

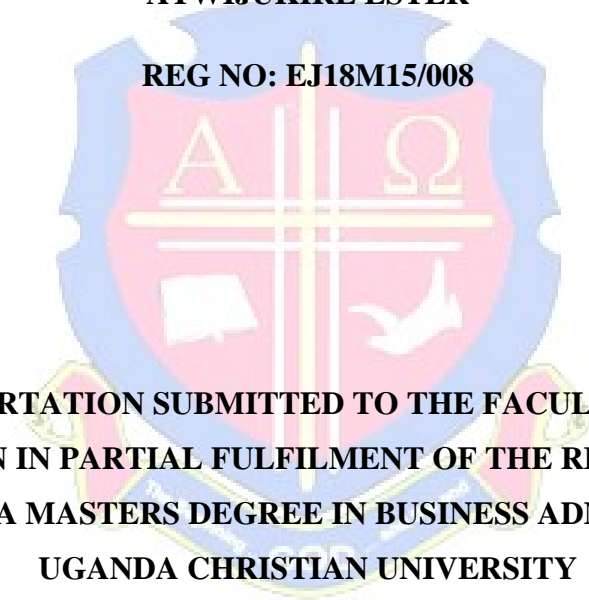
**HUMAN RESOURCE PLANNING AND LABOUR TURNOVER IN THE HOTEL SUB-
SECTOR OF UGANDA**

A CASE STUDY OF HOTELS IN MUKONO MUNICIPALITY

BY

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**A RESEARCH DISSERTATION SUBMITTED TO THE FACULTY OF BUSINESS AND
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THE AWARD OF A MASTERS DEGREE IN BUSINESS ADMINISTRATION OF
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DECEMBER, 2019

DECLARATION

I, **ATWIJUKIRE ESTER**, declare that this is my original research dissertation and has not been presented in any Institution of higher learning for any academic award.

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APPROVAL

This dissertation has been submitted with my approval.

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DEDICATION

This work is dedicated to my beloved husband Mr. Bob Katwesiime and my children Hillary Akampurira, Harison Owomugisha and Isreal Ahirirwe for the moral, spiritual and financial support that you gave me at all stages of my studies. Your support and care gave me a positive transformation in life and may the almighty God bless you abundantly.

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LIST OF ACRONYMS

CIPD:	Chartered Institute of Personnel and Development
HR:	Human Resource
MEIL:	Megha Engineering & Infrastructures Limited
SPSS:	Statistical Package for the Social Sciences
UK:	United Kingdom

ABSTRACT

This study set to examine human resource planning and labor turnover in the hotel sub-sector of Uganda. The study established the effect of organizational targetson labor turnover, found out the influence of current human resource capacity analysis on labor turnover and established the effect of man power forecasts on labor turnover in the hotel sub-sector.

A quantitative and cross sectional design using a sample of 181 respondents was adopted. Simple random sampling technique was used to select the respondents and data was collected using well designed structured questionnaires.

Findings reveal that human resource managers attract and retain the number of people required with the appropriate skills, this is revealed by a mean value of 4.45. It was also established that there is focus on performance of employees and organization by their human resource managers as reflected by mean value of 4.40. It was also established that human resource managers in the hotel focus on career development as shown by a mean value of 4.31.

In conclusion, there is a direct relationship between organizational targets, current human resource capacity analysis, man power forecasts and the rate of labor turnover.

The study recommends that the hotel sub-sector should to attract and retain the number of people required with the appropriate skills, expertise and competencies so as to meet the organizational targets and minimize cases of labour turnover. The hotel sub-sector should focus on the current human resource capacity analysis so as to ensure that personnel with appropriate knowledge and skills are hired as a way of minimizing labor turnover rate. In addition, the hotel sub-sector should ensure that there are manpower forecasts so as to improve training programs, renew pay and review working conditions among other possible mitigation actions in order to retain its employees

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents, background to the study, statement of the problem, research objectives and questions, scope of the study and significance of the study. The study seeks to examine human resource planning and labor turnover in the hotel sub-sector.

1.1 Background to the study

This sub section presents the historical background, theoretical background, conceptual background and contextual background.

1.1.1 Historical background

The basis for human capital management lies in making arrangements for the welfare of apprentices to master craftsmen in the middle ages and colonial times. The first HR evolution came in the 18th century, when factories needed to hire and train thousands of workers quickly. These employees initially worked 16 hours a day, seven days a week in conditions even worse than those of medieval apprentices (Beer, Spector, Lawrence, Mills and Walton, 1985). Soon, however, factory owners discovered that satisfied workers produced more and introduced programs to meet their basic needs. At the same time, federal and state governments began to regulate working conditions.

Increased government regulation and the rise of labor unions led to the creation of personnel departments. During this era, which lasted from roughly 1900 to the 1960s, personnel management was essentially an administrative function tasked with tracking employee records, monitoring the performance appraisal process and implementing workplace safety, training and anti-discrimination programs. Personnel specialists also enforced standards based upon scientific management principles, such as those of Frederick Taylor, who believed jobs should be simplified so that workers could perform them in one best sequence of motions. Productivity increases or decreases provided there is a key measurement of personnel department effectiveness (Baird, McGrath-Champ and Kaye, 1999).

In the last part of the 20th century, the term "human resources" became popular. Theories of behavioral scientists such as Abraham Maslow and Douglas MacGregor demonstrated that the need for achievement, affiliation or self-actualization was a stronger motivator for many employees than money. The American economy increasingly became service-oriented and knowledge-based, making recruiting and retaining talented workers even more important (Collings & Wood, 2009). Human resource managers began to suggest and implement changes such as more challenging work environments, active office social communities and free time.

HR managers today are a key part of an organization's senior management team, helping determine the company's overall business strategy (Donkin, 2001). They partner with operations departments to align the goals of employees with those of the organization and facilitate creativity and innovation rather than simply train workers to perform a function in the traditional way. They also offer key advice on corporate culture as businesses merge, open offices internationally or recruit a diverse workforce.

1.1.2 Theoretical background

This study adopted the March and Simon (1958) Theory of Organizational Equilibrium as the theoretical basis for analyzing and understanding human resource planning and labor turnover in the hotel sub-sector.

March and Simon (1958)'s theory of organizational equilibrium emphasized the importance of balancing employee and organization contributions and inducements. Their model linked turnover decisions to job satisfaction and suggested that individuals who were more satisfied with their current job would indicate an increased desire to remain with their organizations. Simply March and Simon's theory states that as long as an organization pays an individual monetary inducement that matches or exceeds the individual's input into the organization; the individual will remain a member of the organization. Thus both the individual and the organization strive to maintain a balance or state of equilibrium between the inducements and how much work the individual is willing to provide. The two factors that determine an employee's loyalty are perceived desirability and perceived ease of leaving the organization. Both factors independently operate to influence an employee's motivation to stay or leave the organization. According to March and Simon (1958), as an individual's job needs align more with any additional work responsibilities he or she may be performing, that employee's job

satisfaction could increase and he or she is more likely to remain with the organization. This theory was relevant to the study as it suggests that employees may stay with their organization when they are satisfied with their work and pay, and believe that the available options are few.

1.1.3 Conceptual background

The key concepts in this study were human resource planning which was the independent variable and labor turnover which was the dependent variable.

Braham (2014) stated that human resource planning is a process of ensuring that human resource requirements of an organization are defined and plans are made for satisfying those requirements. Walker (2012) defined human resource planning as the process of identifying and responding to the issue of workers and charting new policies, systems and programs that will ensure effective human resource management under changing conditions. According to Mullins (2013), human resource planning is the process of planning for the work force needs of an organization to ensure that the personnel needs are constantly met and this is achieved through demand and supply analysis. Demand analysis involves analyzing internal factors such as the current and expected skills, requirements vacancies, departmental expansions and reductions. Every manager must make an estimate of the people he/she requires over a period of time to match the plan of the organization with needs of workers (Branham, 2014).

According to Randal (2010), human resource planning is the process that consists of developing and implementing plans and programs to ensure that the right number and type of individuals are available at the right time and place to fulfill organizational needs. Further still, Reilly (2008) suggested that human resource planning is a process based upon the determination of an organization's human resource supply and demand while Essemu (2011) looked at human resource planning as the biggest task of the personal manager; the process by which an organization ensures that it has the right number and the right kind of people in the right place at the right time capable of effectively and efficiently accomplishing the task that will assist the organization achieve its overall objective.

Phillips and Connell (2010) looked at labor as the aggregate of all human physical and mental effort used in creation of goods and services. Brotherton (2010) explained that labor turnover is basically the process of replacing an existing employee with a new employee.

Existing employees leave a certain company due to various reasons like resignation, death, transfers and retirements. The rate at which the existing employees are replaced by new employees is called the employee turnover rate. There are basically four different types of turnover: Voluntary, Involuntary, Functional and Dysfunctional. Lockyer (2010) opined that in a voluntary turnover the employee leaves due to his own free will, including reasons like a better job offer, conflict with the staff or the higher authorities or lack of opportunities in advancement in the present job. Phillips and Connell (2010) commented that involuntary turnover is when the existing employee is fired by the authorities and the employee unwillingly leaves his job which can be caused due to poor performance or conflict with the staff or authorities. Pizam (2015) explained that functional turnover occurs when an employee who performs weakly or poorly leaves on his own wish. In this case the paper work is much less for the company concerned. Finally, Powers and Barrows (2009) stated that dysfunctional turnover occurs when an employee who performs very well leaves the company because they have a better opportunity somewhere else.

1.1.4 Contextual background

Worldwide researches have suggested that labor 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 percent, according to the research conducted by the American Hotel and Motel Association. Staff turnover is high in the hospitality industry, and anyone considering a management position within this segment should understand the reasons people leave their jobs in order for him or her to be in a better position to contain this problem. High turnover in the hospitality industry occurs for many reasons. Large contributors are seasonality, pay and hours, lack of leadership, customer service issues, labor pool, and training (American Hotel and Motel Association, 2016).

According to Hinkin & Tracey (2010), though debate varies, suggested reasons for high turnover include: low-skilled and low-paying work, unsocial working hours, low job satisfaction and the lack of career advancement within each establishment. A turnover culture has been created and reinforced within the hospitality industry. Hotels generally regard high turnover as part of the

work-group norm and employees frequently hold the belief that they are entering jobs with limited career development opportunities.

In spite of being one of the most widely studied areas due to its significance to labor productivity and subsequent organizational success, employee turnover is also a key competitive parameter in all industries (Lashley& Chaplain, 2007). Employee turnover is often conceptualized in terms of demographic (e.g. gender, age, educational level), occupational (e.g. skill level, experience, tenure, status), organizational (e.g. firm size, industry, job contents, working environments) and individual (e.g. pay scale, reward, advancement opportunity, job security, job involvement).

Due to the 'hidden' nature of its costs, many hotel executives fail to realize how serious a problem of labor turnover can be (Davidson et al., 2006). Whereas direct costs are relatively easy to measure, indirect costs are not so clear cut and are difficult to quantify. Hinkin and Tracey (2006) have attempted to shed light on the structure and costs of turnover by developing an online calculator for the United States (U.S) lodging industry where turnover costs were classified into five categories: pre-departure, recruitment, selection, orientation and training, and lost productivity.

Studies on turnover cost in the Hotel sector in developing countries like Uganda are limited and most of them have been conducted in the US. The only study on Australia was published in 1996. It suggests that the costs of employee turnover are high and exponential according to skill, ranging from A\$4,651 for a room attendant, A\$4,787 for a Food & Beverage Waiter, A\$9,468 for a Chef, to A\$12,679 for a managerial position (Deery& Iverson, 1996). This study used a small sample of six hotels. An unpublished Queensland hotel industry survey in 2003 of four-to five-star hotels,found that the lowest turnover for a hotel was 27.5% per annum with the highest being 59.4% per annum. The survey found that the 25 hotels surveyed employed5,294 employees, and of these, 2,383 employees had resigned in the year prior to thesurvey, representing a significant average turnover rate of 44.9% per annum.Employee replacement costs were estimated to account for up to a third of hotel HRMdepartmental budgets (Gold Coast hotel, 2003).

According to Sheel (2014), the main problem of Uganda'shotel sub-sector is that, they always think of putting the customer first and they forget to consider the employees. However, it is very

important that they must consider the employees also to run a successful business. The Uganda's hotel sub-sector suffers from a high rate of attrition, that is, more and more employees leave but new employees are not found to replace them. This problem mainly arises because the employees are dissatisfied with their long working hours and not adequately paid. Sum (2010) said that the hotel sub-sector is one of the most labor intensive industries and it is a huge problem that this sub-sector does not get enough workforces. It was upon this background that the current study seeks to examine human resource planning and labor turnover in the hotel sub-sector.

1.2 Statement of the Problem

The hotel sub-sector players have done all it takes reduce labor turnover in order to register a competitive edge over their counterparts in the same industry through reducing rates of employee resignation, dismissal and termination hence ensuring longer period of employee retention (Essemu, 2011). Despite efforts in carrying out human resource planning by hotel sub-sector players, the sub-sector still faces challenges of labor turnover. This is evidenced the Uganda Hotel Owners' Association report (2018) which shows that from the year 2014 to 2017, the hotel sub sector did experience employees turnover where in the year 2014, the turnover rate was 28%; 2015 showed a turnover rate of 31%; in 2016, the turnover rate was 22% and in the year 2017 the turnover rate was 26%. The American Hotel and Motel Association (2016) attributed industry-specific high turnover rate to seasonality, pay issues, lack of leadership, customer service aspects, labor pool deficiency and ineffective training and further established an average turnover rate of 50% for managerial staff and about 25% among non-management hotel employees in America.

The problem mentioned above is coupled with the fact that studies conducted have not specifically focused on the effect of human resource planning on labor turnover in Uganda's hotel sub-sector. Labor turnover shall remain unexplained until human resource planning in the hotel sub-sector is established.

1.3 The Purpose of the Study

The purpose of this study was to examine the effect of human resource planning on labor turnover in the hotel sub-sector.

1.4 Specific Objectives of the Study

The study was guided by the following objectives;

- i. To establish the effect of organizational targets on labor turnover in the hotel sub-sector.
- ii. To find out the influence of current human resource capacity analysis on labor turnover in the hotel sub-sector.
- iii. To establish the effect of man power forecasts on labor turnover in the hotel sub-sector.

1.5 Research Questions

The study attempted to answer the research questions below;

- i. What is the effect of organizational targets on labor turnover in the hotel sub-sector?
- ii. What is the influence of current human resource capacity analysis on labor turnover in the hotel sub-sector?
- iii. What is the effect of man power forecasts on labor turnover in the hotel sub-sector?

1.6 Scope of the Study

This sub section covered content scope, geographical scope, and time scope.

1.6.1 Content scope

The constructs studied were human resource planning which was the independent variable and labor turnover in the hotel sub-sector which was the dependent variable. Human resource planning was measured in terms of organizational targets, current human resource capacity analysis and man power forecasts and labor turnover was measured in terms of separation rate method, replacement method and flux rate method.

1.6.2 Geographical scope

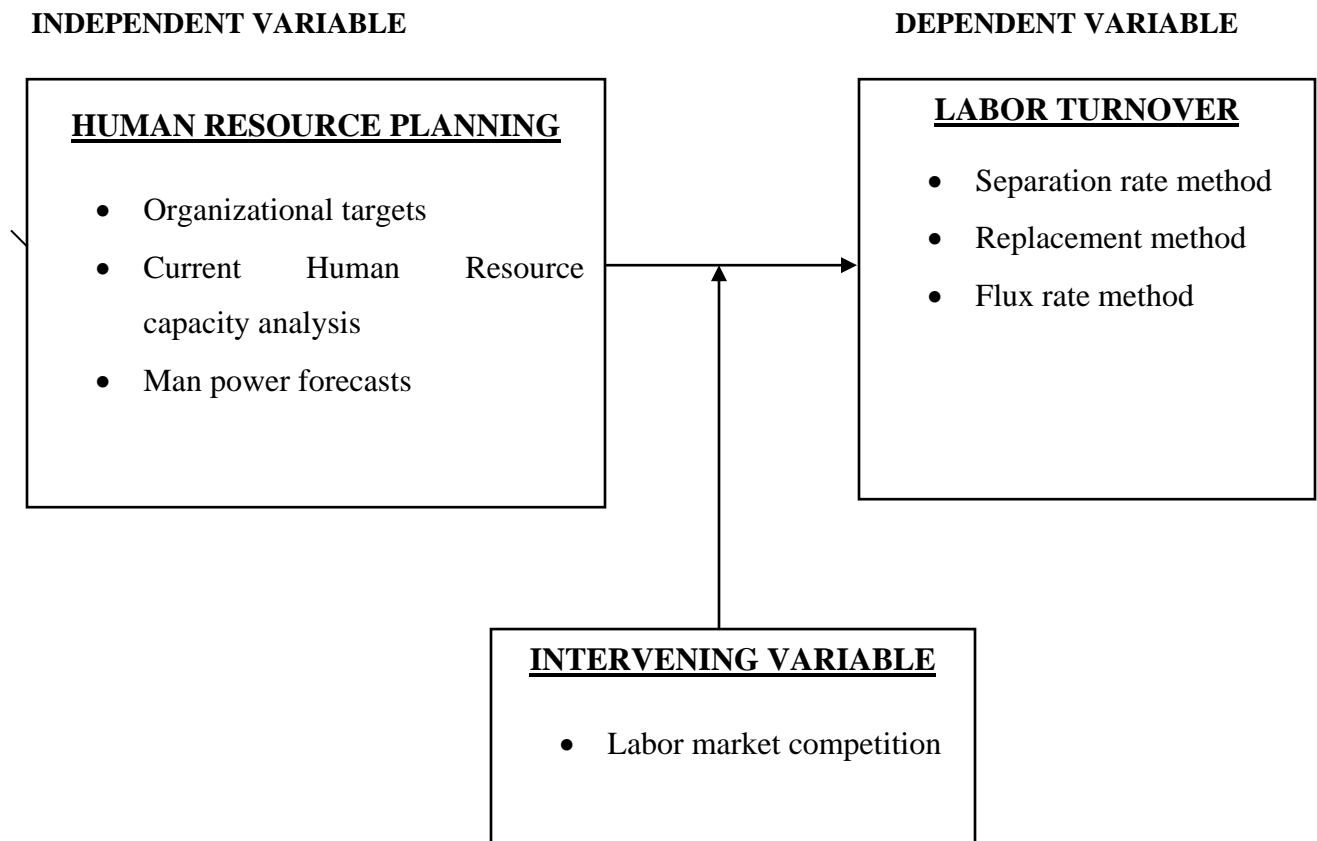
The study was carried out in Mukono Municipality, Mukono District in the Central Region of Uganda. The Municipality is 27 kilometers East of Uganda's Central Business District of Kampala. The study area was selected since it is where many hotels operate and the rate of labor turnover in these hotels is high.

1.6.3 Time scope

Interest was in information relating to the period between 2012 and 2017. The period so identified was expected to avail information that was fresh and recent. Data was collected between the months of February and March 2019.

1.7 Conceptual framework

Figure 1: Conceptual framework



Source; Adapted from Cherotich (2012); Mobley (2012); and Wangui (2015).

From the above conceptual framework, it is clear that Human Resource Planning is related to labor turnover. Human Resource Planning is measured by organizational targets, current human resource capacity analysis and manpower forecasts and labor turnover is measured by separation rate method, replacement method and flux rate method. Human Resource directors often sit on

executive management teams to align recruiting and retention strategies with company goals and strategies. Organizational targets of human resource planning include reduction of labor turnover, management of labor mobility and staffing efficiency (Mobley, 2012). According to Cherotich (2012), many companies hire employees and give them responsibilities which are far beyond their educational qualification and knowledge and for employees though they receive salaries but feel they have not utilized their knowledge and skills to the jobs that they are presently working, results in dissatisfaction and possible turnover cases. According to Wangui (2015), forcing a match with an employee that is not clearly right for the company culture or values will never end well and this can lead to a high turnover and even though the company is desperate to fill that position, picking a poorly matched employee is bad for the company, and the employee.

1.8 Significance of the Study

Study findings shall be beneficial to the management of the various hotels. This is because it is expected to provide possible answers to why employees stay or leave their industry, thus providing answers as to how to tackle the critical management issue of employee turnover.

This study shall invariably help the organization in formulating appropriate retention policies, making informed decisions and adopting strategies that shall boost employee retention, performance and productivity.

The study shall provide an insight into the causes of staff turnover in the hotel sector. In this regard, human resource practitioners and labor planners in Uganda shall obtain relevant information towards their activities of ensuring better labor plans at industry level as well as National level.

The study shall add to existing knowledge on concepts of Human Resource Planning, Employee Recruitment and labor turnover rate whereby future researchers shall want to explore and expand their knowledge on Human Resource Planning, Employee Recruitment and labor turnover. The study shall also contribute substantially to the existing theories of Human Resource Planning, a benefit to researchers, students, writers and teachers of business discipline.

1.9 Conclusion

The chapter started with an introduction which outlined the key areas covered, this was followed by the background to the study in which historical, theoretical, conceptual and contextual backgrounds were discussed. The chapter proceeded with problem statement and handled the purpose of the study which was examining the effect of human resource planning on labor turnover in the hotel sub-sector. Objectives of the study were determined as well as research questions which were basically derived from the research objectives. The scope of the study was determined as content, geographical, and time. Lastly the chapter handled significance of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents literature on the effect of organizational targets on labor turnover in the hotel sub-sector, the influence of current human resource capacity analysis on labor turnover in the hotel sub-sector and the effect of man power forecasts on labor turnover in the hotel sub-sector. This was used to compare and establish the variations and/or similarities between this study findings and what literature provides.

2.1 The effect of organizational targets on labor turnover

The first Human Resource evolution came in the 18th century, when factories needed to hire and train thousands of workers quickly whereby employees initially worked 16 hours a day, seven days a week in conditions even worse than those of primitive trainees (Beer et al., 2015). Soon, however, factory owners discovered that satisfied workers produced more to meet organizational targets and introduced programs to meet employees' basic needs and federal and state governments began to regulate working conditions.

Increased government regulation and the rise of labor unions led to the creation of personnel departments (Baird et al., 2018). During this era that lasted from roughly 1900 to the 1960s, personnel management was essentially an administrative function tasked with tracking employee

records, monitoring the performance appraisal process and implementing workplace safety, training and anti-discrimination programs. Personnel specialists also enforced standards based upon scientific management principles, such as those of Frederick Taylor (2012) who believed that jobs should be simplified so that workers could perform them in one best sequence of motions and productivity increases or decreases provided a key measurement of personnel department effectiveness.

In the last part of the 20th century, the term "human resources" became popular. Theories of behavioral scientists such as Abraham Maslow and Douglas MacGregor demonstrated that the need for achievement, affiliation or self-actualization was a stronger motivator for many employees than money (Collings & Wood, 2018).

The American economy increasingly became service-oriented and knowledge-based, making recruiting and retaining talented workers even more important (Collings & Wood, 2018). Human resource managers began to suggest and implement changes such as more challenging work environments, active office social communities and free time. According to March and Simon (2015), as an individual's job needs align more with any additional work responsibilities he or she may be performing, that employee's job satisfaction could increase and he or she is more likely to remain with the organization.

The aims of human resource planning according to Armstrong (2016) include: to attract and retain the number of people required with the appropriate skills; expertise and competencies; to anticipate the problems of potential surpluses as deficiencies of people; to develop a well-trained and flexible workforce, this contributing to the organization ability to adapt to an uncertain and changing environment; reduces dependence on external recruitment when key skills are in short supply by formulating retention, as well as employee development strategies; Improve the utilization of people by introducing more flexible systems of work. Human resources are considered the most valuable, yet the most volatile and potentially unpredictable resources which an organization utilizes (Oroni, 2016). If an organization fails to place and direct human resources in the right areas of the business at the right time and at the right cost, serious inefficiencies are likely to arise creating considerable operational difficulties and likely business failures.

According to Helmut (2011), due to labor turnover, a firm will be losing experienced and skilled labor force which loss can be minimized only through efficient manpower planning. With the target of managing labor mobility, it is very difficult to maintain the qualified personnel in an organization as they will be moving from one job to another in search of better prospects where Helmut (2011) stated that in a free society, human beings enjoy unrestricted mobility from one part of the country to the other. Therefore, in order to reduce the loss of experienced and skilled labor, every organization must have a sound system of manpower planning.

Literature provided by Phillips and Connell (2010) on staffing efficiency indicates that human resource planning is especially useful in organizations that deal with cyclical business, constant employee transition or turnover and variable workforce demand that results into increased ability to have the right number of workers in the right locations and jobs at any given point in time.

Talent management is a big part of a human resource planning process and involves mapping out the employee needs for the organization based on strategic objectives (Mobley, 2012). Human Resource directors often sit on executive management teams to align recruiting and retention strategies with company goals and strategies. In the race for top talent, companies that use human resource planning know what they need from employees and what workers expect in exchange for their abilities and performance, giving those businesses a talent management advantage hence minimizing turnover rate. Other organizational targets of human resource planning include reduction of labor turnover, management of labor mobility and staffing efficiency.

Roberto and Arocas (2017) opine that salary strategies and job enrichment strategies were positively related to job satisfaction and thus has an effect negatively on turnover intentions. This was mediated by positive employee commitment. As turnover continues to be very serious problems in many organizations including the company related to this study, the research had suggested specific practices to develop strategies as an immediate step to lower turnover. In a similar survey conducted by Lobhuri (2012) on 666 Thai workers, results revealed beside fairness and growth opportunities as job satisfaction for these workers, rewards were also cited as an important criterion for job satisfaction and negate turnover intention.

2.2 The influence of current human resource capacity analysis on labor turnover

Human resource managers today are a key part of an organization's senior management team, helping determine the company's overall business strategy (Donkin, 2011) through partnering with operations departments to align the goals of employees with those of the organization and facilitate creativity and innovation rather than simply train workers to perform a function in the traditional way. They also offer key advice on corporate culture as businesses merge, open offices internationally or recruit a diverse workforce. March and Simon (2015) theory of organizational equilibrium emphasized the importance of balancing employee and organization contributions and inducements; a model that links turnover decisions to job satisfaction and suggested that individuals who were more satisfied with their current job would indicate an increased desire to remain with their organizations. “As long as an organization pays an individual monetary inducement that matches or exceeds the individual’s input into the organization; the individual will remain a member of the organization”.

Sheel (2014) did a study on the impact of human resource planning on marketing executive turnover of leasing companies in China where six Human Resource (HR) practices (realistic job information, job analysis, work family balance, career development, compensation and supervisor support) were evaluated and established that job analysis, career development, compensation, realistic job information variables were negatively and significantly correlated with MEIL while work family balance was positively correlated with MEIL and that compensation and job analysis are strong predictors of MEIL.

In another study conducted by Helmut (2011) on whether human resource planning inspires employees’ turnover where variables like training and development, development of teams, performance appraisal, internal communication system, employment security, person organization fit, employee empowerment and reward and compensation were analyzed and concluded that human resource management practices; person organization fit, employment security, communication and training and development contribute strongly in developing the employees’ intentions to stay with organization with a strong positive inter-relationship found between human resource planning and employees’ turnover and concluded that adoption of human resource planning enhances employees’ retain-ability of organizations.

Mathis & Jackson (2010) who studied the role of Human Resource planning on Performance of Financial Cooperatives Based in Nairobi County and Wangui (2015) who looked at employee turnover in local Kenyan banks with a focus on Equity Bank, established that Equity Bank uses both financial and non-financial incentives to encourage its employees to stay. Romano et al., (2014) analyzed Effects of Employee Engagement on Employee Retention in Micro Finance Institutions with results indicating a declining trend of employee engagement that perhaps explains the current increasing rates of staff turnover. Gould & Davies (2015) undertook a study on influence of human resources planning on turnover of core employees in the media sector in Kenya focusing on Standard Group Limited and established that Standard Group values leadership qualities that are aligned with the retention strategies and recruitment process while Wanjiru (2017) did a survey of factors that influence employee retention in manufacturing firms in Nairobi and found out that the manufacturing firms valued gaining competitive advantage and engaging in human resource management practices to retain employee to a great extent.

According to Cherotich (2012), many companies hire employees and give them responsibilities which are far beyond their educational qualification and knowledge and for employees though they receive salaries but feel they have not utilized their knowledge and skills to the jobs that they are presently working results in dissatisfaction and possible turnover cases.

Shahzad et al. (2016) revealed a positive relationship of reward practices with the performance of hotel employees in Pakistan. This is important especially when countering the other factor of turnover intentions in the long run. It is a known fact that employees desire a compensation system that they perceived as being fair and commensurate with their skills, experiences and knowledge. Therefore, human resource planning must take note that pay is the main consideration because it provides the tangible rewards for the employees for their services as well as a source for recognition and livelihood. Employee compensation and benefits includes all form of pay, rewards, bonuses, commissions, leaves, recognition programs, flexi work hours and medical insurance as stated by Sherman et al. (2013). In a study by Chiu et al. (2012) involving data from 583 participants in Hong Kong and 121 participants in China, it was revealed that compensation components are important factors to retain and motivate employees. Scholars agree that the way compensation is allocated for employees actually send messages about the management believes and what is important in the types of activities it encourages.

Using the underlying social exchange theory (Blau, 2014) and the norm of reciprocity (Gouldner, 2010), Eisenberger et al (2014) it was suggested that individual attitudes and behaviors are affected by generalized perception of care and support from organizations. Employees feel obliged to repay organization with extra effort and loyalty when such favorable supportive treatments are discretionary-based according to Eisenberger et al. (2014). This is emphasized in a study by Newman (2012) on 437 Chinese employees from multinational companies which revealed that perceived supervisory support has a direct relation to turnover intentions. Employee relations in an organization is simply described as maintaining a healthy working relationship between management and employees. This will contribute and sustain a satisfactory productivity, motivation and high morale work environment that enhance job satisfaction for the employee and meet goals of the organization. Workplace employer-employee relationship will be the employment topics into the 20th century especially when there are growing attention to employee rights.

This is more so when the need arises to balance employee rights and employee discipline. Managers have reported that it has become very stressful and unpleasant for managers and supervisors when they need to mete out disciplinary actions. In today's organizations' context of discipline, most opt for counselling rather than punishment to achieve individual and organizational objectives (Sherman et al., 2013). As more and more businesses recognize the enthusiastic and committed employees that add values to their organization, the values created are not just in terms of productivity but also enhancing customer satisfaction, retention, profitability and long term stakeholder value (Cook, 2016). In a research article by Greenbaum (2012), from Oklahoma State University, a study was undertaken in regards to condition under which supervisor undermining is related to perceptions of leader hypocrisy that then lead to employee turnover intentions. Based on 200 scenario-based experiments and 300 survey based study, the results revealed a general support to the author's hypothesis that supervisors' hypocritical behaviors do motivate staff turnover intentions. Another study by Beatrice (2018) on 1187 registered nurses in the west revealed that unsupportive work environment and poor leadership quality which is an indicator of poor employee and employer relationship have implication for nurses to resign in a year.

According to Sherman et al. (2013), training has become increasingly vital to the success of any modern organizations. Nowadays organizations need to have competencies and especially core sets of knowledge and expertise that will give the companies an edge over its competitors. The only way to arrive at this is through having a dedicated training program that plays a central role to nurture and strengthen these competencies.

It is acknowledged that training forms the backbone of strategy implementation and that industries such as the security industry must have trained security officers, who must be competent in the basic laws, rescue operations, emergencies response and also crowd control and public management to be able to perform their job. The lack of these will definitely result in complaints, further injuries to public and damages to properties. It has always been extolled in law enforcement manual and frequently heard sayings that law enforcement agencies must always be one step ahead of the criminals and would be perpetrators to be able to prevent crimes and what better ways can officers be prepared if not through continuous training to hone the officers' knowledge, skills, abilities to cope with new processes and systems (Raffee, 2011).

To highlight the importance of training for new comers, research by Lam et al (2012) revealed that the Hong Kong Hotel Industry have been plague by high turnover especially among those who are less than a year of service from 1985-1999 which is between 44% to 66%. Survey of 249 participants has emphasized that Training and job enrichment program beside other HRM practices are closely related to turnover intentions.

2.3 The effect of man power forecasts on labor turnover

The greatest challenge of human resource planners especially in the current competitive labor market is to attract the right candidates for the jobs, motivate them to make them to stay with organization and discharge them in a socially responsible manner (Mungumi, 2012).

According to Mungumi (2012), reviewing and monitoring turnover rates and the factors influencing the separation of employees, the management can be in a position to improve training programs, renew pay and review working conditions among other possible mitigation actions so as to retain its employees. Besides attracting and retaining the right labor force, the manpower planner has to focus the firm's future needs in terms of demand and supply. Bowey (2015) who continued to state that diligent manpower planning and labor turnover analysis will

reveal patterns of labor turnover/ wastage, characteristics of those employees who are likely to leave the organization. Mungumi (2012) emphasized that by carrying out a forecast, the human resource department will be in a position to plan the recruitment, selection, induction, motivation, control programs, succession plans and discharge program within the organization.

According to Braham (2014), with the change in technology, the job and job requirements are also changing thus making it necessary to forecast and meet the changing manpower, which can withstand the challenges of the technological revolution. This can be done only through effective manpower planning.

According to Wangui (2015), forcing a match with an employee that is not clearly right for the company culture or values will never end well and this can lead to a high turnover and even though the company is desperate to fill that position, picking a poorly matched employee is bad for the company, and the employee.

Career development in an organization should be viewed as a very dynamic process that attempts to meet the needs of managers, subordinates and the organization. It is the responsibility of managers to encourage employees to take responsibility for their own careers, offering continuous assistance in the form of feedback or individual performance and making available information from the company about the organization, career opportunities, positions and vacancies that might be of interest to the employees (Chen et al., 2014). It cannot be denied that in career development process, the organization must supply adequate information about its mission, policies, and support for self-assessment, training and development. It is important to note that significant career growth can occur when individual contribution combines with organization opportunity. Increase in skills and the opportunity to manage their career successfully helps to retain valued employees (Chang et al., 2017).

A study on Information System Auditors in the US revealed that professional growth related to career progression was related to turnover intentions and thus the companies were advised to have regular career advancement opportunities and professional growth for its staff in a bid to retain them (Muliawan, 2018). As career development involves an organized, formalized, planned effort to achieve a balance between an individual's career needs and the organization's

workforce requirements, it is important for an organization commitment in the program (Lips & Hall, 2017).

One adaptation of traditional HRP that takes place mostly in larger organizations is the development of a succession planning function. Storey (2015) argues that chief executives often see this function as the major rationale for any form of HRP. While in some organizations it may be focused mainly on the few top positions, the need to consider at least a five-year-period can mean that it becomes a more significant operation, and eventually drives a whole management recruitment and development programme. According to Taylor (2018), succession planners are mainly interested in ensuring that their employer has enough individuals with the right abilities, skills and experience to promote into key senior jobs, as they become vacant. According to Jackson and Schuler (2010), succession planning differs from traditional HRP in the sense that the succession planning process covers a narrower group of employees but does so with a higher degree of intensity. As succession plans concern relatively few employees, they can be considerably more sophisticated. The time span is also longer than that of traditional HRP. Succession plans often involve forecasting and planning the progress of individuals 20 years ahead or more (Walker, 2012, Storey, 2015).

Storey (2015) argues that succession planning is most often associated with hierarchical organizations in which individuals develop careers by moving upwards and sideways over a number of years as they acquire the required skills and experience. The aim of this is to ensure that enough individuals with the potential to succeed to senior positions are available when an appointment needs to be made. Rothwell (2014) states that three candidates are typically identified for each senior post: one who is ready now and could succeed immediately if necessary; one who will be ready, if needed, in two or three years' time and one who will be ready in five years' time. Taylor (2018) comments, in addition, succession planners have an input into decisions about the numbers of graduates that are employed on graduate training programs each year. In technical terms, succession planning involves collecting and manipulating data about individuals and tracking their performance and progress as they move from job to job over a period of time.

According to Taylor (2018), career planning emphasizes much more on the individual's responsibility for his/her own career development. 'Mentoring' and 'coaching' systems, whether

formal or informal, may be introduced to assist in this. Storey (2015) argues that common problems associated with this kind of planning are related to key people leaving, or to managers' lack of broad experience. The requirements of different types of organizations (static; fast growing; international etc.) for detailed planning clearly vary (Ibid). Storey further states that the need for creating 'bridges' between different occupations and for the identification of 'development positions', are both significant techniques in career planning. The predominant influence of this type of planning is that of the organization's needs, as interpreted by particular managers, at certain phases of its development and it is said that career planning may be interpreted very differently by those who experience it (Storey, 2015). Storey continues to say that the 'myths' of the organization in this sense may also be significant: "those who decode them appropriately are those who obtain advancement."

Contingency planning is seldom given any attention by authors within the HR field, but according to Taylor (2018), it can be seen as an approach that is almost universally applicable. Contingency planning involves planning possible responses to a variety of potential environmental scenarios, and the result is that HRP effectively switches from being a reactive process undertaken in order to assist the organization in achieving its aims. Taylor further argues that it becomes a proactive process undertaken prior to the formulation of wider organizational objectives and strategies. The main purpose of contingency planning in the HR field is the provision of information on which decisions about the future directions the organization takes are made (Taylor, 2018).

Skills planning is appropriate in situations where there is a variety of different methods by which employee needs can be met (Speechly, 2014). The basic principle of this method is to shift away from a focus on planning for people and instead concentrate mainly on skills. Taylor (2018) argues that instead of forecasting the future supply of and demand for employees, skills planning involves predicting what competencies will be needed one to five years ahead, hence, leaving open the question of the form in which these will be obtained. Further, skills-based plans incorporate the possibility that skills needs are to be met either wholly or partially through the employment of short-term employees, outside consultants, as well as by permanent members of staff (Taylor, 2018).

2.4 Literature gap

Most of the highlighted studies in the literature review did not explicitly address the effect of human resource planning on labor turnover. A scarcity of literature in the area of study exists, particularly in the developing countries like Uganda. There was information gap in hotel sub-sector especially in Mukono in particular thus the essence of this very study.

2.5 Conclusion

From the Literature review, several researchers seem to concur that there is a relationship between human resource planning and rate of labor turnover. These conclusions were however confirmed or dispelled after empirical evidence was obtained from the research.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents how the study was conducted. It comprised of research design, study population, sample size, sampling techniques, data collection methods, data collection instruments, quality control, procedure of data collection, data Analysis, measurement of the variables, ethical issues, and finally limitations to the study.

3.1 Research Design

Ogula (2005) describes research design as a plan, structure and strategy of investigation to obtain answers to research questions and control variance. Additionally, a study design is the plan of action the researcher adopts for answering the research questions and it sets up the framework for study or is the blueprint of the researcher (Kerlinger, 1973). This study adopted a descriptive survey design. This was aimed at understanding and explaining the effect of human resource planning on labor turnover in the hotel sub-sector. A descriptive survey design gives a better and deeper understanding of a phenomenon on the basis of an in-depth study of the

phenomenon. Both qualitative and quantitative methods were used because they supplement each other. The qualitative approach was mainly used to describe subjective assessments, opinions, and behaviors of different scholars as expressed from literature review. The quantitative approach helped in generating numerical data, which was statistically manipulated to meet required objectives through descriptive statistics such as frequencies and percentages. A combination of qualitative and quantitative data helped in analyzing many findings and outcomes to create an in-depth research.

3.2 Study Population

According to Ogula, (2005), a population refers to any group of institutions, people or objects that have common characteristics. De Vos, Strydom, Fouche, and Delport (2007), along with Burns and Grove (2005) state that a population includes the entire population that the researcher is interested in for a particular study that is being conducted. For the purpose of this study, the target population was comprised of 354 staff of the selected hotels in Mukono Municipality. The population involves English speaking employees who were expected to be literate and knowledgeable in the subject of the study. A combination of male and female employees were expected.

Table 3.1: Study population

Name of Hotel	Senior managers	Middle managers	Other staff	Total number of staff
Moss Hotel Mukono	1	1	6	8
Patron Hotel Mukono	1	1	10	12
24/7 Hotel Mukono	1	1	13	15
Colline Hotel Mukono	5	5	73	83
Jobiah Hotel Mukono	4	5	43	52
Mukono Resort Hotel	4	3	58	65
Rider Hotel	5	4	85	94
Murs Hotel	3	2	20	25
Total	24	22	308	354

Source: *Pre-study documented statistics seen*

3.3 Sample Size

Sample is a smaller group or sub-group obtained from the accessible population (Mugenda and Mugenda, 1999). This sub-group is carefully selected so as to be representative of the whole population with the relevant characteristics. The sample size was comprised of 181 staff from the selected hotels in Mukono Municipality. This was determined as per Krejcie and Morgan's (1970) table of determining sample size from a given population (Ref. page 38).

Table 3.2: Sample size

Category	Population	Accessible Sample Size	Sampling Techniques
Senior managers	24	15	Purposive
Middle managers	22	12	Purposive
Other staff	308	154	Random sampling
Total	354	181	

Source: *Krejcie and Morgan (1970)*

3.4 Sampling Technique

The researcher used purposive and simple random sampling techniques to select and obtain respondents. Here, 181 staff of the selected hotels in Mukono Municipality were randomly selected. This helped the researcher to fairly select the respondents depending on their knowledge, experience and opinions.

3.5 Data Collection Methods

Primary data was collected by administering questionnaires to the staff of selected hotels in Mukono Municipality who were considered in the sampling to obtain the quantitative data, while secondary data was obtained from their management and human resource reports. In addition, published materials as well as other relevant materials with regard to human resource planning and rate of labor turnover was used.

3.6 Data Collection Instrument

The researcher used questionnaires which were administered to the target respondents selected by the researcher. Questionnaire contains a set of questions that are arranged systematically and

logically to achieve specific research objectives (Cohen, 1999). The questionnaire contained both open and closed ended structured questions related to the study objectives and were distributed to the respondents and then collected after so as to get genuine information. The questionnaire was used because it ensures confidentiality of responses and its time saving.

3.7 Validity and Reliability

3.7.1 Validity

Validity refers to the degree to which evidence and theory support interpretation of test scores entailed by use of tests. According to Mugenda and Mugenda (1999), Validity is the accuracy and meaningfulness of inferences, which are based on research results. The research instrument was tested in terms of content and face validity. The content related technique measures the degree to which question items that are reflected in the specific areas are covered. The test helped the researcher to enhance the content of the questionnaires before they were finally administered.

$$CVI = \frac{\text{Total Number of items rated by all respondents}}{\text{Total Number of items in the Instrument}}$$

$$CVI = 43/49 \\ = 0.878$$

A content validity index of 0.7 and above, according to Amin (2005) qualifies the instrument for the study. Hence, the results above confirm that the instrument was valid.

3.7.2 Reliability

Reliability is the ability of a research instrument to consistently measure characteristics of interest over time. If a researcher administers a test to a subject twice and gets the same score on the second administration as the first test, then there is reliability of the instrument (Mugenda and Mugenda, 1999). Reliability is concerned with consistency, dependability or stability of a test (Nachmias and Nachmias, 1996). The researcher measured reliability of the questionnaire to determine its consistency in testing what they are intended to measure. The test re-test technique was used to estimate the reliability of the instruments. This involved administering the same test twice to the same group of respondents who had been identified for this purpose.

Variables	Cronbach AlphaCoefficient
Organizationaltargets	0.878
Currenthuman resource capacity analysis	0.856
Manpower forecasts	0.815

Table 3.3 Instrument for reliability test*Source: Primary Data 2019*

The results from table 3.3above shows that Cronbach's alpha for all the variables under study were higher than 0.7 thresholds suggested by Field(2005) that α greater than 0.9 is excellent, α greater than 0.8 is good and α above 0.7 is acceptable and below 0.7 is questionable. Hence, the results above confirm that the internal consistency of the instrument was not violated.

3.8 Procedure of Data Collection

The researcherobtained and used a letter of introduction from the Dean of faculty of Business and Administration of Uganda Christian University to collect data from the respondents clarifying the research was purely for academic purposes. The processtartedwith the distribution of questionnaires with the accompanying letter to the respondents who filled-in and returned the questionnaires.

3.9 Measurement of the variables

The variables were measured using nominal and ordinal types of measurements. The questionnaires specifically for respondents were measured on a five interval Likert Scale, the level of agreement was ranked as strongly agree, which reflected more agreement than just agreement or strongly disagree compared to just disagree. Ordinal Scale as measurement of variables did not only categorize the elements being measured but also ranked them into some order. Therefore, the numbers in the ordinal scale represented relative position or order among the variables (Mugenda & Mugenda, 1999; Amin, 2005). The nominal scale of measurement was

applied to cases which had some common characteristics such as sex, age, and employment title among others. In nominal measurement of variables, numbers were assigned only for the purposes of identification but were not allowed for comparison of the variables measured. On the other hand, interval scales of measurement were used to capture personal data of respondents.

3.10 Data Analysis

The data was analyzed quantitatively as seen below;

3.10.1 Quantitative data analysis

In analyzing the data, the researcher's main aim was to establish whether the answers to the research questions were provided. In this case, the researcher used SPSS to analyze the data since it saves time and gives correct results of the findings. Tabulation was applied using frequencies and percentages in the validation of the statistical findings.

3.11 Ethical issues

Before carrying out the study, the researcher obtained permission from relevant authorities to seek consent of the respondents before any interviews were done. The researcher presented a letter of introduction / reference to the relevant authorities requesting them to help her access relevant information that was needed for the study.

3.12 Limitations to the study

Acquiring inadequate information from respondents. This was as a result of the respondents not being conversant with the questions that were administered. However, the researcher went through administered questionnaires before finally picking them and checked completeness so as to get adequate information.

Limited cooperation from respondents since the sample population involved staff of different hotels in Mukono Municipality who did not at times have enough time for interviews. The researcher coordinated with the respondents by making an appointment with them at an appropriate time so as to get the required data as a means of mitigating the limitation.

Limited finance related with data collection. This was as a result of daily travel to and from the field. Here, the researcher solicited for financial boost from sponsors of the program and ably managed the cost.

3.13 Conclusion

The chapter introduced and explained the methodological aspects that were followed when carrying out the research constituting of research design in which descriptive survey design was used, study population, sample size, sampling techniques used, the data collection methods and instruments that were employed during the study, quality control of the instruments, procedure of data collection, data analysis, measurement of the variables, ethical considerations and limitations to the study. This set ground for chapter four which dealt with presentation, analysis and interpretation of the results of the study.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF RESEARCH FINDINGS

4.0 Introduction

This chapter presents data analysis, interpretation and presentation of research findings. The chapter presents characteristic of respondent's background followed by presentation of study objectives. This chapter also includes the findings by the researcher through use of questionnaires, presentation of data in table forms, and computation of the response rate.

4.1 Background Characteristics of Respondents

The findings regarding respondents' characters are revealed in the following tables; gender, age, education levels, marital status, and finally period of service in the hotel.

4.1.1 Gender of the respondent

Gender was considered as a variable in this study since the researcher wanted to find the gender of the respondents. This was coded into two i.e. male and female and the findings on this are tabulated in table 4.1 below;

Table 4.1: Gender of the respondents

Gender	Frequency	Percent
Male	56	30.9
Female	125	69.1
Total	181	100.0

Source: Primary Data 2019

The above table indicates that majority of the respondents 69.1% were female and 30.9% were male. This implies that females were more than males, meaning that the hotel sub-sector is mostly dominated by females since they were the majority.

4.1.2 Age of the respondents

Age was considered as a variable in this study since the researcher wanted to find out the age group of the respondents in the hotel sub-sector. This was coded into five i.e. between 18 and 25, between 26 and 35, between 36 and 45, between 46 and 55, 56 and above and the findings on this are tabulated in table 4.2 below;

Table 4.2: Age of the respondents

Age	Frequency	Percent
Between 18 and 25	60	33.1
Between 26 and 35	72	39.8
Between 36 and 45	24	13.3
Between 46 and 55	18	9.9
56 and above	7	3.9
Total	181	100.0

Source: Primary Data 2019

The above table shows that 39.8% representing majority of the respondents were between the age of 26 and 35, 33.1% were between 18 and 25, 13.3% were between 36 and 45, 9.9% were between 46 and 55 while only 3.9% were 56 years and above. This implies that most respondents were between the age of 26 and 35 meaning that the hotel sub-sector is mostly managed by this age group since they are the majority.

4.1.3 Education level of the respondents

This was a key variable in this study since the researcher wanted to find out the respondents with the highest level of education in the hotel sub-sector. This was coded into six i.e. None, Certificate/Diploma, Bachelor, Masters, PhD, others and the findings on this are tabulated in table 4.3 below;

Table 4.3: Education level of the respondents

Education level	Frequency	Percent
None	16	8.8
Certificate/Diploma	100	55.2
Bachelor	53	29.3
Masters	7	3.9
PhD	2	1.1
Others	3	1.7
Total	181	100.0

Source: Primary Data 2019

The above table indicates that majority of the respondents 55.2% attained Certificate/Diploma, 29.3% attained Bachelors, 8.8% did not attain any level of education, 3.9% attained Masters, and 1.7% attained other levels of education, while only 1.1% attained PhD. This implies that majority of the respondents attained Certificate/Diploma while only few attained PhD. This means that those who attained Certificate/Diploma tend to work in the hotel sub-sector more than those who attained other levels of Education.

4.1.4 Marital status of the respondents

Marital status was considered as a variable in this study since the researcher wanted to find out marital status of the respondents in the hotel sub-sector. This was coded into four i.e. Single, Married, Divorced, Widowed and the findings on this are tabulated in table 4.4 below;

Table 4.4: Marital status of the respondent

Marital status	Frequency	Percent
Single	106	58.6
Married	59	32.6
Divorced	7	3.9
Widowed	9	4.9
Total	181	100.0

Source: Primary Data 2019

Results from the above table revealed that majority of the respondents were single 58.6%, followed by those who were married 32.6% while 4.9% were widowed and only 3.9% were divorced. This implies that the hotel sub-sector is dominated by those who are single, meaning that those who are single tend to work in the hotel sub-sector more than those who are married, divorced, and widowed.

4.1.5 Length of service in the hotel

Length of service in the hotel was considered as a variable in this study since the researcher wanted to find out how long the respondent has served in hotel sub-sector. This was coded into four i.e. less than 1 year, between 1 and 3 years, between 3 and 5 years, 6years and above and the findings on this are tabulated in table 4.5 below;

Table 4.5: Length of service in hotel

Length of service	Frequency	Percent
Less than 1 year	34	18.8
Between 1 and 3 years	63	34.8
Between 3 and 5 years	59	32.6
6years and above	25	13.8
Total	181	100.0

Source: Primary Data 2019

On assessment of length of service of respondents in the hotel, results from the above table revealed that majority of the respondents have worked in the hotel sub-sector for a period of one to three years 34.8%, followed by those who have worked for a period between three and five years 32.6%, 18.8% have worked for a period of less than one year while only 13.8% have worked for a period of six years and above. The implication here is that most respondents have worked in the hotel sub-sector for more than one year.

4.2 The effect of organizational targets on labor turnover

This was one of the key objectives of the study and the researcher wanted to find out the effect of organizational targets on labor turnover. In order to achieve this, the researcher asked several questions and the respondents were requested to indicate their level of

agreement and disagreement on these effects. The responses on this are indicated in table 4.6 below;

Table 4.6: The effect of organizational targets on labor turnover

	Minimum	Maximum	Mean	Std. Deviation
Our Human Resource managers make sure employees are satisfied to meet organizational targets	1.00	5.00	4.26	.636
There is a sound system of manpower planning in the hotel	1.00	5.00	3.78	1.032
Talent management is a big part of a human resource planning process in our hotel	1.00	5.00	3.93	.929
Labor turnover can be minimized through introducing programs to meet employees' basic needs	1.00	5.00	3.75	.993
Our Human Resource managers know what they need from employees and what workers expect in exchange for their abilities and performance	1.00	5.00	4.32	.592
Human Resource managers often implement workplace safety to ensure that hotel's targets are met	1.00	5.00	4.16	.692
Human Resource managers often sit on executive management teams to align people management strategies with company goals	1.00	5.00	3.79	.946
Our Human Resource managers attract and retain the number of people required with the appropriate skills	1.00	5.00	4.45	.569
The human resource department focuses on salary and job enrichment strategies in order to meet targets	1.00	5.00	3.98	.695

The human resource department manages labor mobility and staffing efficiency	1.00	5.00	3.27	1.018
Average			3.97	0.810
<i>n = 181</i>				

Source: Primary Data 2019

The results on table 4.6 indicates that the average mean value is 3.97, which indicates that respondents agreed that organizational targets have an effect on labor turnover. The average standard deviation is 0.810, which indicates that respondents had variation in responses regarding the claim that organizational targets have an effect on labor turnover.

The study found that Human Resource managers make sure employees are satisfied to meet organizational targets. This is shown by the mean of respondents as computed by the system as 4.26. Nevertheless, the corresponding standard deviation of 0.636 suggests that respondents had variation in responses on the claim of Human Resource managers making sure employees are satisfied to meet organizational targets. The results in this section are in line with Beer et al. (2015) who state that, factory owners discovered that satisfied workers produced more to meet organizational targets and introduced programs to meet employees' basic needs.

The analysis results in table 4.6 reveal that there is a sound system of manpower planning in the hotel as reflected by a mean value of 3.78. However, there is variation in the response rates of the respondents regarding the claim that there is a sound system of manpower planning in the hotel as revealed by a standard deviation of 1.032. The above findings are in line with Hamel (2010), who states that in order to reduce the loss of experienced and skilled labor, every organization must have a sound system of manpower planning.

The results as reflected in table 4.6 show a mean of 3.93. This implies that the respondents agreed on the claim that talent management is a big part of a human resource planning process in their hotel. However, a standard deviation of 0.929 raises concerns regarding the claim that talent management is a big part of a human resource planning

process in the hotel. The figure of standard deviation further reveals that the respondents had varied opinion about talent management being a big part of a human resource planning process in the hotel. The results are in line with Mobley (2012), who reveals that talent management is a big part of a human resource planning process and involves mapping out the employee needs for the organization based on strategic objectives.

The study found that respondents agreed that labor turnover can be minimized through introducing programs to meet employees' basic needs. This is indicated by the mean value of 3.75 which shows that they agree about the claim that labor turnover can be minimized through introducing programs to meet employees' basic needs. However, the corresponding standard deviation also revealed a value of 0.993. This shows that there is a clear variation in the responses provided by the respondents about the claim that labor turnover can be minimized through introducing programs to meet employees' basic needs. The above findings are in line with Beer et al. (2015) who established that factory owners discovered that satisfied workers produced more to meet organizational targets and introduced programs to meet employees' basic needs and federal and state governments began to regulate working conditions.

Study findings revealed that respondents strongly agreed that their Human Resource managers know what they need from employees and what workers expect in exchange for their abilities and performance as reflected by the mean value of 4.32. However, a standard deviation of 0.592 suggests varied responses regarding Human Resource managers knowing what they need from employees and what workers expect in exchange for their abilities and performance. Human Resource managers knowing what they need from employees and what workers expect in exchange for their abilities and performance agrees with Mobley (2012)'s assertion that in the race for top talent, companies that use human resource planning know what they need from employees and what workers expect in exchange for their abilities and performance, giving those businesses a talent management advantage hence minimizing turnover rate.

Study findings revealed that respondents strongly agreed that Human Resource managers often implement workplace safety to ensure that hotel's targets are met as reflected by the mean value of 4.16. However, a standard deviation of 0.692 suggests varied responses regarding the claim that Human Resource managers often implement workplace safety to ensure that hotel's targets are met. The above findings rhythm with Baird et al.(2018), who emphasized that during this era that lasted from roughly 1900 to the 1960s, personnel management was essentially an administrative function tasked with implementing workplace safety.

The analysis results in table 4.6 reveal that Human Resource managers often sit on executive management teams to align people management strategies with company goals as reflected by a mean value of 3.79. However, there is variation in the response rates of the respondents regarding the claim that Human Resource managers often sit on executive management teams to align people management strategies with company goals as revealed by a standard deviation of 0.946. The above findings are in line with Mobley (2012) who established that Human Resource directors often sit on executive management teams to align recruiting and retention strategies with company goals and strategies.

From the information revealed in table 4.6, respondents believe that their Human Resource managers attract and retain the number of people required with the appropriate skills. This is revealed by a mean value of 4.45. This implies that the respondents strongly agreed that their Human Resource managers attract and retain the number of people required with the appropriate skills. However, a standard deviation value of 0.569 under the same test revealed varied responses from the respondents interviewed. The standard deviation implies that a few respondents were not in agreement with the aspect of their Human Resource managers attracting and retaining the number of people required with the appropriate skills. The above findings rhythm with Armstrong (2016), who revealed that the aim of human resource planning includes; to attract and retain the number of people required with the appropriate skills.

From table 4.6, it can be revealed that human resource department focuses on salary and job enrichment strategies in order to meet targets. This is shown by a mean value of 3.98

which implies that to a greater extent, the respondents agreed that human resource department focuses on salary and job enrichment strategies in order to meet targets despite the standard deviation value of 0.695 under the same test revealing varied responses from the respondents. The standard deviation value shows some respondents' dissatisfaction on the claim that human resource department focuses on salary and job enrichment strategies in order to meet targets. The above findings are in agreement with Roberto and Arocas (2017) who opined that salary strategies and job enrichment strategies were positively related to job satisfaction and thus has an effect negatively on turnover intentions.

From the information collected from respondents according to table 4.6, it is clear that respondents agreed that human resource department manages labor mobility and staffing efficiency. This is revealed by a mean value of 3.27. However, a standard deviation of 1.018 reveals varied responses from the respondents interviewed over the same test. The standard deviation value also shows that some respondents were in disagreement with the claim. The above findings are in agreement with Mobley (2012)'s assertion that other organizational targets of human resource planning include reduction of labor turnover, management of labor mobility and staffing efficiency.

4.3 The influence of current human resource capacity analysis on labor turnover

This was one of the key objectives of the study and the researcher wanted to find out the influence of current human resource capacity analysis on labor turnover. In order to achieve this, the researcher asked several questions and the respondents were requested to indicate their level of agreement and disagreement on these effect. The responses on this are indicated in table 4.7 below;

Table 4.7: The influence of current human resource capacity analysis on labor turnover

	Minimum	Maximum	Mean	Std. Deviation
The hotel offers employee compensation and benefits	1.00	5.00	3.93	.997
The human resource department in our hotel has salary and job enrichment strategies that are positively related to job satisfaction	1.00	5.00	4.09	1.015
Our hotel has a dedicated training program that nurtures and strengthens employee competencies	1.00	5.00	3.96	.966
The human resource managers in our hotel always ensure that the new employees are thoroughly trained before starting work	1.00	5.00	3.82	.979
There is focus on performance of employees and organization by our human resource managers	1.00	5.00	4.40	.709
Our human resource managers always carry out performance appraisals of the employees	1.00	5.00	4.34	.524
The human resource department develops a well-trained and flexible workforce in this hotel.	1.00	5.00	4.13	.775

Our human resource manager improves the utilization of people by introducing more flexible systems of work.	1.00	5.00	3.07	1.055
The hotel maintains a healthy working relationship between management and employees	1.00	5.00	2.68	1.219
Average			3.82	0.915
<i>n = 181</i>				

Source: Primary Data 2019

Table 4.7 indicates that the average mean value is 3.82, which indicates that respondents agreed that human resource planning practices have influence on the rate of labor turnover. The average standard deviation value is 0.915, which indicates that respondents had variation in responses regarding the claim that human resource planning practices have influence on the rate of labor turnover.

Results from table 4.7 shows a mean value of 3.93, which indicates that the respondents agreed that the hotel offers employee compensation and benefits. However, a standard deviation of 0.997 shows a significant variation in the response rate as to whether the hotel offers employee compensation and benefits. This implies the hotel offers employee compensation and benefits since majority of the respondents were in agreement with the claim. The above findings are in line with Shahzad et al. (2016), who stated that human resource planning must take note that pay is the main consideration because it provides the tangible rewards for the employees for their services as well as a source for recognition and livelihood. Employee compensation and benefits includes all form of pay, rewards, bonuses, commissions, leaves, recognition programs, flexi work hours and medical insurance.

Study findings revealed that respondents strongly agreed that the human resource department in their hotel has salary and job enrichment strategies that are positively related to job satisfaction. This is revealed by a mean of 4.09, although the standard deviation of 1.015 seems to suggest variation in the responses generated for the test. This

therefore confirms Roberto and Arocas (2017)'s assertion that salary strategies and job enrichment strategies are positively related to job satisfaction and thus has an effect on turnover intentions.

From the survey, as reflected in table 4.7, it can be presumed that respondents agree that their hotel has a dedicated training program that nurtures and strengthens employee competencies, this is revealed by a mean value of 3.96, although the standard deviation of 0.966 under the same test revealed a significant variation in responses generated. This reaffirms Sherman et al. (2013)'s finding that training has become increasingly vital to the success of any modern organizations. Nowadays organizations need to have competencies and especially core sets of knowledge and expertise that will give the companies an edge over its competitors. The only way to arrive at this is through having a dedicated training program that plays a central role to nurture and strengthen these competencies.

Table 4.7 above revealed that the respondents agreed that the human resource managers in their hotel always ensure that the new employees are thoroughly trained before starting work as reflected by the mean value of 3.82. However, a standard deviation value of 0.979 reveals a significant variation in the responses from the respondents on the same test, implying that they have different opinions about the claim of human resource managers in their hotel always ensuring that the new employees are thoroughly trained before starting work. The above findings are in line with Lam et al (2012) who highlighted the importance of training new comers in an organization.

Results from table 4.7 further revealed that majority of the respondents strongly agreed that there is focus on performance of employees and organization by their human resource managers as reflected by mean value of 4.40. However, a significant standard deviation of 0.709 reveals a variation in the responses of the respondents, implying those respondents are equally not sure as to whether there is focus on performance of employees and organization by their human resource managers. The above findings are in line with Struebing (2016) and Abdullah et al. (2011) who are of the view that performance management focuses on the performance of an organization, a department,

employee, or even the processes to build a product or service, as well as many other areas.

The results in table 4.7 suggest that respondents strongly agreed that their human resource managers always carry out performance appraisals of the employees. This is revealed by a mean of 4.34. However, a standard deviation of 0.524 suggests that there were varied responses as far as this test is concerned. The above findings rhythm with Struebing (2016) and Abdullah et al. (2011) who acknowledged that a lack of performance appraisal can have adverse effect on employees' motivation and contribute to employees' turnover intentions.

Results from the above table 4.7 indicates that respondents agreed that human resource department develops a well-trained and flexible workforce in this hotel. This is shown by a mean of 4.13. However, a standard deviation of 0.775 is a manifestation of varied responses from respondents as far as the human resource department developing a well-trained and flexible workforce in this hotel is concerned.

The results in table 4.7 above reveal that respondents agreed that their human resource manager improves the utilization of people by introducing more flexible systems of work as shown by a mean value of 3.07. This implies that human resource manager improves the utilization of people by introducing more flexible systems of work. However, a standard deviation value of 1.055 shows variation in responses as far as human resource manager improving the utilization of people by introducing more flexible systems of work are concerned. The standard deviation value also shows that some respondents disagreed with the claim.

The results in table 4.7 above suggest that the respondents agreed that the hotel maintains a healthy working relationship between management and employees. This is revealed by a mean value of 2.68. This means that the hotel maintains a healthy working relationship between management and employees since more than half of the respondents were in agreement with the claim. However, a standard deviation value of 1.219 suggests that there were varied responses as far as this test was concerned. The above findings are in line with Newman (2012) who stated that employee relations in an organization is simply

described as maintaining a healthy working relationship between management and employees. This will contribute and sustain a satisfactory productivity, motivation and high morale work environment that enhance job satisfaction for the employee and meet goals of the organization.

4.4 The effect of man power forecasts on labor turnover

This was one of the key objectives of the study and the researcher wanted to find out the effect of man power forecasts on labor turnover. In order to achieve this, the researcher asked several questions and the respondents were requested to indicate their level of agreement and disagreement on these effects. The responses on this are indicated in table 4.8 below;

Table 4.8: The effect of man power forecasts on labor turnover

	Minimum	Maximum	Mean	Std. Deviation
The human resource department carries out a forecast to plan for recruitment, succession plans and discharge program within the organization.	1.00	5.00	4.23	.723
The human resource managers in our hotel focus on career development	1.00	5.00	4.31	.839
The hotel has regular career advancement opportunities and professional growth for its staff	1.00	5.00	4.26	1.096
Demand in the labor market is the reason for turnover problem	1.00	5.00	4.09	.625

The prospect of getting higher pay elsewhere is one of the most obvious contributions to turnover	1.00	5.00	3.65	1.082
The human resource managers focus on succession planning	1.00	5.00	4.16	.449
The hotel plans for possible responses to a variety of potential environmental scenarios that may affect employees	1.00	5.00	3.73	.982
The human resource department focuses on skills planning to ensure that employee needs can be met	1.00	5.00	3.83	.977
Average			4.03	0.847
<i>n = 181</i>				

Source: Primary Data 2019

The findings on table 4.8 indicates that the average mean value is 4.03, which means that respondents strongly agreed that man power forecasts have an effect on labor turnover. The average standard deviation value is 0.893, which indicates that respondents had variation on the claim that man power forecasts have an effect on labor turnover.

Results from the above table 4.8 indicates that respondents strongly agreed that the human resource department carries out a forecast to plan for recruitment, succession plans and discharge program within the organization. This is shown by a mean of 4.23. However, a standard deviation of 0.723 is a clear manifestation of varied responses from respondents as far as the human resource department carrying out a forecast to plan for recruitment, succession plans and discharge program within the organization is concerned. The above findings rhythm with Mungumi (2012), who emphasized that by carrying out a forecast, the human resource department will be in a position to plan the recruitment, selection, induction, motivation, control programs, succession plans and discharge program within the organization.

The results in table 4.8 above reveal that respondents strongly agreed that the human resource managers in their hotel focus on career development as shown by a mean value of 4.31. This implies that respondents were sure on the claim that the human resource managers in their hotel focus on career development. However, a significant standard deviation of 0.839 shows variation in responses as far as responses on this test was concerned. The above findings are in line with Chen et al. (2014)'s assertion that career development in an organization should be viewed as a very dynamic process that attempts to meet the needs of managers, subordinates and the organization.

The results in table 4.8 suggest that respondents strongly agreed that the hotel has regular career advancement opportunities and professional growth for its staff. This is revealed by a mean of 4.26. However, a significant standard deviation of 1.096 suggests that there were varied responses as far as this test was concerned. The above findings are agreement with the findings of the study conducted by Muliawan (2018) on Information System Auditors in the US which revealed that professional growth related to career progression was related to turnover intentions and thus the companies were advised to have regular career advancement opportunities and professional growth for its staff in a bid to retain them.

From the information revealed by table 4.8, respondents believe that demand in the labor market is the reason for turnover problem. This is revealed by a mean value of 4.09. However, a standard deviation value of 0.625 under the same test revealed varied responses from the respondents interviewed. This implies that demand in the labor market is the reason for turnover problem since majority of the respondents were in agreement with the claim. The above findings rhythm with Neo et al. (2014) who state that when demand for labor in an industry is high, an opportunity for changing jobs in that industry becomes enhanced.

From table 4.8, it can be revealed that the prospect of getting higher pay elsewhere is one of the most obvious contributions to turnover. This is shown by a mean value of 3.65 although the standard deviation of 1.082 under the same test revealed varied responses from the respondents. The above findings rhythm with Armstrong (2011)'s assertion that the prospect of getting higher pay elsewhere is one of the most obvious contributions to

turnover and this practice can be regularly observed at all levels of the economic ladder, from executives and generously paid professionals in high-stress positions to entry-level workers in relatively undemanding jobs.

From the information collected from respondents according to table 4.8, it is clear that the human resource managers focus on succession planning. This is revealed by a mean value of 4.16. However, a standard deviation of 0.449 reveals varied responses from the respondents interviewed over the same test. This is in line with Storey (2015) who stated that succession planning is most often associated with hierarchical organizations in which individuals develop careers by moving upwards and sideways over a number of years as they acquire the required skills and experience.

Table 4.8 reveals that respondents agreed that the hotel plans for possible responses to a variety of potential environmental scenarios that may affect employees. This is revealed by a mean value of 3.73. However, a significant standard deviation value of 0.982 reveals that there were varied responses from the respondents interviewed. The above findings are in line with Taylor (2018) who established that contingency planning involves planning possible responses to a variety of potential environmental scenarios, and the result is that HRP effectively switches from being a reactive process undertaken in order to assist the organization in achieving its aims.

The results of the survey as reflected in table 4.8 revealed that respondents agreed that the human resource department focuses on skills planning to ensure that employee needs can be met. This is revealed by a mean value of 3.83. However, a significant standard deviation of 0.977 reveals that there were varied responses from the respondents as to whether the human resource department focuses on skills planning to ensure that employee needs can be met. This is in line with Speechly (2014) who said that skills planning is appropriate in situations where there is a variety of different methods by which employee needs can be met.

4.5 The relationship between human resource planning and labor turnover

This was considered in this study and the researcher wanted to find out the relationship between human resource planning and labor turnover. A Pearson's correlation test was

run to show the relationship between human resource planning and labor turnover. The level of acceptance of the relationship was when $Pr=0.005$ and below. The results on this are indicated in table 4.9 below;

Table 4.9: The relationship between human resource planning and labor turnover
Correlations

		Human resource planning	Rate of labor turnover
Human resource planning	Pearson Correlation	1	.957**
	Sig. (2-tailed)		.000
	N	181	181
Rate of labor turnover	Pearson Correlation	.957**	1
	Sig. (2-tailed)	.000	
	N	181	181

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

Source: Primary Data 2019

The results from table 4.9 above indicates that human resource planning has positive correlation to labor turnover equal to 0.957 and the p-value is .000 which is less than 0.01. This means that there is a significant relationship between human resource planning and labor turnover. The implication here is that human resource planning has a positive influence on labor turnover since it focuses on organizational targets, current human resource capacity analysis and man power forecasts.

4.6 Multiple Regression Analysis

Regression analysis was conducted between independent variable (human resource planning) and dependent variable (labor turnover).

Table 4.10: Multiple Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.725	.437		.000	1.000
	Organizational targets	.278	.053	.278	5.208	.000

Current Human Resource capacity analysis	.558	.058	.558	9.576	.000
Man power forecasts	.088	.055	.088	1.598	.112
a. Dependent Variable: Labor turnover					

Source: Primary Data 2019

According to Table 4.10, organizational targets, current human resource capacity analysis and man power forecasts predict 43.7% of labor turnover (Adjusted R Square = 0.437). The regression model was significant and thus reliable for making conclusions and recommendations. The most significant predictor of labor turnover was current human resource capacity analysis (Beta= 0.558, t= 9.576, Sig. = .000) followed by organizational targets (Beta= 0.278, t= 5.208, Sig. = .000) and then man power forecasts (Beta= 0.088, t= 1.598, Sig. = 0.112). The findings revealed that current human resource capacity analysis and organizational targets were strong predictors of labor turnover ($p < 0.05$), whereas man power forecasts did not register a significant effect on labor turnover ($p > 0.05$).

4.7 Analysis of Variances (ANOVA)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	117.276	3	39.092	104.096	.000 ^b
	Residual	68.724	183	.376		
	Total	186.000	186			
a. Dependent Variable: Labor turnover						
b. Predictors: (Constant), Organizational targets, Current human resource capacity analysis and Man power forecasts						

Table 4.11: Analysis of Variances

Source: Primary Data 2019

Table 4.11 reports the summary ANOVA and F statistic which reveals the value of F (104.096) is significant at 0.000 confidence level. The value of F is large enough to conclude that the set of independent variables (organizational targets, current human resource capacity analysis and man power forecasts) are the major factors influencing labor turnover.

4.8 Conclusion

The chapter started with an introduction which outlined the key areas covered, this was followed by background characteristics of respondents in which findings on gender, age, education levels, marital status and period of service in the hotel were analyzed. The chapter proceeded with analyzing the effect of organizational targets on labor turnover, the influence of current human resource capacity analysis on labor turnover and the effect of man power forecasts on labor turnover. A Pearson`s correlation test was run to show the relationship between human resource planning and labor turnover. Lastly the chapter tackled regression analysis and analysis of variances.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents summaries of study findings as per the study objectives, conclusions based on those findings and recommendations based on both the study findings and other relevant literature considered necessary and vital to be used in future to improve the study situation.

5.1 Summary of major findings

This section shows summary of the major findings in accordance with research objectives and questions.

5.1.1 The effect of organizational targets on labor turnover

The study found that human resource managers make sure employees are satisfied to meet organizational targets as reflected by a mean value of 4.26. It was revealed that Human Resource managers know what they need from employees and what workers expect in exchange for their abilities and performance as reflected by the mean value of 4.32. Furthermore, human resource managers attract and retain the number of people required with the appropriate skills, this is revealed by a mean value of 4.45.

5.1.2 The influence of current human resource capacity analysis on labor turnover

The study found that there is focus on performance of employees and organization by their human resource managers and this is revealed by a mean of 4.40. It was also established that human resource managers always carry out performance appraisals of the employees as reflected by mean value of 4.34. It was also found that human resource department develops a well-trained and flexible workforce in the hotel and this is shown by a mean of 4.13.

5.1.3 The effect of man power forecasts on labor turnover

The findings indicated that human resource department carries out a forecast to plan for recruitment, succession plans and discharge program within the organization as reflected by a mean value of 4.23. It was also established that human resource managers in the hotel focus on career development as shown by a mean value of 4.31. It was also found that the hotel has regular career advancement opportunities and professional growth for its staff and this is revealed by a mean value of 4.26.

5.2 Conclusions

In conclusion, the study findings revealed a positive relationship between human resource planning and labor turnover. This study concludes that there is a direct relationship between organizational targets, current human resource capacity analysis, man power forecasts and labor turnover.

5.3 Recommendations

The study recommends that the hotel sub-sector should attract and retain the number of people required with the appropriate skills, expertise and competencies so as to meet the organizational targets and minimize cases of labour turnover.

The study also recommends that the hotel sub-sector should focus on the current human resource capacity analysis so as to ensure that personnel with appropriate knowledge and skills are hired as a way of minimizing labor turnover rate.

In addition, the hotel sub-sector should ensure that there are manpower forecasts so as to improve training programs, renew pay and review working conditions among other possible mitigation actions in order to retain its employees

5.4 Areas of future research

To the future researcher, more research should be done on the following areas;

The impact of labor turnover on the organization.

Way of minimizing labor turnover in an organization

The causes of labor turnover in an organization

5.5 Conclusion of the chapter

The chapter started with an introduction which outlined the key areas covered, this was followed by summary of major findings which were discussed in accordance with research objectives and questions. The chapter also handled conclusions, recommendations and areas of future research.

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APPENDIX 1: QUESTIONNAIRE
QUESTIONNAIRE ON HUMAN RESOURCE PLANNING, EMPLOYEE
RECRUITMENT AND RATE OF LABOUR TURNOVER IN THE HOTEL SUB-
SECTOR

Dear respondent,

I am **Atwijukire Ester**, a student of Uganda Christian University Mukono, pursuing a Master's Degree in Business Administration. As a requirement in partial fulfillment for the award of the above mentioned course, I am to carry out a field research study on “**human resource planning and labor turnover in the hotel sub-sector**”. I therefore request you to take a few minutes of your time and answer the questions below. Your responses will be used for academic purposes only and will be treated with utmost confidentiality. Thank you.

SECTION A: Background Characteristics (*Please tick where appropriate*)

1. Gender

(a) Male ☐ (b) Female ☐

2. Age

(a) 18-25 ☐ (b) 26-35 ☐ (c) 36-45 ☐ (d) 46-55 ☐ (e) 56 and above ☐

3. Highest level of education

- (a) None ☐ (b) Certificate/Diploma ☐ (c) Bachelor ☐ (d) Masters ☐
 (e) PHD ☐ (f) Other (Specify)

4. Marital status

- (a) Single ☐ (b) Married ☐ (c) Divorced ☐ (d) Widowed ☐

5. How long have you served in this hotel (Years)?

- (a) 0-1 ☐ (b) 1-3 ☐ (c) 3-5 ☐ (d) 6 and above ☐

SECTION B: THE EFFECT OF ORGANIZATIONAL TARGETS ON LABOR TURNOVER

Under the following sections, please tick according to your level of agreement using a scale of; 1= Strongly Disagree, 2= Disagree, 3= Not sure, 4= Agree, 5= Strongly agree

The effect of organizational targets on labor turnover	5	4	3	2	1
Our Human Resource managers make sure employees are satisfied to meet organizational targets					
There is a sound system of manpower planning in the hotel					
Talent management is a big part of a human resource planning process in our hotel					
Labor turnover can be minimized through introducing programs to meet employees' basic needs					
Our Human Resource managers know what they need from employees and what workers expect in exchange for their abilities and performance					
Human Resource managers often implement workplace safety to ensure that hotel's targets are met					
Human Resource managers often sit on executive management teams to align people management strategies with company goals					

Our Human Resource managers attract and retain the number of people required with the appropriate skills					
The human resource department focuses on salary and job enrichment strategies in order to meet targets					
The human resource department manages labor mobility and staffing efficiency					

SECTION C: THE INFLUENCE OF CURRENT HUMAN RESOURCE CAPACITY ANALYSIS ON LABOR TURNOVER

Under the following sections, please tick according to your level of agreement using a scale of; 1= Strongly Disagree, 2= Disagree, 3= Not sure, 4= Agree, 5= Strongly agree

The influence of current human resource capacity analysis on labor turnover	5	4	3	2	1
The hotel offers employee compensation and benefits					
The human resource department in our hotel has salary and job enrichment strategies that are positively related to job satisfaction					
Our hotel has a dedicated training program that nurtures and strengthens employee competencies					
The humanresource managers in our hotel always ensure that the new employees are thoroughly trained before starting work					
There is focus on performance of employees and organization by our human resource managers					
Our human resource managers always carry out performance appraisals of					

the employees					
The human resource department develops a well-trained and flexible workforce in this hotel.					
Our human resource manager improves the utilization of people by introducing more flexible systems of work.					
The hotel maintains a healthy working relationship between management and employees					

SECTION D: THE EFFECT OF MAN POWER FORECASTS ON LABOR TURNOVER

Under the following sections, please tick according to your level of agreement using a scale of; 1= Strongly Disagree, 2= Disagree, 3= Not sure, 4= Agree, 5= Strongly agree

The effect of man power forecasts on labor turnover	5	4	3	2	1
The human resource department carries out a forecast to plan for recruitment, succession plans and discharge program within the organization.					
The human resource managers in our hotel focus on career development					
The hotel has regular career advancement opportunities and professional growth for its staff					
Demand in the labor market is the reason for turnover problem					
The prospect of getting higher pay elsewhere is one of the most obvious contributions to turnover					
The human resource managers focus on succession planning					
The hotel plans for possible responses to a variety of potential environmental scenarios that may affect employees					

The human resource department focuses on skills planning to ensure that employee needs can be met					
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Thank you for your time

APPENDIX 2: TABLE FOR DETERMINING SAMPLE SIZE

Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.

S is sample size.