Section: Hospitality Management

Relationship between job satisfaction and turnover intention of hotel employees

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Abstract
Employees' happiness is important for retaining hotel staff because of the nature of their long working hours. Grounded in the Fredrick motivational theory. The survey aimed to ascertain the association between "job satisfaction and turnover intention" in hotel operational staff in the Accra metropolitan area. Using the factor analysis data techniques, four main underlying factors including "pay, supervision, promotion as well as training and advancement" were found to have explained hotel employees' job happiness in the Accra metropolis. The correlation analysis demonstrated a negative association between job satisfaction and the intentions for turnover. The recommendation to managers is that this situation can be address by paying hotel worker with good salaries/wages as their reward whilst creating opportunities for promotion.

Keywords: Accra Metropolis, Ghana, hotel employees, job satisfaction, turnover intentions

Public Interest Statement

Employees' happiness is important for retaining hotel staff because of the nature of their long working hours. Grounded in the Fredrick motivational theory. The survey aimed to ascertain the association between "job satisfaction and turnover intention" in hotel operational staff in the Accra metropolitan area. The correlation analysis demonstrated a negative association between job satisfaction and the intentions for turnover.

Introduction

Businesses in Ghana now face intense rivalry and unpredictability due to constantly changing technologies brought about by globalisation. According to Robbins & Judge, (2018), an organisation with happy employees are more productive. Meaning happy staffs are likely to be efficient. High employee turnover is a major problem as the hotel business in Ghana struggles with labour-related challenges that reduce its productive capacity and drive up its production costs. The managerial perspective has been the focus of much of the research on employee turnover in the hotel business (Jones et al., 2017). The reason for this is that managers are believed to be the most important people to detect and assess potential causes of turnover in hotels and to plan and implement policies, and programmes to successfully deal with that turnover (Eunice, Emmanuel, Mildred & Agnes, 2016).

Observation shows that most hotels in the Accra Metropolis face human resource management problems which leads to the resignation of workers (switch-over). Meanwhile excessive employee turnover brings huge financial costs to organisations. The issue of employee job satisfaction and turnover intention has received considerable interest among hotel managers and researchers (Deri, Zaazie & Bazaanah, 2021; Garavan, Wang, Matthews-Smith, Nagarathnam & Lai, 2018). Since many hotels in the Accra Metropolis are opening up and bringing in workers from other countries, it is tough for hotel management to keep their workforce because of this competition. When a hotel employee departs, the remaining staff may not be able to do their jobs as well as they normally would. There's still a lot of mystery surrounding what motivates people to leave or stay with their employers. Some hotels have no traditional reasons for workers departing, and it's not clear why this is the case. To fill this need, this survey was undertaken to examine hotel workers job happiness and intention to leave. The following hypothesis guided this research survey: **Ho**: There is a strong correlation between hotel workers satisfaction on the job and leaving intention. **H1**: There is no correlation between the hotel workers job satisfaction and their leaving intention.

Literature Review

Job satisfaction

"Job satisfaction" a broad term referring to the feeling about one's job (Cruz, Lopez-Guzman, & Canizares, 2014). Cruz et al. (2014. Pg .12) "found that in the Spanish province of Cordoba, 58.4% of hotel employees were satisfied with their jobs, while 8.4% were dissatisfied". A survey of Las Vegas casino hotel employees revealed some job satisfaction (Bai, Brewer, Sammons, & Swerdlow, 2006). This aligns with Spinelli and Canavos' work (2000). According to Gu and Siu (2009), hotel personnel are happy with their salaries and training. Gallardo et al. (2009) found that workers in Iberian hotel were dissatisfied with their pay but content with their co-workers and the job itself. They found that workers are content with their jobs are more likely to be positive about them, whereas those who are unsatisfied are more likely

to be negative.

According to Lam, Zhang, & Baum, (2003), job satisfaction is based on one's perception of the job's conditions. Lee and Way (2010) state that hotel managers must discover elements that lead to meeting employee expectations. Achieving that goal requires researchers and professionals in the hotel business to develop effective methods of measuring aspects that impact employee happiness at the work place. Employees who intend to quit soon say so (Zopiatis, Constance & Theocharous, 2014). Similarly, Souza-Poza (2014) defines intention to leave as a person's likelihood to changing jobs within certain time frame. According to Holston-Okae and Mushi (2018), the researchers used intent as a proxy for real turnovers.

According to Meyer (2010), hotel workers in South Africa were dissatisfied with their jobs, which led to a lack of employee engagement, which in turn impacted productivity and organizational goals. As a result of these issues, productivity is low, workers are more likely to be absent, and labour turnover is high. Many studies have shown that work happiness is a major link to turnover intention, and those who are dissatisfied are more likely to leave the company (Deri, Zaazie & Bazaanah, 2021).

Factors of job satisfaction

Work-related determinants (hygiene variables) like pay and salaries; individual determinants like education; and external factors This study looks at cleanliness and personal characteristics. Promotion, supervision, remuneration, and training are all elements that have an impact on employee satisfaction and turnover intentions. Pay and job satisfaction studies are mixed (Jaworski, Ravichandran, Karpinski, & Singh, 2018). Oshagbemi (2000) found a high correlation between academic income and job satisfaction. In the public sector, however, Young, Worchel, and Woehr (1998) found no link between pay and happiness. Wages and benefits also correlated strongly with work satisfaction in Brainard's (2005) postdoctoral scientist survey. Monitory reward has a big impact on worker contentment (Arnolds & Boshoff, 2004). People think their pay reflects their importance to the organisation. According to Nel et al. (2014), low pay drives employees away. Experts claim job satisfaction is connected to career growth (Peterson, Puia & Suess, 2003). Salary promotes employee morale (Koo, Yu, Chua, Lee, & Han, 2019).

The link between promotion and resigning intentions among hotel employees in Accra was found by Deri et al. Ellickson and Logsdon (2012) found a link between work satisfaction and promotion possibilities. According to Kreitner and Kinicki (2011), the link between promotion and job satisfaction is based on employee justice. Long-term employees would be disgruntled (Kim, Lee, Murrmann, & George, 2012; Gazzoli, Hancer, & Park, 2010). "Herzberg defined advancement as an increase in a person's rank or position at work."

Work-related assistance is linked to job happiness (Peterson et al., 2003). Job satisfaction and leadership are linked (Robbins, Odendaal & Roodt, 2016). According to Alshmemri et al. (2017), supervisors influence employee morale. Good working relationships with subordinates are important for job satisfaction (Graham & Messner, 2008). Wech (2012) says that how managers act affects how much trust there is between them and their subordinates. Thus, according to Locke (2000), employee satisfaction with job components, such as work itself, affects employer satisfaction. While some employees like jobs that require them to use their skills in a variety of ways and are mentally stimulating, others prefer jobs that are less demanding and boring. Vitell and Davis (1990) found a link between work dimensions and

work happiness. Job tasks can have a positive or negative impact on employee happiness (Saks, 2006).

Similarly, when new concepts are introduced at work, training is required (Tannenbaum et al., 1991). First impressions have a big impact on a person's commitment to an organisation, especially in training (Mowday, Porter, & Steers, 1982). Some studies (Saks, 2006) claim that employers who receive more training are more effective and less likely to quit. Employees must regularly attend training courses to stay abreast of workplace changes.

Individual factors of Job satisfaction

According to previous research, demographic influence hotel employee quitting. Some demographic characteristics are "gender, age, and level of education". For example, demographic characteristics have been shown to have a detrimental impact on turnover (Zopiatis, Constance & Theocharous, 2014). Carbery et al., (2013) indicated a link between education and workers intention to leave their job. "Employees with higher educational attainment are more likely to leave their occupations than those with lower educational attainment" (Karatepe, Uludag, Menevis, Hadzimehmedagic & Baddar, 2016 .pg. 68). To put it another way, educated employees in other countries are considerably more aware of job opportunities.

In addition, previous research has indicated that age has an influences to quit or stay on a job (Allan, Bamber & Timo, 2017). Quitting intention had a negative relationship with worker's age, and it was also suggested that older workers have lower turnover intentions (Kim, Lee & Calson, 2010; Karatepe et al., 2016). Gender is a predictor of employee quitting their job (Uluda; Khan & Guden, 2011). In a similar study by Garavan, McCarthy, & Carbery. 2019.) male worker appeared to be more domineering than female employees in a similar study. Low employee turnover is a direct result of their significant responsibilities as primary family caretakers. An investigation by Khalid, et al., (2014) in Malaysia indicated an association between gender and quitting intent. According to research, women are less likely to quit from a job than men.

In addition, marital status is been demonstrated in having a link with leaving intention (Carbery et al., 2013). Married workers were less likely to quit their occupations than unmarried individuals. Married workers must work on both their personal and professional lives to maintain some semblance of a work-life balance (Pizam & Thornburg, 2006). Some employees decides to stay in a single company in order to keep the perks that are provided to them. In the event that the long-serving employee leaves the company, they can get their full benefits and welfare payments granted by the firm (Khatri, Fern & Budhwar, 2001). A long period of time in the industry also indicates an individual's commitment to it (Karatepe et al., 2016). Employee tenure has been shown to have a negative correlation with turnover (-0.20). This means that long-term employees are less likely to leave a company.

Turnover Intention

Hoteliers and stakeholders fear employee (Busayo & Ojo, 2021; Narkhede, 2014). The intention to resign refers to the worker's wish to quit. The withdrawal cognitive process ends with the intention to quit. Intentions to look for work elsewhere and thoughts of resigning comprise the drawdown cognition process (Singh & Jain, 2013) turnover is defined as employee unhappiness. Turnover intention is a dependent variable that reflects an employee's

possibility of quitting the organisation soon. The authors suggest that people analyse their current position before moving on to the next stage. The eventual outcome may be leaving the firm. Willingness to leave one's employment (Singh & Jain, 2013). Quitters are mentally disengaged, less motivated, and unwilling to participate (Boshoff & Allen, 2000).

Globally, the annual growth rate is predicted to reach 200–300%. (Narkhede, 2018). In 2014, the US hotel business lost 66.3% of its workers (Tongchaiprasit et al., 2016). Malaysia's hotel staff turnover rate is 66%. (Kalidass) 2015 there was a 21.9 % workforce loss in Istanbul hotels (Emirolu, et al., 2015; Tongchaiprasit et al., 2016). Hotel staff turnover in Australia was 4864%. Hotel staff turnover is costly and disruptive (Akgunduz & Sanli, 2017). Replacing administrative employees costs $109,909 and operational workers $9,591. Mohsin et al (2018). An employee's replacement costs around 30% of their annual compensation, while a manager's replacement costs 50%. Poor hotel services and declining hotel occupancy rates in Accra suggest high staff turnover. Many reasons contribute to employee turnover. One of these is job satisfaction (Tuteja & Sharma, 2017). A previous study found a link between "job contentment and quitting" in the medical, logistic, academic, and telecom industries (Ira, et al. 2018; Mendis, 2017).

Job happiness (satisfaction) and quitting intention
America Psychological Association defines, happiness from their job as good mental state arising from one's job (Locke, 2000). Studies show that when employees' needs are met, they would surley stay with their firms (Sitah, 2017; Khanin, 2014). Tschopp, (2012) revealed that among 255 employees in Switzerland, a rise in workers happiness was associated with a drop in their quitting intention. There is also evidence that work happiness can predict employee turnover intention or actuality (Dole & Schroeder, 2001). Job satisfaction influences elements like leaving intentions and also job happiness affects profitability indirectly by influencing leaving intentions.

According to research, job happiness is related to an individual's reactions at workplace (Sitah, 2017; Tett & Meyer, 1993). Mowday, Porter, & Steers, 1982 state, past research on work job satisfaction and quitting indicates that employees who has low job satisfaction intends shifting jobs. Schermerhorn, Hunt, and Osborn (2000) discovered a negative association between workers hapiness and quitting intent operational staffs in hospital. According to Lucas, Atwood, and Hagaman (2003), research indicates that, age and job satisfaction are also very clear predictors of workers' quitting from their job.

Furthermore, the two-meta analysis "revealed a negative relationship between work happiness and quitting intent" (Hom, 2011). A negative relationship between work happiness and employees quitting intentions among civil service personnel in the U.K was established by Hence, Moynihan, Boswel, and Boudreau (1998) and that quitting intention was inversely associated with job satisfaction (-0.70). According to studies from US schools, those with good and better motivational practices had higher retention rates for teachers (Milkovich & Boudreau, 1997).

Theoretical framing
The suitable theories that is most effective in describing "job satisfaction" is the motivational theory. "Motivation is a process that can lead to job satisfaction" (Mullins, 2002.pg. 234). Despite the fact that the association between employees' motivation is not completely

understood, motivational theories can be used to illustrate it. The Maslow's theory, Mc Cleland's motivation theory and "Herzberg's two-factor theory" are just few of the ideas been proposed for employee motivation. In order to increase job satisfaction, Herzberg et al. (1959) claim that certain motivational factors must be present to fulfil their aspirations for personal development and self-actualization.

As a result, the Herzberg two-factor theory of motivation is used in this investigation. As stated by Nagy (2002), Herzberg's theory is made up of "hygiene and motivator factors". The hygiene factors (external variables), are those occupations that cause unhappiness but, if they are not accessible, worker are back to a neutral place in their job happiness (Ruthankoon and Ogunlana (2003). Among the job-related elements are supervision, interpersonal relationship, benefits, job security, compensation, and working conditions. While hygienic elements may not inherently motivate employees, they do help to reduce employee unhappiness and serve as a starting point for motivation. Herzberg developed and refined Maslow's requirements hierarchy model, making it more applicable to workplace motivation than it had previously been (Abdullah, 2002). "*The two-factor theory of motivation contends that work happiness and unhappiness are on two separate continuums, each with its own set of factors which contradicts the conventional wisdom about happiness at work, which holds that satisfaction on the job and discontent are inextricably linked*" (Herzberg, 1991. Pg. 23). Hence, making it a useful reference point for managers to better understand their workers happiness and the difficulties that surround it, as well as job performance.

Methodology

Research Design

The current study employed an explanatory research design because to discover details for why something occur. "They think reality is stable and can be observed and explained objectively without interfering with the phenomenon being examined" (Creswell, 2014. pg. 26). As a result, this study is quantitative in nature and align with the post-positive paradigm. Quantitative studies, in particular, are well suited to testing theories.

Sampling and sample size

The sample frame of registered hotel workers in Accra Metropolis was the target population for the study. The Ghana Tourism Authority has no information on the specific number of hotel personnel in the research region. "The Fisher, at al., (1998) sample size calculation was used for the sample size determination.

n $= 196$

$$= 196 \quad \frac{nf}{1 + \frac{196}{6,660}}$$

$$= 210$$

The value of ('nf') is equal to 210. Twenty six (26) hotels were selected using a purposive sampling method to select the respondents and 210 hotel employees were included in the study.

Instrumentation, design and application

The responders were given a four-part questionnaire that they prepared themselves. Part 1 collected information on the respondent's background characteristics, such as age and gender. Part 2 included the hotel's characteristics such as years of operation. Section 3 looked at job satisfaction factors. Part four focused on quitting intent. Khan and Du (2014) used a scale of "5-point Likert ranging from 1 (strongly disagree) to 5 (strongly agree) to assess turnover intentions" was adapted. Any scientific activity relies on the ethical elements of any study, as well as how they are discussed. This study took informed permission, anonymity, and secrecy into account. Data was coded and entered into the SPSS software (version 20). Demographic and socioeconomic backgrounds are presented. The hypotheses were tested using the chi-square method.

Findings/Results

Ninety-one percent of the 210 questionnaires that were provided to the 26 hotels were returned, making response rate of 90.5 percent. On the other hand, six (6) questionnaires were eliminated because they were not complete. Staff who responded to the 190 useful questionnaires got a total of 210 questionnaires in this study, but this paper only talks about the 190 useful responses that were given.

Background information of hotel employees

In accordance with the conceptual foundation for this research, the socio-demographic features of respondents indicated "54 percent were males. 53.7 percent were between the ages of 21 and 30, 31.1 percent between the ages of 31 and 40, and 2.1 percent between the ages of 51 and 60. About 58.9 percent of those polled were married, while 41.1 percent were unmarried". According to the findings, 28.5 percent of surveyed worked in the Front Office, while 20.5 percent worked in the housekeeping department. In comparison, the majority (86.8 percent) are 'full-time' employees, with only 13.2 percent working part-time. In other words, hotels in Ghana would be more competitive if fewer casual personnel were employed.

Table 1: Background information of hotel employees

Background characteristic	'Frequency'	'Percentage' (%)
Sex		
Male	103	54.2
Female	87	45.8
Age		
<20	7	3.7
21-30	102	53.7
31-40	59	31.1
41-50	18	9.5
51-60	4	2.1
Marital status		
Married	78	41.1
Unmarried	112	58.9

Department		
Housekeeping	39	20.5
Front office	54	28.5
Accounts/administration	54	28.4
Food and beverage	43	22.6
Work status		
Full time	165	86.8
Casual	25	13.2
"Years of service in this hotel"		
Less 1	54	28.4
1-3	72	37.9
4-6	50	26.3
More 6	14	7.4
'Length of service in the industry'		
>5	89	46.8
6-10	74	38.9
> 10	27	14.3
Educational level		
Primary/JSS	9	4.7
Secondary	61	32.1
Post-Secondary	61	32.1
(non-degree)		
Degree	59	31.1

Source: Fieldwork, (2019), n=190

In the survey, 37.9% of people said they had been working for one to three years, while 7.4 percent worked for more than six years. Secondary and post-secondary certificate holders made up 32.1 percent of those who enrolled. Those with the lowest rate had 4.7 percent basic qualifications. According to the findings, younger, unmarried individuals with secondary education responded.

Categories of factors that account for employee job satisfaction
Several constructs together with their sub-variables were used to examine the phenomenon of employees' happiness at work. "Factor analysis (FA), a data reduction tool", was used in order to ascertain how the specific factors put together interrelate to influence employees satisfaction in the various hotels surveyed. For an easier interpretation of the results, 46 variables with five main components were subjected to a 'varimax rotation' in order to be presented with components represented by a number of strongly loaded variables. As a result, using the varimax rotation, the Principal Component Analysis (PCA) scaled back the 46 components to 22, with four primary components that accounted for employee work satisfaction.

Table 2: Factors accounting for employee work happiness

Factor	FA	Eigenvalues	% of variance	Cronbach's alpha
I *Pay*				
I get good pay for my work	0.806			
I am being paid a fair amount for the work I do	0.753			
I am satisfied with my pay	0.748			
I am paid according to my working experience	0.718			
My chances for salary increment is ok with me	0.702	17.953	30.840	0.716
The salary of this hotel attracts me more as compared to other hotels of the same kind	0.694			
My pay increase depends on my performance	0.690			
II *Supervision*				
My supervisor is cordial	0.797			
My supervisor is always available to provide assistance	0.790			
My supervisor is Okay	0.733			
Table 6 continued.				
My superior knows the nature of my work	0.721	9.342	20.093	0.714
My superior do praises me for any good job I do	0.710			
My supervisor is unpleasant	-0.680			
My supervisor is competent in her job	0.658			
My superior is an efficient decision maker	0.613			
III *Training*				
I like the training programme of this hotel	0.729			
Proper training programmes are in place	0.712			
There is regular training at my work place	0.692			
I am satisfied with the training programme in this hotel	0.634			
I do not like the training programmes in this hotel	-0.601			
There are no training programmes in this hotel	-0.512	8.014	13.989	0.713
IV *Promotion*				
The chance for promotion on this job is slim	0.542	7.511	11.688	0.795
Total variance			74.609	

"Bartlett's test of sphericity (Approx. Chi-square) = 5509.848, alpha value = 0.00, KMO = 0.858"

Source: Fieldwork, (2019).

Most of the overall variation came from the combination of the four factor-solutions that were not related to each other. The components, on the other hand, contributed in diverse ways to the explanation of the total variation (Table 1). A total of seven statements were included in factor one (I), headed "Pay," and they addressed topics such as the "pay rate, pay fairness, salary increment, as well as aspects such as level of experience and job performance." They contributed 17.95 percent (30.8 percent) of the eigenvalue's total value, which was calculated. All of the sub-dimensions explain the major component that is put between them (0.690-0.806). The data supports the notion that people believe their compensation is an effective way to demonstrate how valuable they are to their employer.

The second factor (II) examined "supervision" as a fundamental element in determining employee morale and how it affects it. It featured "eight sub-variables" considering supervision and those under them their relationships considering whether or not they contribute to job happiness factors. When these predictors were combined, they explained 9.34% of the eigenvalue or 20% of the variance. A total of 0.680-0.797% of the factor components were found in this architectural configuration. According to research, a correlation between job happiness and supervisory effectiveness has been determined (Peterson et al., 2003). In a 1999 study, Packard and Kauppi discovered that employees who worked under democratic leadership behaviours were happier than those working under "autocratic or laissez-faire" management styles.

Training and progression (factor three, III) were also recognised as contributing factors to job satisfaction. Training availability in hotels, similarity, fulfilment, pleasantness, and regularity are the sub-statements covered under "training and progress." They explained 8.01 percent of the eigenvalue, with factor loading varying from-0.512 (the least significant) to 0.729 (the most significant) (maximum).

Finally, factor number four (IV) accounted for 7.51 percent of the eigenvalue, or 7.51 percent of the total. It looked at advancement as a variable in making an employee's work satisfactory, among other things. It had nine claims, but some of them were dropped because it had a low loading factor compared to the recommended level. Workers would be unhappy if they stayed in the same job for so long and didn't move up. It is worth noting that the eigenvalues recordings for all the four (4) uncorrelated factors decreased ("Factor I: 17.95, Factor II: 9.34, Factor III: 8.01, Factor IV: 7.51").

Turnover intention among hotel employees
When employees are happy with some aspects of the work which such as promotion and salary it would definitely have an effect on turnover (Bigliardi et al., 2005). Workers quitting intent could be as a result of some aspects of the job not all. Turnover intention of respondents were assessed on Yes or No.

Figure 2: Response on hotel employee's turnover intention
Source: Fieldwork, (2019)

Figure 3 depicts the aggregate opinions of employees about their desire to quit or not. More than half (55%) of those polled said they intended to quit their jobs. Once work happiness has been identified in predicting quitting intent, hotels in the metropolis must assess their staff's work satisfaction concerns in order to assist them in reducing their employees' intents

to quit.

"Association between job satisfaction and quitting intention"
Furthermore, the extent to which "job satisfaction" influences employees' "turnover intention" was explored. As shown in Table 3, "job satisfaction was significant and negatively related (p=0.000) to turnover intention". Therefore, the first hypothesis, H1: There is a strong correlation between job satisfaction and the intention to leave was rejected.

Table 3: Association between job satisfaction and quitting intention (n=190)

Variable	Turnover intention	
	Correlation coefficient	P-value
Job satisfaction	-0.519	0.000*

"*Significant at 0.01 level (2 tailed)"
Source: Fieldwork, (2019)

In this study, the findings revealed that employee work satisfaction is associated with the intent to quit. The correlational analysis found a statistically significant and adversely connected to the likelihood of leaving one's job and job happiness. Consequently, the assumption no association between work satisfaction and quitting is rejected. The likelihood of an employee quitting his or her job decreases as workers level of satisfaction increases.

Discussion /Implications
Globally, hotel employees' satisfaction and intent to leave have been noted as a concern. The survey looked at "job satisfaction and hotel employee turnover intentions". A review of literature on hotel employee work pleasure and turnover intention is presented. The conceptual framework revealed four primary underlying characteristics that accounted for hotel employees' job satisfaction in Accra. Pay (47.8%), followed by supervision (13.1%), training and advancement (9.0%), and promotion (9.0%). 6.7 percentThese four aspects of job satisfaction accounted for 75.6%. Overall, 55% of those polled planned to quit their jobs. This means more unsatisfied hotel staff in Accra. The chi-square test refutes the hypothesis that there is no association between work satisfaction and turnover intention. People who work at a hotel are more likely to leave if they think they'll be promoted at work.

To be happy at work, a worker needs to have many variables in place. The study found that people are generally unsatisfied with their occupations, which diminishes motivation. To keep hotel employees dedicated to their positions, hotel managers in Ghana should invest in activities that increase employee happiness and reduce turnover by involving employees in work and welfare choices. The results showed that workers were content and loyal to the organisation, reducing job satisfaction, which is vital for business and hotel employees.

Firstly, the regression results showed that monetary incentives influenced job happiness. Workers want fair "pay" for their labour. They want pay for their skills and experience. Employees need fair compensation that reflects their position and job role (Koo, Yu, Chua, Lee, & Han, 2019). This could be exacerbated by low-paying jobs in the industry, with Ghanaians among the lowest-paid in Sub-Saharan Africa. However, the hotel industry is known for having low-paying jobs. This could be due to poor service from the workers.

Despite low wages in the country, hotel personnel should be adequately compensated for their efforts to maximise efficiency and gain a competitive advantage. Incentives such as bonuses, pay raises, and job promotions have been shown to motivate workers (Eunice et al., 2016). Moreover, monetary prizes are common in Ghana (Deri et al., 2021).

As a result, Peterson et al. stress supervision (2003). Responses to supervisory difficulties varied. Employees were ambiguous regarding supervision difficulties. Servants want their bosses to be nice, always present, and knowledgeable. Concluding Employee work discontent is claimed by Eunice et al. (2016). As a result, hotel managers in Accra appear to be untrained. They must understand the profession they supervise and how to manage subordinate relationships to increase work satisfaction and service quality. Hotel employees should be taught how to connect with others and communicate effectively.

More so, respondents were unsure if training is vital in today's corporate climate considering the fierce competition. According to Tannenbaum et al. (1991), all respondents acknowledged that their hotels do not have any training programs, managers do not prioritise employee training. Training keeps employees abreast of workplace changes. The effect of promotion and cash awards on hotel employees' work contentment and quitting intentions must be maximised. The study found that training does affect staff happiness in Accra hotels. Promotions make employees happy at work. Job promotion fairness impacts employee satisfaction, but it was lacking in most hotels in the research area. Managers should create clear succession plans for employees who qualify for growth, as well as tougher employee reviews or assessment procedures.

In this study, the least detected element, promotion, is thought to affect hotel employees (Deri et al., 2021). The study found that advancement affects job happiness. Promotion appears to influence job satisfaction. Performance-based promotions would benefit the industry. Because previous studies have indicated that employees need job recognition, the strong link between promotion and job happiness was not unexpected (Jaworski, Ravichandran, Karpinski, & Singh, 2018; Kim, Lee, Murrmann, & George, 2012; Gazzoli, Hancer, & Park, 2010). Promotions can help hotel employees feel valued and respected by their employers, which can increase job satisfaction. Four characteristics explained employee work pleasure in the research area: pay, supervision, training, and advancement. This means that employees hold at least one of these four variables accountable for their job satisfaction, which can lead to a desire to quit. These four factors best predict employee job satisfaction.

Conclusion

In conclusion, the motivational theory of the hygiene components is significantly association with staff job happiness and quitting intent in hotels (Wan, Fauziah & Tan, 2013), hence this study is emphasizing on the hygiene components of the Two-Factor Theory of Motivation for hotel as relevant motivators for hotel managers in the hotel managers in the Accra Metropolis. Developing solutions to the problem is a good start to looking into more things that could cause hotel employees in the Accra Metropolis to leave their jobs. According to Ruthankoon and Ogunlana (2003), three criteria were extrinsic factors whose absence could induce job discontent among employees in general. These four things that affect employee work satisfaction are important for hotel managers and owners in Accra, so they should pay extra attention to them. For workers to stay with their employers when conditions are not favourable, limited promotion, and little or no training of employees may result in higher

employee turnover. It is commonly acknowledged that by implementing the motivational theory, it is evidence that employment factors for minimising employees quitting problem by understanding how job satisfaction can result in employee retention as well as how job discontent can contribute to the turnover crisis is of importance. Furthermore, improving earnings and reinforcing the work situation may cement ties among hospitality employees within their business, resulting in a decrease in turnover. These findings will help people in the hotel industry understanding that the turnover crisis is a big deal.

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