invited to the next stage. To facilitate effective pre-screening decision-making, an application form should ideally be designed according to the selection criteria and a systematic screening process adhered to. However, research into graduate recruitment suggests that the typical process is far from systematic and this can clearly impact negatively on the selection process in the longer term. References involve the assessment of an individual by a third party; for example, the applicant's previous employer. References may serve at least two main purposes: that is, to confirm the accuracy of information provided by the applicant and obtain information on the applicant's previous work experience and performance. This method has a number of advantages including high return; it allows the reference checker to ask follow up questions for clarification, it is inexpensive to conduct and the fact that it is a swift process (Shackleton & Newell, 2007). The use of bio-data for employee selection has a long history and researchers, such as Ployhart, Schneider and Schmitt (2006), have concluded that bio-data is one of the best selection devices for predicting employee performance and turnover.

According to Klingner and Schuler (2004), assessment centres have recently become popular in the business sector for assessing suitability across a whole range of jobs mainly measuring general intelligence, achievement motivation, social competence, self-confidence and dominance. In this sense, the primary construct measured relates to general mental ability. In assessment centres individual activities may include psychological tests, bio-data inventories and personality tests. Candidates may be asked to perform written and oral communication and the in-basket exercise. The in-basket exercise requires the candidate to deal with the kind of correspondence that usually accumulates while an executive is on vacation. It contains

requests, questions, directives and various pieces of information that must be handled within a specified period of time. Role-playing exercise, such as how to deal with a troublesome employee or interview an applicant for a job and group exercises include the leaderless group discussion in which candidates work together without any assigned roles on some organizational problem (Kyriakidou, 2012).

Selection therefore according to Ployhart, Schneider and Schmitt (2006) serves as an opportunity for information exchange and the development of mutual expectations and obligations. Hence, from this perspective, selection aims to ensure not only person-job fit but also person-organisation fit (that is, the fit between the applicants' values and organizational culture) and person-team fit (that is, the fit between the applicants' skills and attitudes and the climate of the immediate working group).

Employee Turnover

Employee turnover refers to the proportion of employees who leave an organisation over a set period of time, often on a year basis, expressed as a percentage of total workforce numbers. The following formula adapted from CIPD (2012) is used in calculating turnover costs in organisational set-ups.

$$\text{Labour Turnover} = \frac{\text{Total number of leavers over period} *}{\text{Average total number employed over period}} \times 100$$

Source: CIPD (2012)

Internal employee turnover involves employees leaving their current position and taking new ones within the same organisation (Kenya Bureau of Labour Statistics, 2009). This is also referred to as the Peter's Principle and can be positive, such as project or relational disruption of the work being done. The effects of internal turnover can be as important to monitor as its external counterpart. The survey concludes by noting that, internal turnover can be moderated and controlled by typical human resource mechanisms, such as internal recruitment policy or formal succession planning. According to Kuria, Wandigi and Ondiri (2012) employee's turnover is prevalent in the lodging industry. Healthy recruiting and orientation practices can have a positive impact on turnover. In a survey report by Top Employers (2012) most countries show a significant correlation between turnover percentage and recruiting practices, the more thorough recruiting and orientation practices are in place but also show a higher turnover. Whereas a job interview is part of the application process in all researched countries, there are significant differences when it comes to other aspects of the recruiting process. The second most common practice: session with future colleagues is hardly practiced in Poland (7%). Reference check is a common practice in almost all countries, in Belgium however only 46% of top employers apply this practice. Most countries show a significant correlation between turnover percentage and recruiting practices: the more thorough recruiting and orientation practices are in place, the lower the turnover.

Research Methodology

This study used both explanatory and descriptive research design since it is studying many variables and their relationships in order to further an understanding of the phenomena and to allow use of both the primary and secondary data by relying on the respondents' views and

opinions (Mugenda and Mugenda, 2003). Descriptive studies determine and report the way things are, therefore allowed for the application of the study results in the entire hospitality industry in the coastal region of Kenya. The target population for this study was 602 staffs employed in the 24 hotels and resorts in Kilifi County. The target population comprised of managers, food, beverage and service production employees, housekeeping, clerical/administrative staff that are deployed in diverse sections of their respective organisation. A complete list of the 237 hotels and resorts was obtained from the Kilifi County Tourism officer based at Malindi office. From the list, 24 firms were identified using the simple random sampling which represents 10% of all hotels and resorts in Kilifi County.

The authors adopted stratified random sampling technique to select respondents working in different levels of the selected hotels to ensure an equal chance of being selected. Mugenda and Mugenda (2003) stated that, a 10% of the accessible population is enough sample in a research study. In this respect, a ratio of 30% of the sample population in this study was adopted which offered an ideal sample size in the accessible population. They further state that, the bigger the sample, the greater the accuracy of results that represents the whole population. The study therefore used a total sample size of 180 respondents working in twenty four (24) hotels.

Data collected was analysed using both inferential and descriptive statistics., Multiple regression analysis was done to determine whether job analysis, selection practices, recruitment practices and recruitment planning all together predict employee turnover. Thence, the formula below to show the relationship between employee turnover and the independent variables was adopted.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

- Y - Employee turnover
- β_0 - is a constant (is the change in employee turnover)
- ε - the epsilon, is the error
- $\beta_1 X_1$ - recruitment planning
- $\beta_2 X_2$ - job analysis
- $\beta_3 X_3$ - recruitment practices
- $\beta_4 X_4$ - selection practices

Findings and Discussions

From a total of 180 questionnaires, 127 questionnaires were duly filled and returned for analysis. The response rate therefore was 70.55% which was representative of an appropriate inference from the study.

Gender of Respondents

The findings indicated that 73 participants were male and 53 were female hence a gender response percentage of 57% and 41% respectively. This could imply that the males in the hotels and resorts are more responsive to issues outside the work environment. There was however one respondent who did not indicate their gender.

Regression Analysis

The regression analysis findings are represented in Table 1 for the model summary, Table 2- analysis of variance table (ANOVA) and Table 3 for estimated model coefficients.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.505 ^a	.255	.230	1.325

(Predictors: (constant), effective recruitment practices influence employee turnover, selection practices influence employee turnover, job analysis influences employee turnover and recruitment planning campaigns influence employee turnover).

The R column represents the value of R, which is the multiple correlation co-efficient. R is in this case considered to be one measure of the quality of the prediction of the dependent variable; in this case employee turnover is a challenge in most organisations. A value of 0.505 in this case represents a good level of prediction. The R square column represents the R² value which is also called the coefficient of determination, which is the proportion of variance in the dependent variable that can be explained by the independent variable. Technically it is the proportion of variation accounted for by the regression model above and beyond the mean model. From the above table therefore the value 0.255 means that the independent variables explain 25.5% of the variability of the dependent variable, employee turnover.

Analysis of Variance (ANOVA)

The F- ratio in the analysis of variance (ANOVA) table below tests whether the overall regression model is good fit for the data. Table 2 shows that the independent variables statistically significantly predict the dependent variable, F (4,123) = 10.428, p< 0.0005, that is the regression model is a good fit of the data.

Table 2: Analysis of Variance (ANOVA)^{b)}

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	73.215	4	18.304	10.428	.000 ^a
	Residual	214.139	123	1.755		
	Total	287.354	127			

Estimated Model Coefficients

The general form of the equation to predict employee turnover from recruitment planning campaigns, job analysis, recruitment and selection practices is predicted by general equation:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 \text{ where,}$$

Employee turnover (Y) = 0.051 - (0.198*recruitment planning campaigns) + (0.338*job analysis) + (0.456*recruitment practices) + (0.336*selection practices).

This can be further stated as follows:

$$Y = 0.051 - 0.198X_1 + 0.338X_2 + 0.456X_3 + 0.336X_4$$

This is obtained from the coefficients in Table 3.

In summary, therefore, the study concluded that the model chosen was fit in predicting employee turnover caused by recruitment planning campaigns, job analysis, recruitment practices and selection practices. The variables job analysis, recruitment practices and selection practices statistically significantly predicted employee turnover, $(4,123) = 10.428$, $p < 0.0005$, $R^2 = .255$. Three variables, added statistically significantly to the prediction, $p < 0.05$. However, the independent variable recruitment planning campaign was found not to have been statistically significant to the prediction $p < 0.05$.

Table 3: Table of Estimated Model Co-efficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	.051	.625		.082	.935	-1.186	1.288
	Selection Practices Influences Employee Turnover	.336	.086	.314	3.897	.000	.165	.506
	Recruitment Planning Campaigns Influence Employee Turnover	-.198	.108	-.179	-1.829	.070	-.412	.016
	Job Analysis Influences Employee Turnover	.338	.112	.274	3.006	.003	.115	.561
	Adoption of Effective Recruitment Practices Influences Employee Turnover	.456	.138	.285	3.294	.001	.182	.729

a. Dependent Variable: Employee Turnover is a Challenge in Your Organisation

Influence of Recruitment Planning Campaigns on Employee Turnover

When asked to state if recruitment planning campaigns influences employee turnover, 54% of the respondents who constitute the majority either somewhat agreed or strongly agreed. This may imply that the adoption of effective recruitment planning campaigns could to a large extent help to manage the employee turnover levels in the hotels and resorts of Kilifi County. However, 29% neither agreed nor disagreed and only 17% either strongly disagreed or somewhat disagreed.

From the study findings majority of the respondents seem to agree that hotels and resorts in Kilifi County are aware of the recruitment sources, the qualities of its ideal candidate, identifies where to recruit from, aware of the ideal time to recruit and also conversant with the message to communicate regarding its ideal candidate. This could suggest that recruitment planning campaigns are carried out by the recruiters and hence imply that recruitment planning campaigns do not necessarily influence employee turnover in Kilifi County. Nevertheless, an organisation should be aware of the recruitment sources, the qualities of its ideal candidate, identifies where to recruit from, should be aware of the ideal time to recruit and also conversant with the message to communicate to be able to know

those who will easily fit and settle down quickly in the organisation and hence reduce the likelihood of an employee leaving an organisation within a short period of time. This confirms what Swann (2013) suggested that an effective recruitment campaign should be well planned from the start with an elaborate job description and person specification, an advertising plan, timescales and an interview assessment process.

Influence of Job Analysis on Employee Turnover

According to the study the job analysis influences employee turnover. This was according to 68% of the respondents who either strongly or somewhat agrees. This therefore implies that job analysis is a fundamental human resource function that helps an organisation to procure employees who fit and blend well with its culture. However, if there is no job analysis then there is a high likelihood of hiring employees who will not fit in with the organisations corporate culture and in the long run increase the probability of that employee leaving quickly hence high employee turnover. However, 20% of the respondents neither agreed nor disagreed and a further 12% either somewhat disagreed or strongly disagreed.

Job analysis is viewed as the backbone of recruitment and selection activities and it has been suggested that organisations that actively pursue job analysis as a human resource planning strategy are likely to gain competitive advantage (Boxall, Wright & Purcell, 2007). This study helped to establish that job descriptions and person specifications should be adhered to by employees and supervisors, new employees should be issued with job descriptions upon reporting for duty and that job descriptions and person specifications help to improve the effectiveness of recruitment process. This therefore underpins what Siddique (2004) suggested that job descriptions and person specifications help to provide a clear understanding of jobs by both the job holders and organisation hence improving the effectiveness of recruitment and selection and other HR practices. Poor job analysis is likely to adversely affect the quality outcomes, irrespective of how well the rest of the selection process is executed. This is once again confirmed by Boxall, Wright and Purcell, (2007) who state that without proper job analysis interviewers may develop incorrect beliefs about position requirements and hence hire a person unsuitable for the role.

Influence of Effective Recruitment Practices on Employee Turnover

Recruitment practices such as realistic job previews and use of employee referrals can be effective in determining employees who stay from those who leave an organisation within a short period of time. The use of realistic job-previews helps employees adjust easily to their new work environment and can also help reduce the applicant pools as some applicants decide that the job or organisation is not for them. When asked to state if adoption of effective recruitment practices influences employee turnover, majority of the respondents, 72%, somewhat or strongly agreed and a further 24% neither agreed nor disagreed. Only 3% either strongly disagreed or somewhat disagreed. This could suggest that realistic job previews and use of employee referrals if adopted by the hotels and resorts in Kilifi County can to a large extent help to minimize the employee turnover levels.

When asked to state if effective recruitment results in reduced employee turnover and good employee morale, 64% of the respondents, who constituted the majority, either somewhat agreed or strongly agreed. One result of effective recruitment and selection is reduced employee turnover and good employee morale (Kuglanski & Sleeth, 2007). Effective recruitment ensures that an organisation has the ideal candidate for a specific position who is

able to fit quickly into an organisation culture and in the long run reduce the likelihood of leaving their jobs quickly. A further 28% either strongly disagreed or somewhat disagreed. Only 8% of the respondents neither agreed nor disagreed that effective recruitment results in reduced turnover and good employee morale.

The study established that majority of the hotels and resorts prefer recruits who are acquired through employee referrals as opposed to other methods since they believe that they have a more accurate understanding of what a position involves. This was according to 54% of the respondents who constituted the majority, who either strongly or somewhat agreed. This confirms Chan and Kuok (2011) who stated that employees recruited by word of mouth stay longer since they have a clearer idea of what the job really involves since better informed candidates are likely to have a more realistic view of the job, culture of the organisation and job prospects and hence in the long run minimize the likelihood of leaving early.

Recruitment practices such as realistic job previews and use of employee referrals can be effective in determining employees who stay from those who leave an organisation within a short period of time. This could suggest that realistic job previews and use of employee referrals can assist to manage the employee turnover levels if adopted by hotels and resorts in Kilifi County. The study found out that majority of the respondents, 64%, somewhat agree or strongly agree that presenting applicants with realistic job previews during recruitment process helps minimize employee turnover. This is in agreement with Heathfield (2012) who argued that realistic job previews presents accurate information about the positive and characteristics and potential challenges associated with any job as well as clear details about performance expectations and the company's performance management process. This therefore means that presenting applicants with a realistic job preview during the recruitment process has a positive effect on those new hires.

From the study internet/online recruitment generates a large number of applicants at a relatively low cost. This was according to majority of the respondents, 63%, who either strongly or somewhat agreed. This confirms what Johnson (2009) explained regarding internet recruitment that it depends upon the employer's visibility and reputation as well as the aesthetics, content and function of the website.

Educational establishments such as universities and colleges are a source of specialized skills for professional positions. This study helped to establish that professional positions in hotels and resorts in Kilifi County can be filled with recruits obtained from universities and colleges. However, Marchington and Wilkinson (2002) declared that the choice of colleges and universities depend on past experiences with the students at the school, the quality of recent hires, experience and training in the desired areas and ranking of school quality. This in the long-run therefore determines the length of stay of the graduates with an organisation.

Advertisements result in better person-organisation fit according to 62% of the respondents who constitute the majority. This confirms what CIPD (2012) said that job advertisements result in job openings being viewed as more attractive and credible, increase applicant interest and result in better person-organisation fit. When an employee discovers that their values fit with those of an organisation, this consequently increases their likelihood of staying and reducing turnover.

Recruitment consultants are not effective in filling management positions according to 41% of the respondents who neither agreed nor disagreed. This is contrary to Armstrong (2009) claims that it is effective for filling high level positions in an organisation. This probably could be a reason behind the turnover level of management staff in hotels and resorts in Kilifi County. This might be due to the expensive nature of engaging recruitment consultants.

This study revealed that employment agencies are not effective in filling junior staff positions. This was according to 37% of the respondents who either somewhat or strongly disagreed. This could suggest that agencies are not a popular recruitment method in the hire of junior staff. This is despite the views by Armstrong (2009) who stated that employment agencies are a source of non-exempt and lower level exempt employees.

Influence of Effective Selection Practices on Employee Turnover

The study findings established that selection practices influences employee turnover. This was according to 54% of the respondents who constitute the majority, who either strongly agreed or somewhat agreed. This could suggest that the use of effective selection practices such as bio-graphical data enables employees to adjust easily to their work environment. Using bio-graphical data identifies life experiences that tend to differentiate those who stay with an organisation from those who quit hence bio-data questionnaires are predictive of retention. A further 22% strongly disagree or somewhat disagree that selection practices influence employee turnover and 24% neither agree nor disagree.

When asked to state if interviews are objective and based on job description and person specification, 86% of the respondents who constitute the majority either somewhat agreed or strongly agreed. This agrees with Villanueva's (2012) explanation that interviews should be objective and be based on the requirements stated in the job profile. This was also confirmed by Lockyer and Scholarios (2005) who stated that interviews should be dominated by concern with formalization, enshrined in its language of objectivity, reliability and validity. This could imply that interviews that are conducted in most of the hotels and resorts are objective and based on carefully prepared job descriptions and person specifications.

Majority of the respondents 85%, either somewhat agreed or strongly agreed that references obtain information on applicants previous work experience and performance in their respective organisation. This confirms what Shackleton and Newell (2007) said in regard to the fact that references serve at least two main purpose which are to confirm the accuracy of the information provided by the applicant and obtain information about the applicants previous work experience and performance. This in the long run helps to avoid hiring employees who are not performers and hence leave the company after a short period.

More so, it was indicated that biographical data is used to predict employee turnover and performance. This was according to 41% of the respondents who constitute the majority either somewhat agreed or strongly agreed. This therefore confirms what Ployhart, Schneider and Schmitt (2006) proposed that biographical data empirically identifies life experiences that tend to differentiate those who stay with an organisation from those who quit.

This study established that curriculum vitae's and application forms facilitate pre-screening decision making. This was according to 82% of the respondents who either somewhat or strongly agreed. This therefore helped to verify Lockyer and Scholarios' (2005) findings that CV's, application forms are used as a straightforward way of giving a standardized synopsis

of the applicants history in order to prescreen applicants and generate a shortlist to be invited to the next stage. This therefore helps to avoid hiring employees with a history of changing jobs frequently and therefore keep employee turnover levels at a minimal level.

Assessment centers predict employee behavior and turnover according to 51% of the respondents who either strongly or somewhat agreed. This is also confirmed by Klingner and Schuler (2004) who argued that assessment centers are popular in the business sector for assessing suitability across a whole range of jobs mainly measuring general intelligence, social competence, self-confidence and dominance. This helps to identify employees who can easily adapt to their roles and the organisation culture and hence determine their length of stay with an organisation.

Implications to Research and Practice

The study is significant to the management and employees of the hotels and resorts of Kilifi County as the findings may be used to improve on the existing recruitment and selection practices with a view to enhancing service delivery and at the same time reduce the levels of employee turnover. The findings help human resource managers of respective establishments appreciate the importance of carrying out job analysis before recruitment and selection of new employees. In appreciating the role of planning of recruitment campaigns, this study informs human resource managers. More knowledge as concerns recruitment and staff turnovers has also been intended in this study. It is hoped that to other researchers, the findings in this study will act as a guideline and base for future research on the gap that has not yet been filled.

Conclusions

Kilifi coastal hotels and resorts employ more men than women majority of who are employees deployed in the housekeeping and, food and beverage service and production departments. This indicates a lack of gender balance. Most employees have limited work experience with majority of the workers having just attained secondary level of education hence revealing that most of the workers are unskilled. This further explains that majority of the workers in the hotels and resorts in Kilifi County are youths who are untrained or unskilled. These employees are young, students or using hospitality industry as a fallback or a stepping stone to other careers.

The study also revealed that there is high employee turnover rate in the hotels and resorts of Kilifi County. It is evident that recruitment planning campaigns influence employee turnover in respective organizations. More so, effective recruitment practices such as employee referrals and realistic job previews can be effective in determining employees who stay from those who leave an organisation within a short period of time thereby reducing employee turnover levels. The use of effective selection practices such as bio-graphical data and interviews enables employees to adjust easily to their work environment and in the long run influence employee turnover. Job analysis influences employee turnover according to majority of the respondents. Finally, employee turnover positively benefits an organisation and moderate levels of employee turnover help reduce staff costs, it is however a challenge in their respective hotels and resorts.

Recommendations

In order to remain competitive and relevant in the lucrative hotel and tourism industry, there is need for the management of hotels and resorts in Kilifi County to appreciate the role of effective recruitment and selection of its employees. This is because hospitality and tourism is a service industry and therefore the need to have the best employees who are highly motivated and skilled in their respective areas of specialisation. An organization with motivated and skilled professionals have a competitive edge in the industry and therefore will have a stable workforce as compared to those with employees with few or limited skills.

In view of this study, we recommend the following measures in order to minimise employee turnover in hotels and resorts in Kilifi County. The hotels and resorts should ensure that the size of workforce does not comprise youths as the majority of staff since they are notorious in shifting jobs. At the same time the organisations should strive to hire professional employees certified for various positions.

All hotels and resorts should have a human resource office that handles all human resource related matters and which will spearhead the recruitment and selection function. This will ensure that recruitment and selection of its employees is undertaken effectively. An annual budget should be allocated for the human resource function to ensure that all human resource related activities are carried out smoothly without financial constraints.

The authors also recommend that a recruitment panel should be assembled before any recruitment and selection of new employees. This aimed to help ensure that recruitment and selection of employees is undertaken professionally. This should preferably consist of the line managers such as the food and beverage manager, housekeeping/ reservations manager, finance and accounts officer, the head chef, customer service in charge and human resource practitioner as the technical person.

Job analysis should be undertaken before the filling of any vacancies and that accurate job descriptions and person specifications to be prepared for any positions that are to be filled. This will help to ensure that all tasks of a job are identified to enable employees understand their duties and responsibilities and at the same time to avoid duplication of duties. The study recommends that interviews be conducted and supervised by trained individuals and be executed on the basis of the job descriptions and person specifications.

The hotels and resorts should make use of employee referrals, employee walk-ins, unsolicited applications and recruitment agencies in recruiting of the low cadre positions, such as cooks, waiters and housekeeping staff. This is because employee referrals have a tendency to find employees who best fit the positions and they are most likely to settle down quickly in their new positions as opposed to others recruited through other methods. On the other hand recruitment consultants and executive search firm and use of universities and colleges to be considered for filling management and higher professional staff positions. New employees should be subjected to assessment centres and realistic job previews before commencement of the duties to enable them get a first-hand experience of their new duties and also be able to predict their work performance and length of stay with the hotels and resorts.

Managers of hotels and resorts in Kilifi County should be promoted from within if possible. This will improve the morale of the existing workforce and at the same time reduce the likelihood of the current employees leaving due to lack of promotion opportunities and dissatisfaction.

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