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Training and Employee Retention in Hotels in Owerri, Imo State, Nigeria

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Abstract

This study examined training and employee retention in hotels in Owerri, Imo State. The study was carried out to examine the significant contributions of human resources training and development on employee retention. Survey research design was employed and questionnaire was used as the instrument of data collection. The data collected were subjected to face validity and test retest reliability method was employed. The data collected were presented in tables and analyzed using simple percentage and hypotheses were tested using chi-square. The findings revealed that seminar/workshop discourages the employee from quitting the organization, there is significant relationship between orientation/ induction and employee commitment in the organization and job rotation training and development discourages employee job turnover. It was therefore recommended that there should be regular/pragmatic seminars and workshop for organizational staff in hotels. More so, organizations – especially hotels – should always conduct induction/orientation exercise when new employees are being recruited.

Keywords: Training, Employee Retention, Human Resources Management, Seminar/Workshop, Orientation/Induction, Job Rotation Training, and Commitment.

Introduction

Any organization (especially those in hospitality establishments) that wants to achieve high level of growth, employee commitment and organizational high performance must always train and develop its staff. According to Akpanabia (2012),

training is an important aspect of any organization either big or small, profit of non-profit ventures. It is important for any organization to harness and properly develop its human resources or potentials in order to achieve the organizational goals and objectives. One of the basic contributions of training and development in an organization is that it leads to employee retention. Here, Ubah (2019) was of the view that training and development makes workers to fill at home in the organization, take the organization as theirs and remain in the organization. For Scanzoni (2019), training and development are essential and inseparable part of the human resources management, especially the hospitality industry. For that, the best strategy for employee retention is through training and development of staff. There is need for training and development because most of the hotel employments lack a well-established regulatory body to define the job structure and policy structures in regard an employee's ability to perform (Orodho, 2014). Lack of these structures have impacted negatively in the hospitality industry, particularly hotels for the sustainability due to high costs of training new employees, replacement and separation for the departing employees as well as affecting customer satisfaction. Training and development has been shown to improve knowledge and in turn knowledge improves the delivery of hospitality business-related activities. Training and development are essential in providing employees with the right skills for their present and future jobs.

Agulanna and Awujo (2011) asserted that, Training and development provides an awareness of the rules and procedures to guide employee behaviour in a work setting. When the organizational employees are well trained, they will put in their best in performing their functions and that will lead to organizational stability and high performance. For Beach (2013), training and development leads to employee retention, reduce job turnover rate, and improve employee productivity on the job. That is why Akpanabia (2012) asserted that, staff training and development are part of Human Resources Strategies that promote organizational effectiveness, stability and high performance. In this direction, it becomes a fact that the benefit of training is that it helps an organization fulfill its future personal needs.

If an organization initiates and maintains an adequate institutional programme for both its non-supervisory and managerial employees, organizational vacancies can easily be staffed from internal sources (Alugbuo, 2007). To him, Training improves organizational standards. Well planned training programme helps to improve employee effectiveness and organizational high performance. This is because training raises the morale of the employees, improves worker-management relations, reduce employee turnover and makes an organization a career system. Workers' training leads to the achievement of the goals in that organization. It is necessary to keep the employee informed of the latest development in his special field and in so doing keeping his knowledge up to date. It assists him to function more effectively in his present position by exposing him to the latest concepts and techniques, which can be used to enhance organizational profitability and organizational high performance.

Statement of the Problems

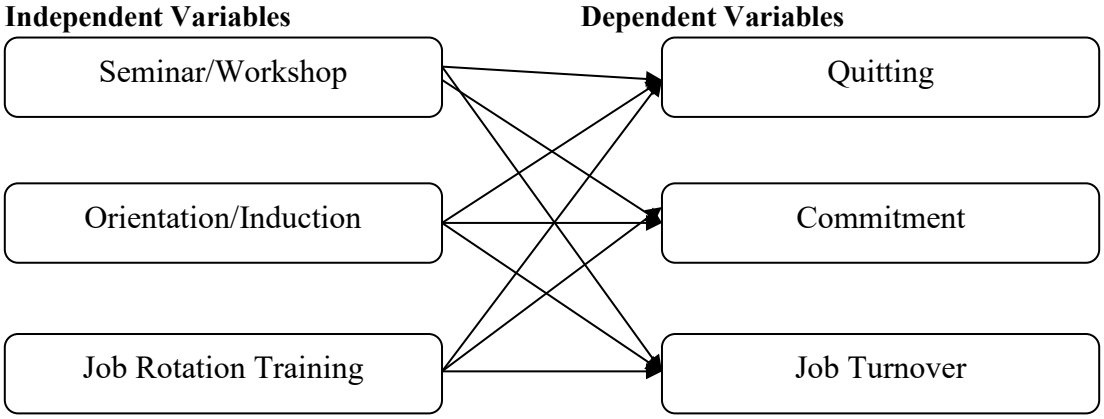
Most of the people who work in hotel establishment do not take the job as permanent employment. Some of them want to work in the hotel for sometimes, before getting the job

they prefer. This has led to poor retention of employee in the hospitality industry. One of the strategies for improving employee retention is through training and development, yet, training and development are neglected by some Nigerian organizations (Holbeche, 2019). Some Nigeria organization does not find it necessary to organized orientation/induction training after employment of new staff. For Shubin (2015), most of the organization prefers using on-the-job training method, without signing specific roles to the new staff. This problem has lead to employee turnover rate, and poor retention of staff, especially in hospitality firms. Therefore, there is the need to improve employee retention through training and development. This study therefore focused on training and employee retention in hotels in Owerri, Imo State.

Objective of the Study

The general objective of this study focused on training and development and employee retention in hotels. The specific objectives include:

1. To find out the extent seminar/workshop can discourage the employee from quitting the organization.
2. To evaluate the relationship between orientation/induction and employee commitment in the organization.
3. To determine the extent job rotation training and development discourages employee job turnover.



Source: The Researcher, 2025

Research Questions

Based on the objectives of the study, the following research questions were posed for the study.

1. To what extent does seminar/workshop can discourage the employee from quitting the organization?
2. What is the relationship between orientation/induction and employee commitment in the organization?
3. To what extent does job rotation training and development discourage employee job turnover?

Research Hypotheses

Based on the objectives of the study, the following research questions were formulated to guide the study:

Ho1: Seminar/workshop cannot discourage the employee from quitting the organization.

Ho2: There is no significant relationship between orientation/induction and employee commitment in the organization.

Ho3: Job rotation training and development does not discourage employee job turnover.

Conceptual Review

The Concept of Training

According to Agulanna and Awujo (2011), training is "a learning process whereby people acquire skills, concepts, attitudes or knowledge to aid in the achievement of goals". By defining training as a process, the implication is that it is continuous. This is in line with the recent "knowledge explosion" which brings new tools, equipment, skills and education into human development. Hall and Goodale (2016:330) defined training as "a plan by an organization to facilitate the learning of job-related knowledge and skills by its employee to improve employee performance and further organizational goals". Training can be defined as organized activity aimed at imparting information and /or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill (Appiah, Boamah, Baryeh, Browne, Ferkah, & Marku-Ablerdu, 2013).

Robert (2006) avers that training plans allow organizations to identify what is needed for employee performance before the training begins. A good training/ development plan deals with the following questions: Is there really a need for the training? Who needs to be trained? Who will do the training? What form will the training take? How will knowledge be transferred to the job? How will the training be evaluated?

Michael (2001) posits, "It is not enough to believe in training as an act of faith". This belief must be supported by a positive and realistic philosophy of how training contributes to the bottom line. Underpinning this belief is the need to set hard objectives for training in terms of return on investment in the same way as other investments have to demonstrate a pay-back. The areas in which such a philosophy should be developed includes: a strategic approach to training, relevant, problem based, action orientated, performance related training, continuous development of training policies (Usman, 2014).

Training is the keys in the course content of human resource management. In fact, human resource management will be incomplete if training and development are excluded. This applies to human resources management as a profession in the higher institutions of learning it is also important in the work place or business organization. Conversely, training and development is not only restricted to human resources management as a profession in the higher institution but also to all business organizations that seek prosperity. Organizations adopt training/development for several reasons.

Employee Retention

Phillips and Connell (2012) defines retention as the percentage of employees remaining in the organization. For good job performance, high levels of retention are desired in most work

groups. For Scanzoni (2019), employee retention is all about making the workers to fill satisfied so as to remain in the job. For that, any organization that wants to achieve its goals must be very effective on employee retention management. Retention involves managing in ways which encourage staff to remain in employment with the organization. Employee retention according to Gberevbic (2008) connotes the means, plan or set of decision making behavior put in place by organizations to retain their competent workforce for performance. Similarly, in the views of Akani (2015), employee retention implies effort made by organization to support current employees in remaining with the organization. According to business dictionary.com (2014), many employee retention policies, are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial cost involved in hiring and training employees.

Employee retention is concerned with keeping or encouraging employees to remain in an organization for a maximum period of time (Kossivi, Xu, & Kalgora, 2016). For that, effective employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs (Mathimaran & Kumar, 2017). A wide variety of factors according to Cynthia (2013) can help boost retention, including a supportive performance evaluation that focuses on improvement rather than criticism, and a competitive pay structure. Mbah and Ikemefuna (2012) makes it clear that an employee leaving a company for whatever reason must have an effect on the organization and other personnel that compose it from a business point of view, and that voluntary quits represent an exodus of human capital investment from organizations and the subsequent replacement process entails manifold costs to the organizations.

Harzing and Pinnington (2011) highlight the importance of knowledge retention as employees and pointed that while codified knowledge can be physically stored in databases and reports, tacit competences and knowledge resides in people. When individuals with unique and valuable knowledge walk out of the door, the company certainly will be losing some of its competitive advantage in order to discourage vital employees with core tacit from quitting the organization. Some retention strategies have been recommended. Stimulating knowledge sharing (teamwork) among employees and the various organization units so that the organization will becomes less dependent on a small number of workers is a way out (Saifullah, 2014). Another important strategy is to make sure that there is an efficient employee's career development in the firm and paying attention to the individual interests of the employee.

Seminar/Workshop and Employee Quitting the Organization

Onah (2005) asserted that seminars, workshops and conferences create forums for participants to discuss on participating basis. For that, Ubah (2019) said seminar and workshop can make employee to stay since they are been developed. Consequently, opportunities are provided for participants to pool ideas, to discuss ideas and facts, to test assumptions and to draw conclusions. These methods are expected to help develop the problem – solving and decision – making facilities of the personnel as well as present new and complicated issues for deliberation. They are also aimed at modifying attitudes of trainees (Scanzoni, 2019). Seminar

and workshop enhance Career Development Training and discourage job turnover. Career development is the ongoing acquisition or refinement of skills and knowledge, including job mastery and professional development, coupled with career planning activities. Job mastery skills are those that are necessary to successfully perform one's job (Isyaku, 2010). Professional development skills are the skills and knowledge that go beyond the scope of the employee's job description, although they may indirectly improve job performance. In view of Degenova (2019), seminar and workshop make workers to stay in the organization because it assist them:

- To improve performance deficiencies.
- To match the employees' abilities with the job requirements and organizational needs.
- To enhance organizational viability and the transformation process.
- To lower the number and cost of accidents
- To cope with new technological advancements
- To improve the quality and quantity of work
- To increase productivity efficiency
- To reduce some behavioural changes in the employees
- To reduce the cost of production and minimize wastes
- To prevent skill obsolescence
- To increase job satisfaction since training and development can improve the employee's self-esteem.

Orientation/Induction and Employee Commitment

This is given immediately after employment to introduce the new extension staff members to their position (Daniels, 2013). This is mainly concerned with acquainting new employees with the organization. This training is aimed at getting all new entrants familiarize with the organization's goals, structure, culture, work standard and other conditions of employment (Obi-Anike and Ekwe, 2014).This is appropriate for newly recruited personnel; every staff member needs some professional knowledge about various rules and regulations of the government, financial transaction, administrative capability, communication skills, report writing, leadership ability, etc. To Agulanna and Awujo (2011) orientation and induction encourage employee commitment its serves many purposes which include:

- provides higher levels of service to customers.
- increases the range of skills possessed by employees leading to operational flexibility.
- attracts high quality candidates by offering them learning and development opportunities, enhancing their levels of competence and skills leading to more -on satisfaction.
- helps to develop a positive culture in the organization which could be a culture of high quality service to customers or a culture of high productivity.
- increases the morale of employees who feel confident after training to execute their jobs more effectively and efficiently.
- it reduces turnover since training reinforces commitment to the organization.
- it prepares employees for promotion and higher responsibilities.
- it improves interpersonal communication, teamwork and leadership.

- ❖ it prevents skills obsolescence. Older personnel use refresher training to keep abreast with changing methods, techniques and use of sophisticated tools and equipment.

Job Rotation Training and Employee Job Turnover

Job rotation consists of periodically shifting employee from one job to another so as to be versatile in different functions in the organization. This if well implemented discourages employee turnovers rate (Oribabor, 2010). Training is provided by the supervisors of the units/departments in which the job are located (Ezeani, 2002). The major objective of job rotation is to make sure that employees are conversant with different functions in the organization, and can handle any task given to them no matter actual specialization, professionalism or unit of work. in the public sector, job rotation helps in reducing bureaucratic challenges when any employee is absent from duty. For George (2019), job rotation reduces job turnover because it make employee:

- ✓ To increase the quality and productivity of personnel.
- ✓ To help a company fulfill its future personnel needs.
- ✓ To improve organizational climate.
- ✓ To improve the health and safety of personnel
- ✓ To address personnel growth and prevent obsolescence
- ✓ To improve interpersonal communication, leadership and team work.

This is pertinent because even the most rigorous selection procedure can still result in unqualified employees being chosen because of the complex nature of man (Nweke, 2019). Therefore, faced with unqualified employees, the organization may either fire them or increase their capacity to perform the job more effectively through training.

Theoretical Framework

Human development theory

This theory originally originate from the work of Adam Smith, Karl Marx and Abraham Maslow, was popularized in 1980s with the work of Amartya Sen, and further by Diane Elson, Raymond Apthorpe, Irene van Staveren and Ananta Giri Elson (1997). This theory focused on human factor in the organization. The Human Development theory insists that the fundamental aim of development policy should be to expand the opportunities that people have to lead meaningful lives. Economic growth is a means towards this end, not an end in itself. The theory developed as a response to the almost exclusive emphasis development policymakers had given to economic growth and stabilization. It came out of a long sequence of proposals reacting to the social ills resulting from this emphasis, which included high levels of poverty, deficient education and health services, high inequality and unemployment.

In the Human Development perspective, resource allocation, aspiration mobilization and opportunity codification are the functional equivalents of socioeconomic development, cultural modernization and democratization, respectively. The three components and sub-processes of Human Development coincide in their focus on individual choice. Progress in any of these aspects widens the human leverage in societies, giving people larger resources, stronger aspirations and wider opportunities to make use of their individual talents. The

Human concept of Human Development goes beyond standard modernization theory in being both more comprehensive and more specific. Usually, theories cannot maximize comprehensiveness and specificness at the same time, but the concept of human development does. This theory was used because the extent to which employee perform their functions depends on the levels of training and development received by the workers. This is because the theory focused on man power development as the engine to all other aspects of development. Here, when the hotel staffs are well trained and developed, they will perform their function well and the organizational goals will be achieved.

Empirical Studies

Chukwudi (2017) examined the effect of staff training on performance of organization, using First Bank of Nigeria Plc as the focal point. Based on the above, the research formulated four objectives, four research questions and three research hypotheses to guide the study. Survey research design was employed and questionnaire was used as the instrument of data collection. The entire staff of First Bank Nigeria Plc which sums up to 90 made up the population from where 73 staff was sampled. The data collected were subjected to face validity and test retest reliability method. The data collected were presented in tables and analyzed using simple percentage and hypotheses were tested using chi-square. Also, some empirical studies were consulted and analyzed. The findings revealed that there is significant impact of orientation/ induction training on organizational productivity. Also there is significant impact of on-the-job training on organizational stability and there is no significant effect of job rotation training on organizational profitability. Based on the findings, it was recommended that organizations – especially First Bank of Nigeria Plc – should always conduct induction /orientation exercise when new employees are being recruited. This will enable the staff to know, understand and adhere to organization's principles, cultures and goals in performing their functions; and there should also be technical training and practical exposure to the organizational missions/vision. Ekechi (2018) examined human resources development as a tool for achieving corporate objectives using Nigerian Breweries Aba, Abia State as the focal point. The researcher executes the study as a result of the need to understand development strategies that can lead to employee high performance and organizational productivity. In line with the above, three research objectives, three research questions and three hypotheses were formulated and used. Survey research design was employed – so as to enable the researcher collect data using primary sources. The major instrument of data collection was the structured questionnaire. The data collected were presented in tables and analyzed using simple percentage and chi-square. The findings revealed that human resources development programmes have motivational effects to spur workers to improve service, there is significant relationship between human resources development and efficiency in productivity and human resources development can prevent skill obsolescence in the organization. Based on the findings, it was recommended that organizations should always conduct induction/orientation exercise when new employees are being recruited; induction/orientation should not only be used for educating the employees on organizational principles; and organizations should continue to use on-the-job training/development method based on its advantages of less expensive.

Ikwesi (2019) assesses the effects of recruitment and training procedures on the efficiency of the public service in Nigeria using Oshimili South Local Government as a case study. Survey design was used. a total of 128 was used as population and sample. The data used in the study was collected from both primary and secondary sources. The primary method or sources of data collection included the use of a research instrument, (the questionnaire) and interview. Some research questions were asked as guide to the respondents in order to elicit first hand information on the subject matter. The questionnaire contained twenty five structured questions designed in both open and close ended style. In addition, the questionnaire was validated and administered accordingly. Secondary sources of data collection on the other hand, included textbooks, journal, government documents and internet materials. The study adopted the use of simple percentage, tables and descriptive content approach for data analysis. The data analysis revealed that; the recruitment and training procedures in public service in Nigeria are not strictly followed during employment of staff; politicization and other informal processes dominate the established recruitment and selection procedures during employment of staff; Based on the above findings, the study recommended that more strict measures should be introduced to ensure meritocracy in staff recruitment and training in the public service in Nigeria.

RESEARCH METHODOLOGY

In this study, survey research design was adopted.

The population of this study is made up of the entire staff of Immaculate Hotel and Stoncastle Hotels in Owerri, Imo State. The organizations have a total of 40 and 35 staff respectively, making 75 in all (**Source:** Personnel Unit of the Hotels, 2025). The entire population were used as sample. Though only 73 were returned and use. Questionnaire was used to collect data. Data from questionnaires were collected and organized through the use of frequency tables and simple percentage.

The chi-square analytical tool was used in the testing of the hypothesis presented in this study.

DATA PRESENTATION AND ANALYSIS

Re-statement of hypothesis one

Ho1: Seminar/workshop cannot discourage the employee from quitting the organization.

Table data 1	Table data 2	Total
30	19	49
18	34	52
11	8	19
12	8	20
2	4	6
Total = 73	**73**	**146**

Fe = RT x CT/N

Where Fe = Frequency expected
RT = Row Total
Ct = Column Total
N = Grand total

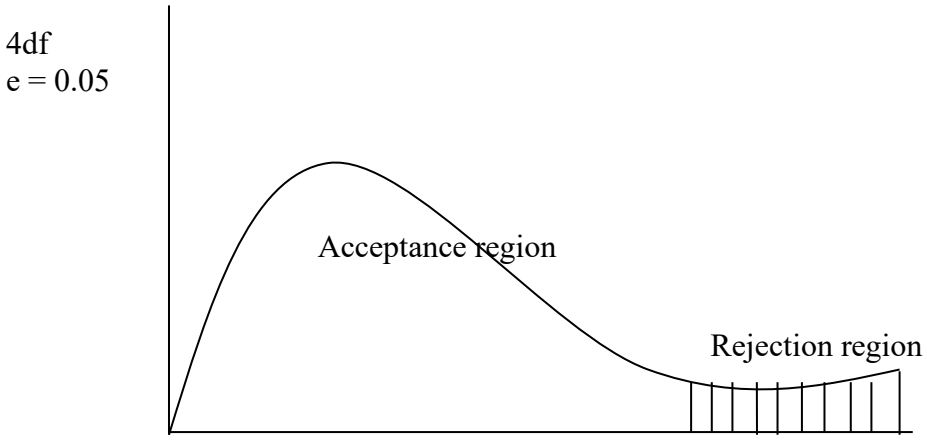
Level of significance = 5% 0.05
Degree of freedom = (R-1) (C-1)
= (5-1) (2-1)
= (4) (1)
= 4
X^2 tab for 2df at 0.05 level of significance = 9.488

R1C1 Fe	=	49 x 73/146	=	24.5
R1C2, Fe	=	49 x 73/146	=	24.5
R2C1, Fe	=	52 x 73/146	=	26
R2C2, Fe	=	52 x 73/146	=	26
R3C1, Fe	=	19 x 73/146	=	9.5
R3C2, Fe	=	19 x 73/146	=	9.5
R4C1, Fe	=	20 x 73/146	=	10
R4C2, Fe	=	20 x 73/146	=	10
R5C1, Fe	=	6x 73/146	=	3
R5C2, Fe	=	6 x 73/146	=	3

Fo	Fe	Fo-Fe	$(Fo-Fe)^2$	$(Fo-Fe)^2/Fe$
30	24.5	5.5	30.25	1.2347
19	24.5	-5.5	30.25	1.2347
18	26	-8	64	2.4615
34	26	8	64	2.4615
11	9.5	1.5	2.25	0.2368
8	9.5	-1.5	2.25	0.2368
12	10	2	4	0.4
8	10	-2	4	0.4
2	3	-1	1	0.3333
4	3	1	1	0.3333
				9.7326

Decision Rule

Since the calculated value of Chi-square, 9.7326 is more than the tabulated value, 9.488, the alternative hypothesis is hereby accepted, and the null hypothesis rejected; hence we conclude that seminar/ workshop discourages the employee from quitting the organization.



Re-statement of hypothesis two

Ho2: There is no significant relationship between orientation/induction and employee commitment in the organization.

To test this hypothesis, the data in table 4.5 and 4.6 were employed

Table data 3	**Table data 4**	**Total**
16	22	38
12	32	44
20	6	26
24	11	35
1	2	3
Total = 73	**73**	**146**

Fe = RT x CT/N

Where Fe = Frequency expected
RT = Row Total
Ct = Column Total
N = Grand total

Level of significance = 5% 0.05

Degree of freedom = (R-1) (C-1)

= (5-1) (2-1)

= (4) (1)

= 4

X^2 tab for 2df at 0.05 level of significance = 3.84

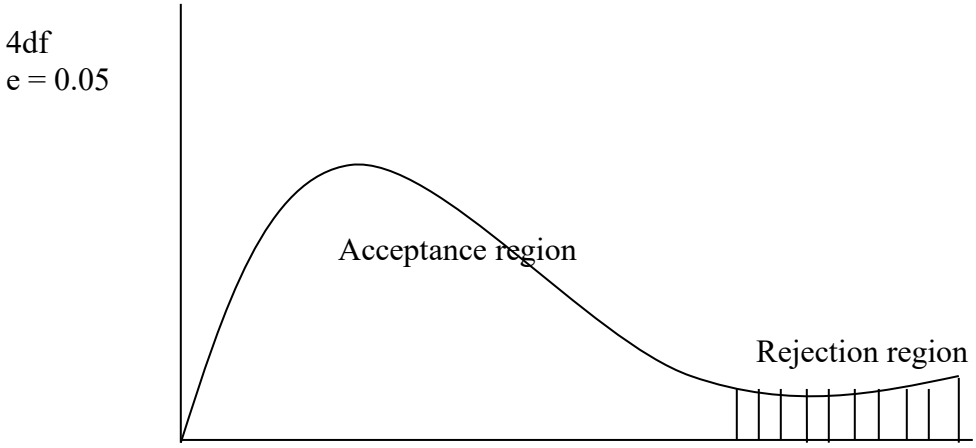
R1C1 Fe	=	38 x 73/146	=	19
R1C2, Fe	=	38 x 73/146	=	19
R2C1, Fe	=	44 x 73/146	=	22
R2C2, Fe	=	44 x 73/146	=	22
R3C1, Fe	=	26 x 73/146	=	13
R3C2, Fe	=	26 x 73/146	=	13
R4C1, Fe	=	35 x 73/146	=	17.5

R4C2, Fe	=	35 x 73/146	=	17. 5
R5C1, Fe	=	3 x 73/146	=	1.5
R5C2, Fe	=	3 x 73/146	=	1.5

Fo	Fe	Fo-Fe	$(Fo-Fe)^2$	$(Fo-Fe)^2/Fe$
16	19	-3	9	0.4737
22	19	3	9	0.4737
12	22	-10	100	4.5454
32	22	10	100	4.5454
20	13	7	49	3.7692
6	13	-7	49	3.7692
24	17.5	6.5	42.25	2.4143
11	17.5	-6.5	42.25	2.4143
1	1.5	-0.5	0.25	0.1667
2	1.5	0.5	0.25	0.1667
				22.7384

Decision Rule

Since the calculated value of Chi-square, 227384 is more than the tabulated value, 9.488, the alternative hypothesis is hereby accepted and the null hypothesis rejected, hence we conclude here that there is significant relationship between orientation/induction and employee commitment in the organization.



Re-statement of hypothesis three

Ho3: Job rotation training and development does not discourage employee job turnover.

Table data 5	**Table data 6**	**Total**
16	22	38
12	32	44
20	6	26
24	11	35
1	2	3
Total = 73	**73**	**146**

Fe = RT x CT/N

Where Fe = Frequency expected
RT = Row Total
Ct = Column Total
N = Grand total

Level of significance = 5% 0.05

Degree of freedom = (R-1) (C-1)

= (5-1) (2-1)

= (4) (1)

= 4

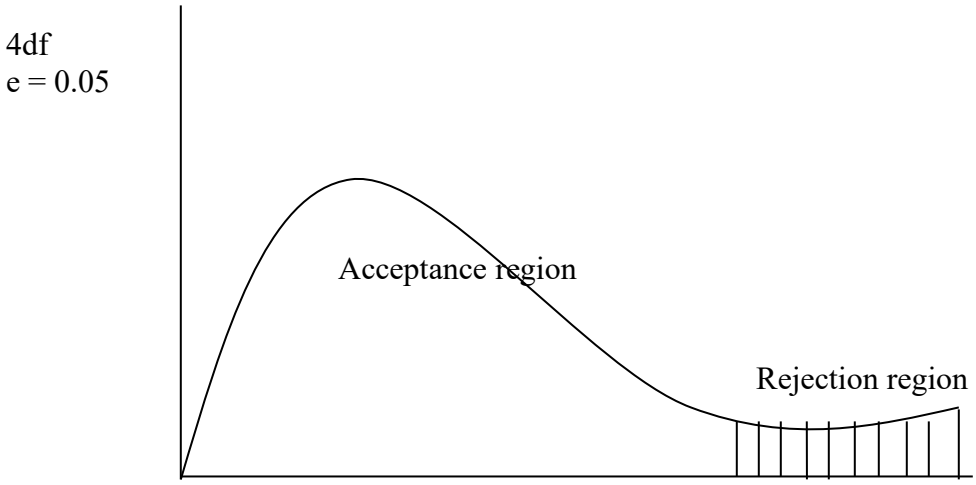
X^2 tab for 2df at 0.05 level of significance = 3.84

R1C1 Fe	=	38 x 73/146	=	19
R1C2, Fe	=	38 x 73/146	=	19
R2C1, Fe	=	44 x 73/146	=	22
R2C2, Fe	=	44 x 73/146	=	22
R3C1, Fe	=	26 x 73/ 146	=	13
R3C2, Fe	=	26 x 73/146	=	13
R4C1, Fe	=	35 x 73/146	=	17.5
R4C2, Fe	=	35 x 73/146	=	17. 5
R5C1, Fe	=	3 x 73/146	=	1.5
R5C2, Fe	=	3 x 73/146	=	1.5

Fo	Fe	Fo-Fe	$(Fo-Fe)^2$	$(Fo-Fe)^2/Fe$
16	19	-3	9	0.4737
22	19	3	9	0.4737
12	22	-10	100	4.5454
32	22	10	100	4.5454
20	13	7	49	3.7692
6	13	-7	49	3.7692
24	17.5	6.5	42.25	2.4143
11	17.5	-6.5	42.25	2.4143
1	1.5	-0.5	0.25	0.1667
2	1.5	0.5	0.25	0.1667
				22.7384

Decision Rule

Since the calculated value of Chi-square, 227384 is more than the tabulated value, 9.488, the alternative hypothesis is hereby accepted and the null hypothesis rejected, hence we conclude here that job rotation training and development discourages employee job turnover.



Discussion of Findings

Test of hypothesis one revealed that seminar/workshop discourages the employee from quitting the organization. For Akani (2015), training through seminar and workshop give the organization a competitive advantage in the system. In view of Usman (2014), training and development through seminars and workshops improve organizational growth and development.

Test of hypothesis two showed that there is significant relationship between orientation/induction and employee commitment in the organization. Halsay (2017) said Induction enhances the productivity of your organization. For Convey (2013), induction and orientation improve organizational productivity.

Test of hypothesis three indicated that job rotation training and development discourages employee job turnover. For Armstrong (2014), on-the-job training contributes to organizational stability and development. In view of Ubah (2019), job rotation training increases the profitability of your organization

Conclusion

It should be noted here that seminar/workshops, job rotation, orientation and induction of employees as training strategy always enable the employees to understand the organizational principles and culture. For that, employees are motivated to remain in the organization. This is because during such exercise, the culture, values, vision/mission statement of such organization are clearly specified and made known to known employees, neglect of training and development made it that some employees lack the knowledge of the above and perform below expectation. This study therefore concludes that effective training and development play positive roles in making workers to do their job well and stay with the organization.

Recommendations

Based on our findings and conclusion of this study, the following recommendations were made.

1) There should be regular/pragmatic seminars and workshop for organizational staff in hotels. This is one of the best ways to teach the employees new skills, new methods and course reduction strategy in performing their functions; hence it's a strategy that enhances organizational effectiveness.
2) Organizations – especially hotels – should always conduct induction/orientation exercise when new employees are being recruited. This will enable the staff to know, understand and adhere to organizational principles, cultures and goals in performing their functions.
3) Hotels should continue to imbibe the culture of job rotation as training strategy as that will help to reduce bureaucratic challenges; hence it will enable the employees (to stay), to know how to perform different functions in the organizations and therefore can help in filling administrative vacuum.

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