

**THE IMPACT OF SELECTED INDIVIDUAL AND ORGANISATIONAL FACTORS
ON INTENTION TO QUIT AMONG EMPLOYEES: A CASE OF BED AND
BREAKFAST (B&B) ESTABLISHMENTS IN THABO MOFUTSANAYANA
DISTRICT, FREE STATE**

By

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DECLARATION

I, Lebohang Jeanette Monyaki, student number _____, do hereby declare that this dissertation submitted to the Central University of Technology, Free State, for the Degree of Master of Management Sciences in Human Resources Management, is my own independent work and has not previously been submitted by me at another university. I furthermore cede copyright of the dissertation in favour of the Central University of Technology, Free State.



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Signature of student

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DEDICATION

I dedicate this thesis to my daughter, Lesedi Kananelo Monyaki.

ABSTRACT

The knowledge of factors influencing intention to quit has been used by large organisations to retain skilled employees. Not much, however, is known of the extent to which small businesses have used such knowledge to retain skilled employees, especially among small establishments, like B&Bs where research shows increased challenges in retaining employees. Previous attempts to extrapolate such knowledge in the B&B sector has only focused on owner-managers' factors, leaving a gap in terms of exploring other possible factors on intention to quit. The objective of this study was, therefore, to examine the impact of selected individual and organisational factors on intention to quit among B&B employees. Using the Organisational Commitment Theory as a framework to understand intention to quit among the employees, the study adopted a positivist paradigm and a quantitative research approach. A cross-sectional research design with a sample size of 144 employees was selected using simple random sampling. Data was collected using structured questionnaires and analysed using the Structural Equation Modelling Techniques. The findings showed that organisational factors have a positive effect on intention to quit, and that individual factors do not have a significant effect on intention to quit. It was concluded that, individual factors do not influence intention to quit among B&B employees, and, therefore, the recommendations focused on dealing with organisational factors to retain employees within the sector.

Key words: B&Bs, B&B employees, individual factors, organisational factors, intention to quit, hospitality industry

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CHAPTER 1: INTRODUCTION TO THE STUDY

1.1 INTRODUCTION AND BACKGROUND

Intention to quit among employees is a serious issue, especially in the field of human resources management because of its effects on organisational human resources-related costs, such as recruitment (Rizwan, Arshad, Munir, Iqbal & Hussain, 2014). This implies that employees' decision to quit an organisation is one of the issues that human resource managers face daily and therefore should be dealt with. The need for employers and human resources practitioners to understand employees' intention to quit, calls for the identification of strategies to retain their employees; this cannot be overemphasised.

Van Schalkwyk, du Toit, Bothma and Rothmann (2010:3) define intention to quit as "an individual's own estimated probability (subjective) that they are permanently leaving the organisation at some point in the near future". Similarly, Purani and Sahadev (2007) explain intention to quit as "an employee's plan for intention to leave the current job and look onwards to find another job in the near future". Employees' intention to quit an organisation, therefore, is a deliberate and voluntary decision to separate from an organisation and this can be a challenge in both large and small organisations.

A report by SouthAfrica.info (2016) acknowledges that Small, Medium and Micro Enterprises (SMMEs) contribute around 40% of South Africa's gross domestic profit and employ more than half of the private sector workforce. Small businesses, therefore, are key players in the growth of any country and should be stabilised and supported. Bed and Breakfasts (B&Bs) are part of the small business sector representing a broad segment of the hospitality industry in South Africa, contributing to the economy and to the country's GDP. In South Africa, B&Bs are faced with a number of challenges. For example, B&B operations typically generate relatively low levels of income during the off-seasons as compared to peak season (Hsieh and Lin (2010). This creates a challenge for many B&B owners, as they have to pay expenses and compensate their employees, whether it is peak or of-peak periods; if employees are not well paid, they tend to leave their current jobs for a better paying one. For small businesses to remain competitive and retain their employees, it is, therefore, vital for them to create sustainable working environment where employees are remunerated appropriately. Another challenge that B&Bs are faced with is

competition from large accommodation establishments such as hotels and lodges. A report from the 2015 African Hotel Valuation Index shows that growth in the African hotel sector has reached a new level of maturity with less reliance on foreign visitors but rather an increased demand from local businesses. This translates into a threat to B&Bs as large accommodation establishments continue to grow their clientele bases.

In any organisation, there are factors that can be of influence to employees' intention to leave the organisation. To be more specific, in the scope of human resources, there can be either individual or organisational factors, contributing to employees' decision to leave an organisation. Nienaber and Masibigiri (2012) outlined job satisfaction, organisational commitment and job stress as some of the most influential individual antecedents to high employee intention to quit in organisations. The authors further identified organisational structure, quality of work environment and human resources practices as critical organisational factors that impact on employees' intention to quit. These selected individual and organisational factors influencing intention to quit, if properly managed and understood, can help B&Bs survive and remain in business. This assertion is supported by Wright, Gardner and Moynihan (2003) who stress that properly managed human resources practices, high levels of job satisfaction and a suitable organisational structure (relatively flat) are important practices that could assist in the operations, growth and sustainability of small accommodation businesses.

While most studies involving these factors and how they impact on intentions to quit have been conducted on large organisations, within South Africa and the world over, little is still known about these factors and how they apply to small businesses, especially B&Bs in South Africa (Ghazali, 2010; Shamsuzzoha & Shumon, 2014; & Basak, Ekmekci, Bayram; Bas, 2013). Knowing about these factors within the B&B sector in South Africa might promote their growth and sustainability in the country, in the face of competition from established hotels and guest houses as well as creating opportunities for increasing the number of entrepreneurs in the small business sector. There is evidence that the demand for self-catering holiday properties such as small accommodation business establishments (B&Bs) is increasing (South African Venues, 2015). B&B owners should, therefore, understand employees'

intention to quit and the causes thereof, in order to sustain B&Bs' growth and develop more opportunities for job creation in the country.

Given the above narration, the objective of this study is to determine the factors influencing intention to quit among B&B workforce in Thabo Mofutsanyana District, Free State, South Africa. The knowledge of such factors might provide B&B owners with a clear understanding of employees' intention to quit and how to identify and implement strategies for retention so they can remain competitive.

1.2 PROBLEM STATEMENT

Small accommodation businesses, especially B&Bs in South Africa, are faced with a number of challenges such as low income during off-seasons (Hsieh & Lin, 2010), low-paid employees who are not motivated to work (Snelga, Renard & Venter, 2013), as well as competition from large accommodation establishments (Van Schalkwyk *et al.*, 2010). It can, therefore, be assumed, that employees in B&Bs have a high propensity to leave and look for alternative employment due to the low salary. This assertion is supported by Johari, Yean, Adnan, Yahya and Ahmad (2012) who argue that compensation issues are linked to intention to quit. While evidence is available on how compensation as an organisational factor is linked to intention to quit in large hospitality organisations (Lahap, Isa, Said, & Saber, 2015), there is still a dearth of empirical data to support such a relationship in small accommodation businesses, such as B&Bs. Additionally, known studies, such as Yi, (2012); Basak *et al.* (2013) on individual factors that may be linked to intention to quit have concentrated more on non-hospitality industries in developed context rather than on developing ones. In South Africa, no known studies have investigated B&Bs' employee' intention to quit and its associated factors. The objective of this study, therefore, is to identify factors influencing intention to quit among employees in small accommodation businesses (B&Bs) in one of the South African municipal areas, Thabo Mofutsanyana District.

1.3 RESEARCH QUESTIONS

1.3.1 Main research question

What is the impact of selected individual and organisational factors on intention to quit among employees in B&B establishments within Thabo Mofutsanyana District?

1.3.2 Specific research questions

1. What is the influence of job satisfaction on employees' intentions to quit in B&B establishments in Thabo Mofutsanyana District?

2. What is the influence of organisational commitment on employees' intention to quit in B&Bs in Thabo Mofutsanyana District?
3. What is the impact of job stress on intention to quit among employees in B&Bs in Thabo Mofutsanyana District?
4. What is the impact of HR practices on intention to quit among employees in B&Bs in Thabo Mofutsanyana District?
5. To what extent does quality of work environment influence intention to quit among B&B employees in Thabo Mofutsanyana District?
6. What is the impact of organisational structure on intention to quit among employees from B&Bs in Thabo Mofutsanyana District?
7. What is the relationship between human resource practices and job satisfaction?
8. What is the relationship between quality of work environment and organisational commitment?
9. What is the relationship between organisational structure and job stress?

1.4 RESEARCH OBJECTIVES

1.4.1 Main objective

To determine the impact of selected individual and organisational factors on intention to quit among employees in B&Bs within Thabo Mofutsanyana district.

1.4.2 Specific research objectives

1. To determine the influence of job satisfaction on intention to quit among B&B employees in Thabo Mofutsanyana District.
2. To determine the influence of organisational commitment on intention to quit among B&B employees in Thabo Mofutsanyana District.
3. To determine the impact of job stress on intention to quit among B&B employees in Thabo Mofutsanyana District.
4. To determine the impact of HR practices on intention to quit among employees employed in B&Bs in Thabo Mofutsanyana District.
5. To examine the influence of quality of work environment on intention to quit among employees in B&Bs within Thabo Mofutsanyana District.
6. To explain the impact of organisational structure on intention to quit among B&B employees in Thabo Mofutsanyana District.

7. To determine the relationship between human resource practices and job satisfaction.
8. To examine the relationship between quality of work environment and organisational commitment.
9. To explore the relationship between organisational structure and job stress.

1.5 HYPOTHESIS

H₁: Job satisfaction has a significant positive impact on intention to quit

H₂: Organisational commitment has a significant positive influence on intention to quit

H₃: Job stress has significant positive influence on intention to quit

H₄: Human resource practices have a significant positive influence on intention to quit

H₅: The quality of work environment has a significant positive influence on intention to quit

H₆: Organisational structure has a significant positive influence on intention to quit

H₇: HR practices has a significant positive effect on job satisfaction

H₈: Quality of work environment has a significant positive effect on organisational commitment

H₉: Organisational structure has a significant positive effect on job stress

1.6 AIM OF THE STUDY

The aim of this study is to raise awareness of B&B owners on selected factors contributing to intention to quit among their employees for the implementation of effective retention strategies.

1.7 DELIMITATION OF THE STUDY

1.7.1 Size of organisation

The study is limited to employees within small accommodation businesses (B&Bs) in Thabo Mofutsanyana District.

1.7.2 Type of organisation

The study is limited to small accommodation businesses, particularly, B&Bs

1.7.3 Geographical demarcation

The present study was limited to B&Bs in selected towns in the Thabo Mofutsanyana District, Free State Province. The selected towns were Bethlehem, Phuthaditjhaba, Senekal, Ficksburg, Fouriesburg, Clarens and Paul Roux.

1.7.4 Units of analysis

The unit of analysis was small accommodation businesses (B&Bs) in the Thabo Mofutsanyana District, Free State. Data was obtained from employees within the selected B&Bs, in the study area.

1.8 DEFINITION OF KEY CONCEPTS

1.8.1 Bed and Breakfast (B&B)

Even though there is no one exact definition of the concept of bed and breakfasts (B&Bs), in this study, B&Bs are defined as “small lodging establishments that offer overnight accommodation and breakfast, but usually do not offer other meals” (Bemitz, 2009:1).

1.8.2 Intention to quit

Bothma and Roodt (2012:1) define intention to quit as “an employee’s conscious and deliberate willingness to leave the organisation, and it is regarded as the last in a sequence of withdrawal cognition”.

1.8.3 Job satisfaction

Thomas (2015:104) defines job satisfaction as “a general expression of workers’ positive attitudes built-up towards their jobs”.

1.8.4 Organisational commitment

Organisational commitment is defined as “a strong belief in and acceptance of the organisation’s goals and values, a willingness to exert considerable effort on behalf of the organisation, and a definite desire to maintain organisational membership” (Watson, 2010:2).

1.8.5 Job stress

In this study, job stress is defined as “the pattern of emotional states and psychological reactions occurring in response to demands from within or outside an organisation” (Greenberg & Baron, 2008: 15).

1.8.6 Quality of work environment

Markey, Ravenswood and Webber (2012:5) describe working environment as comprising of the physical, geographical location and the immediate surroundings of

a workplace (including factors like air quality and noise level), as well as the perks and benefits associated with an employment.

1.8.7 Human resource practices

Tiwari and Saxena (2012:670) describe human resource practices as those “organisational activities which are directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfilment of organisational goals”.

1.8.8 Organisational structure

Greenberg (2011:2) refers to organisational structure as a formal configuration between individuals and groups concerning the responsibilities, allocation of tasks and authority in an organisation.

1.9 LIMITATIONS OF THE STUDY

The study was based on B&B establishments in selected towns (as discussed previously in the chapter). This means that, the results might have limited applicability to other similar institutions; however, the results of the present study might be a basis upon which similar studies can be established. In addition, because of some of the B&B employees’ resistance to participate in the study, the analysis of results was done only on returned completed questionnaires.

1.10 OUTLINE OF THE STUDY

Chapter 1: Introduction to the study

This chapter presents an overview of the study, problem statement, the research questions and objectives, the study hypotheses as well as its limitations.

Chapter 2: Literature Review

This chapter reviews literature on intention to quit and factors that influence this intention. The chapter first outlined the theoretical framework and literature on the hospitality industry. The chapter continues with an examination of the selected individual and organisational factors influencing intention to quit and ends with literature on possible employee retention strategies.

Chapter 3: Research Methodology

This chapter provides clarification on the methodology followed to conduct the study. Included in the discussions are an overview of the research paradigm, approach, design, sampling design, data collection and the analytical methods adopted.

Chapter 4: Analysis, Interpretation and Discussion of Results

The chapter presents the results, their interpretation in line with aim, objectives and hypotheses.

Chapter 5: Summary, Recommendations and Conclusions

This chapter presents the conclusions drawn from the study as well as recommendations.

1.11 CONCLUSION

This chapter presented an overview of the study, problem statement, the research objectives, hypotheses as well as the limitations imposed on the study. The following chapter presents literature on intention to quit as well as its associated factors.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The previous chapter provided details on the study's background, problem statement, objectives, hypotheses and significance. This chapter is focused on literature relevant to the study. Specifically, the chapter provides the reader with a general perspective on the hospitality industry as a service industry in South Africa and around the world. The discussions begin with a theoretical framework of the study, literature on individual and organisational factors influencing intention to quit in the industry, as well as the impact of these factors. Lastly, the proposed conceptual framework emanating from the review of relevant literature for the study is provided.

2.2 Theoretical framework

To explain a phenomenon in a study, a theory is formulated and Vinz (2015) maintains that a well-formulated theoretical framework gives the researcher a strong scientific research base and provides support for the rest of the study. The theoretical framework for the most important aspects of this study are, thus, given below.

2.2.1 The Organisational Commitment Theory

One of the theories used to guide this study is the organisational commitment (OC) theory, which was developed by Steers (1977). The theory explains that organisational commitment is an attitude that reflects the individual's relative strength of identification with, and involvement in a particular organisation. The organisational commitment theory further stresses that individuals will be committed as long as they develop a sufficiently positive attitude towards the organisation or its goals. The theory consists of three major segments, namely, antecedents, organisational commitment and the outcomes of organisational commitment. Antecedents are grouped into three categories - work experiences, personal characteristics and dependability, as well as personal importance. Measures of personal characteristics include age, education and the need for achievement. Job characteristics consist of task identity, feedback and optional interaction. The third and last part of this theory, outcomes of commitment, consists of intention to quit or remain with the organisation, job attendance and performance, and turnover. The present study is on factors influencing intention to quit among employees, therefore, only the antecedents and outcomes part of the organisational commitment theory would be

focused upon. In applying these components to the present study -work experiences (organisational factor) such as unsatisfactory remuneration and benefits, lack of support structure from management as well as inappropriate organisational structure which might result in increased levels of absenteeism and decreased employee performance - are assumed to have some effect on the intention to quit among B&B employees. In addition, personal characteristics (individual factor) such as age, for example, are also presumed to play a role in determining B&B employees' intention to quit for previous research, for example, shows that small accommodation businesses (B&Bs) usually employ workers not older than 25 years old (Headd, 2000). In line with this finding, Huybers (2011) state that most employees in this age group do not stay with any organisation for long. One reason for this, amongst others, being that there is lack of advancement opportunities for this age group, in such establishments (Huybers, 2011).

2.2.2 Mobley, Griffeth, Hand and Meglino Turnover Model

Intention to quit among employees can also be explained by Mobley *et al.* (1979) turnover model, which was developed by Mobley, Griffeth, Hand and Meglino (1979). These authors assert that organisational factors are inherent to any work environment and include such elements as working conditions, climate, size, job content, goals and values, policies and procedures, pay, promotion, peer relations, and supervision. This assertion is supported by Lesabe and Nkosi (2007), who explained that organisational job factors include how employees are treated within their respective organisations, the nature of job/tasks, relationships with other individuals in the workplace, and rewards. The turnover theory also suggests that economic and labour-market factors potentially mediate the ease of movement to another job for the employee, based on perceptions of alternative job possibilities, unemployment rates, job vacancy rates, word of mouth, level of recruiting, and communication. Mobley *et al.* (1979) further present two major types of individual factors-occupational and personal. Individual-occupational factors according to the theory, include hierarchical level, skill level, status, and professionalism, while individual-personal factors include demographic elements, such as age, gender, education, length of tenure, and socio-economic status. Included in the theory, in the individual-personal sub-category, affective or perceived qualities, such as interests, personality, aptitude, and family responsibility.

With regards to the present study, this theory could be regarded as the most appropriate because it explores both individual and organisational factors influencing intention to quit among employees. For example, individual factors such as demographic variables (specifically, age, gender and level of education) and organisational factors, such as working environment, human resource practices (pay and supervision) form part of this theory. These are the same factors that this study focuses on as having an influence on intention to quit, hence, showing the appropriateness of this theory, although it does not discuss all the main factors that this study investigates. Factors, such as job satisfaction, job stress and organisational structure, for example, are not covered by the theory. The present study will, therefore, utilise only the organisational and individual factors' part of the theory; this means that, for the purpose of this study, economic factors discussed in the theory will not be considered.

When applying the theory to this study, the organisational factors, such as poor working conditions, inappropriately implemented human resources practices, (pay and promotions), as well as inappropriate organisational climate and structure is assumed to determine intention to quit among B&B employees. Individual factors such as demographic variables (age, gender and educational level), may also play a role in B&B employees' intentions to withdraw from their employment. With the above explanation, the theory's relevance to the study is demonstrated in a similar study by Tolbize (2008) who found that age is associated with intention to quit because employees' needs are likely to vary by age; older and younger employees' needs should be satisfied differently. In terms of gender, Khan, Kundi, Nawaz, Khan, Khan, Khan and Yar (2013) found that when compared to their male employees, females are more likely to intend quitting their employment due to pregnancy, poor working conditions among other factors.

2.3 The hospitality industry: An overview

There is no one single definition or explanation of the hospitality industry in the available literature. Roeloffze (2014) sees the hospitality industry as diverse with powerful dynamics that have to ensure the efficient delivery of services and products as well as cultivating positive customer/guest impressions. Pizam and Shani (2014) referred to it as an industry that creates sociable experiences. Lashley (2007) similarly notes that the hospitality industry is actually about human phenomenon that

involves the relationship between hosts and guests. In line with these findings, it is possible to state that social relationships and effective delivery of service are therefore the main priorities within the hospitality industry.

The hospitality industry is a broad group of businesses that provide services to customers. The Hospitality-Outlook (2015) categorises the hospitality industry as comprising of organisations such as hotels, bed and breakfasts (B&Bs), guest houses and clubs. Briefly, the hospitality industry has a broad category of different segments representing it. Other authors like Crick & Spencer, (2011) also state that the hospitality industry is often used to describe a broad field of establishments which offer facilities such as lodging, food service, leisure, conventions centres, travel and attractions. By its nature, the hospitality industry, therefore, comprises of a wide category of fields and it caters for different needs of its customers.

Employees are the most essential element within the hospitality industry. Yam and Raybould (2011) support this by postulating that hospitality is a labour-intensive industry, requiring human resources with various skill levels, ranging from unskilled positions to positions that require high levels of services and skills on interacting with customers. Along the same argument, Nivethitha, Dyaram and Kamalanabhan (2014) assert that being in the customer service business, means that the hospitality industry capitalises heavily on its human resources in order to achieve a competitive advantage. Thus, being human-intense, the hospitality industry depends on human resources management as part of the service process for its manpower to cope with guests' demands.

From the acknowledgment that the hospitality industry is labour-intensive (Nivethitha, *et al.*, 2014), implies that the commitment and involvement of employees forms a fundamental element of the industry, hence, the attitudes and behaviours of the employees play a vital role in a number of outcomes, such as, the quality of work and customer satisfaction. In this context, employees within the hospitality industry need to be given attention. Hatch and Schultz (2009) found that, compared to a product whose quality and presentation are rather predictable, in the case of the hospitality industry, services depend so heavily on the behaviour of the employees who deliver them. The fact that hospitality is a service industry that relies heavily on services rendered by employees, studying hospitality concepts, such as service

orientation and job satisfaction of the employees, becomes fundamentally essential in all hospitality organisations, including B&Bs. In line with this, Nestoroska and Petrovska (2014) state that due to the heavy competition, hospitality organisations need to upgrade their employees' skills continuously according to their job positions. The upgrading of skills entails, among other interventions, training hospitality employees in a wide range of issues that meet industry standards, leading to employees' professional development and improved service quality delivering (Nestoroska & Petrovska, 2014). This implies that, as a service industry that requires deep commitment and involvement, employee training forms an integral part of the industry. In view of the above discussion, it is possible to suggest that, the quality of employees is the primary factor in the success of organisations in the hospitality industry, B&Bs included.

Despite the industry relying heavily on employees and their contributions to organisations, customers are also found to be significant in this industry. In a study conducted by Novak (2017), it was contended that the hospitality industry's backbone is comprised of customer service satisfaction, a concept shared by all elements of the industry. Similarly, Nestoroska and Petrovska (2014) alluded that the industry is focused more on the satisfaction of customers and providing specific experiences for them. Addressing customer needs and ensuring customer satisfaction, thus, could be seen as crucial to ensuring the success of the industry. Choi and Dickson (2009) also emphasised that the hospitality industry is a highly guest service-oriented business, where encounters between employees and guests determine the success of the business, therefore, excellent customer service is vital in the hospitality industry. Any hospitality business that puts its customers at the forefront of its operations is likely to have a steady flow of loyal customers to keep the business afloat.

In addition to being a customer-focused industry, Novak (2017) further described the hospitality industry as a multibillion industry that is dependent on the availability of leisure time and disposable income. Ernst and Young (2013) similarly found that the hospitality industry is heavily dependent upon disposable incomes, as many of the related activities would fall under the discretionary/luxury spending decisions of consumers. In addition, Terrolange (2015) indicated that the hospitality industry benefits the most from consumers' increased spending in hotels, restaurants and

bars. This evidence makes it possible to argue that, the survival of hospitality industry is more reliant on the customers' decisions and ability to spend, and for the industry to remain competitive, it needs to find ways to ensure customers' loyalty and commitment.

Various research studies (Hospitality-Outlook, 2015; Yam & Raybould, 2011) have revealed some of the positive characteristics of the hospitality industry, however, other studies have identified many negative attributes of the hospitality employment. These are comments in relation to some of their characteristics, such as the low status of hospitality work, low job security as well as low pay (Hughes & Rog, 2008; Nickson, 2007; Sturman, 2001). These studies conclude that these negative attributes, accumulatively, contribute to high employee turnover rates. The implication of these studies is that, if such negative attributes are not dealt with, they might cause hostile work environments and employees looking for alternative employment. Other studies pointing out the negative aspects of the hospitality industry allude to its known uncertain work environment and long working hours for employees. Hunker (2014) claims that it is an industry with the most uncertain duty rosters, strict professional environment as well as heavy and sudden work pressures, inducing a lot of physical and mental labour. Hunker further states that this often causes employees to undergo major personal life adjustments and self-psychological adaptations, causing permanent transitions in personality and or contemplating to quit (Jimenez-Jimenez and Sanz-Valle, 2011).

2.4 The hospitality industry in South Africa

The hospitality industry in South Africa is one of the most competitive industries, however, while many South African business sectors are experiencing economic difficulties, the hospitality industry in South Africa is enjoying increasing success (International Hotel School, 2013). It is, therefore, one of the fastest growing and competitive industries that are seen to have a positive impact on the country's economy.

2.4.1 The nature of the hospitality industry in South Africa

In South Africa, the hospitality industry is largely dominated by Small, Medium and Micro sized enterprises (SMMEs); most of which are owner-managed businesses (this includes businesses such as B&Bs, guest houses and farm houses), with the

owner playing a significant role in the day-to-day running of the business (Hospitality-Outlook, 2015). B&Bs as a part of this set-up play a crucial role in the growth and development of the hospitality industry.

2.4.2 Regulation of hospitality industry in South Africa

Like other industries, the hospitality industry has a registered regulating body in South Africa, that is, the Federated Hospitality Association of Southern Africa (FEDHASA), an umbrella association under which hotels, B&Bs, guest houses, restaurants and clubs are granted government-approved membership (Hospitality and Leisure Domain, 2012). This association is classified as the official regulating body for all registered hospitality businesses in Southern Africa, while the International Hotel and Restaurant Association (IH&RA) represents the hospitality industry at global level (Hospitality and Leisure Domain, 2012).

The hospitality industry also falls under the Culture, Art, Tourism, Hospitality, and Sport Sector Education and Training Authority (CATHSSETA) (International Hotel School, 2013). It is one of the 21 SETAs in South Africa, which was established under the Skills Development Act (No 97 of 1998) in 2001. According to the Hospitality-Outlook (2015) CATHSSETA's mandate is to facilitate skills development within its sub-sectors through the disbursement of grants for learning programmes and monitoring of education and training as outlined in the National Skills Development Strategy (NSDS). A report by Hospitality-Outlook (2015) reveals that CATHSSETA operates in various sub-sectors, including the hospitality industry. The hospitality industry, specifically B&Bs, therefore, forms part of CATHSSETA.

2.4.3 The hospitality industry and the South African economy

Studies by Hospitality & Leisure Domain, (2012) and Hospitality Outlook, (2015) show that although South Africa's economy has weakened, the accommodation sector, including B&Bs, has benefited and it plays a significant role in helping the South African economy to develop. For example, the accommodation market in South Africa enjoyed its third consecutive year of strong growth with a 91% advance following two years of double digit-gains (Hospitality Outlook, 2015). Based on this finding, it can be summarised that, despite the economic crises faced by the country, the accommodation sector continues to grow and is greatly contributing to the South African economy. Hospitality Outlook (2017-2021) projected that South African hotel room revenue will grow by 10.1% in 2017 to R17.5 billion. Overall, the hotel room

revenue for South Africa is expected to expand at a 9.3% compound annual rate to R24.8 billion in 2021 from R15.9 billion in 2016 (Hospitality Outlook, 2017-2021). South Africa's hospitality industry has thus remained resilient in the face of strong economic headwinds and is predicted to grow even faster in the next five years.

The hospitality industry, including B&B establishments, plays a role in the South African economy also in terms of employment creation. Walker (2014) details that the industry employs approximately 200 million people or 7.8 percent of the global workforce. With South Africa being one of the countries with high unemployment rate (Trading Economics, 2019), such an amount of people being employed in the hospitality industry helps solve South Africa's unemployment crisis currently faced by the country, which stands at 27 percent. The hospitality industry creates employment opportunities in its different sectors, such as B&Bs, food and beverage establishments, and lodges (Aynalem, Birhanu and Tesefay, 2016). This supports the previous point that the hospitality is labour-intensive and, therefore, a significant sector in the South African economy, in terms of employment.

2.5 Definition of Bed and Breakfasts (B&Bs)

There is no exact definition of the bed and breakfasts (B&Bs), however, it should be kept in mind that small accommodation establishments, such as B&Bs are not a smaller versions of large accommodation establishments. Small accommodation businesses include such establishments as, bed and breakfasts (B&Bs), farm houses, guest houses, boutique lodges, inns, country hotels and similar establishments providing "homelike" accommodation (Ye, Xiao and Zhou, 2019). Bemitz (2009) described B&Bs as small lodging establishments that offer overnight accommodation and breakfast, but usually do not offer other meals. Morales (2006) further state that typically, bed and breakfasts are private homes with fewer than 10 bedrooms available for commercial use, therefore, unlike large accommodation businesses like hotels, B&B establishments are smaller, hence, do not accommodate as many people as the larger accommodation businesses.

B&Bs are sometimes referred to as "home-stay" accommodation. In Australia for instance, the term "small accommodation business" is associated with farm house accommodation and bed and breakfasts (B&Bs) type of accommodation within private homes (Ye *et al.*, 2019). Ye *et al.* (2019) notes that, as a generic term, 'small

accommodation business' is used variously to refer to types of accommodation where visitors or guests pay directly or indirectly to stay in private homes. Given the information of what B&Bs are, one can conclude that these establishments are traditionally formed to give their clients a more traditional "homelike" environment and create an environment of a good sense of belonging. This could be true, as research has found that small accommodation businesses such as B&Bs, are commonly designed to create an atmosphere of romance, comfort, relaxation and charm, aiming for an extraordinary and memorable guest experience (St Francis Inn, 2012).

2.6 Characteristics of B&Bs

B&Bs are characterised by a number of aspects, typically different from those of larger accommodation establishments, such as hotels. Like other small businesses, B&Bs strive to grow and have characteristics of their own; differentiating them from other hospitality businesses.

What differentiates the small accommodation businesses from the others is its uniqueness and sense of social environment. Morales (2006) portrays B&Bs as a niche segment of the hospitality industry, and are classified as private residences that provide a room and a breakfast. A report by Bemitz (2009) similarly indicated that B&Bs offer overnight accommodation and breakfast, but usually do not offer other meals. Morales (2006) add that B&Bs are usually operated by a family and thus have no employees; this is for the purposes of cutting operational costs to the minimum. B&Bs are therefore more of a family businesses and usually do not offer anything besides accommodation and breakfast.

Small accommodation businesses need to become familiar with the changing world and be prepared to adapt to new realities. Accommodation establishments, such as B&Bs, were traditionally seen as the perfect place for a weekend away, but these days they are transforming, particularly when looking at the ever-changing business world (Cobanoglu, Berezina, Kasavana & Erdem, 2011). For example, Morales (2006) indicates that with business travellers accounting for 52% of the lodging industry, B&Bs are shifting their attention to weekday travellers, adding amenities, such as in-room data ports, high-speed internet connections, DVD and many other trappings sought by business travellers. Morales (2006) reports that historic old

buildings which are converted into B&B properties often preserve their character of the past, while discretely incorporating modern comforts and technologies, such as individual controls for heat/air, spacious rooms, private baths, large flat screen TVs, and independent sitting areas. Morales (2006) added that most B&Bs are now adding meeting room spaces to their facilities to meet the needs of their clients. With the growing, technological-oriented business world, it is evident that B&Bs are now trying to improve and keep up with what is happening around in order to advance their services and to ensure a competitive business.

Often, small accommodation businesses in rural areas serve as a weekend getaway. In support of this, St Francis Inn (2012) reports that small rural accommodation businesses such as B&Bs and farm houses usually get most of their business on weekends and during vacation seasons. This implies that rural B&Bs are only profitable during these specified periods and are not competitive. There are also rural B&Bs that are situated on wineries or operate on ranches where guests may have access to wine tasting or offered horse rides (Morales, 2006), which are hardly found in urban B&Bs. In comparison to rural B&Bs, research shows that urban B&Bs may be fully operational all year round (Veesko, 2018). In addition, Morale (2006) suggests that a comparable advantage for urban B&Bs can be gained through partnering with local chambers of commerce and companies to offer meeting room space. As discussed earlier, the number of small accommodation businesses offering meeting rooms and video conferencing is growing to meet the needs of clients. When making a comparison between rural and urban B&Bs, it is evident that urban establishments are more advanced, and probably more competitive than the rural ones.

2.7 Importance of B&Bs

The significance of small businesses and the role they play in an economy have been studied and their impact has been found to be positive; small accommodation businesses, such as B&Bs are no exception (Uma, 2013). The hospitality industry comprises of many subsectors, including hotels, guest houses, B&Bs and other establishments; this industry is one of the sources of economic growth. In Europe, for example, the hospitality organisations, especially the B&B sector, are found to be a significant contributor to the European economy, through its impact on employment, growth and tax contributions (Ernst & Young, 2013). The authors add

that globally, the overall economic responsiveness of the sector means that it tends to perform better than the rest of the economy during times of economic prosperity, however, they are more quickly affected than the wider economy, during down-times. Another study conducted in China by Wang (2017) concluded that the accommodation sector is one of the essential sectors in the country, because it has a great potential for growth in the country. These studies were conducted in the accommodation sector, hence, these observations are applicable to B&Bs as they form part of the sector. In South Africa, hospitality is one of the fastest growing and competitive industries; it is found that the accommodation sector is an increasingly significant source of income, employment and wealth in many countries (Neto, 2003). In the context of small businesses, the accommodation sector, thus is regarded as one of the solutions to the problems of poverty, insecurity and unemployment (Uma, 2013). Therefore, B&Bs play a crucial role in an economy as they form part of the small business sector. Being part of the hospitality industry, it can be assumed that B&Bs also play a role in employment creation and economic growth. In the context of small businesses in general, this could mean that B&Bs also contribute to poverty reduction and employment creation in South Africa, as small businesses play a significant role in the economy in terms of poverty alleviation and job creation.

Community sustainability is one of the key factors pursued and encouraged in the hospitality industry. Like many sectors, it has been revealed that the B&B sector also promotes community sustainability (Stottler, 2018). This is quite crucial, as Doane and MacGillivray (2001) stress that the sustainability of a community depends on creating and maintaining its economic and environmental health, promoting social equity, and fostering broad-based citizen participation in planning and implementation intervention strategies. In support of this finding, Chen, Lin, and Kuo (2013) reveal that B&Bs can have a substantial positive economic impact, especially in smaller communities where motels and hotels are limited, therefore, B&Bs may handle a large percentage of visitors. The fact that B&Bs contribute to the economy's development, implies that these establishments playing a role towards community sustainability remains a significant point in the hospitality industry, particularly the accommodation sector.

2.8 Challenges faced by B&Bs in South Africa

As they gradually grow, B&Bs tend to face a number of challenges which might, if not accordingly dealt with, hinder them from performing their day-to-day operations, continue to growing and remain in business. Some of the challenges faced by B&Bs are generational differences among employees and high turnover among employees in the small accommodation sector, and these are elaborated upon below.

2.8.1 Generational differences

Generations in the workplace have been the topic of both scholarly work and industrial discussions over time. Zopiatis, Kapardis, Varnavas and Pavlou (2011) posit that each generation that enters the workforce brings its own unique perspectives and values, shaped their life experiences, about work and its environment, thus, posing typical human resources management challenges. Currently, the main challenge facing hospitality organisations (like B&Bs) in South Africa is the entrance of a new generation of employees (Generation Y), while employees representing the two previous generations are still present in the hospitality organisations (Roeloffze, 2014). The author explained that the Generation Y group is gradually entering the hospitality industry as entry-level managerial workforce, which might lead to misunderstanding and resentment between the older and younger employees; this can ultimately cause relations to become increasingly strained. In B&Bs, such relationships could make it difficult for employees to achieve common organisational goals. The strained relationships could also result in misunderstanding and grievances among employees, and might hinder small accommodation businesses from growing. In this regard, Chen and Choi (2008) suggest that, reaffirming the vast differences between members of different generational cohorts in the hospitality workplace, requires that new industry-specific strategies must be put in place. These strategies, especially, those related to recruitment and selection, must be structured to best meet the perceived needs of each of the generational cohorts. Considering this, it might be argued that, if B&Bs do not have well-formulated recruitment and selection strategies and policies, they might face challenges related to generational differences. This might, ultimately, lead to employees' submitting intentions to quit notice due to the organisation's inability to formulate strategies dealing with generational differences.

The differences between the younger and older employees, within B&Bs has drawn a number of studies. Other research found that whereas older employees tend to be more cautious and less likely to take risks, from probably being more resistant to change, Smit & Cronje, (2003) and Chen & Choi, (2008) suggest that younger employees are more sceptical about the value of relationships within an organisation. In B&Bs, these generational differences regarding perspectives, attitudes and behaviour among employees need to be addressed, as it is found that good relationships among employees are essential for an organisation, like B&B's performance (Kuzu & Ozilhan, 2014). In the context of the hospitality industry, a survey conducted by Burke (2004) suggests that almost 40% of human resources professionals observe conflict amongst employees as a direct result of generational differences. To overcome this challenge, Barron, Maxwell, Broadbridge and Ogden (2007) emphasized the necessity for the hospitality organisations to understand and respond to the unique occupational needs of the different generations within these organisations.

2.8.2 Turnover among B&Bs

Of all the challenges, a high level of turnover among employees is considered to be the biggest challenge facing hospitality organisations worldwide, with B&Bs in South Africa being no exception (Barron, 2008; Davidson, Timo & Wang, 2009). Davidson *et al.* (2009) contend that hospitality employment conditions are different from others of other businesses. Hospitality organisations, such as B&Bs, experience high average turnover rate of above 50% globally. Lower salaries, more part-time and temporary contracts (Blake, Arbache, Sinclair, & Teles, 2008; Lacher and Oh, 2012) and the need to cover 24/7 working hours (Lu and Adler, 2009), are some of the reasons many workers in the hospitality business withdraw from the industry after their initial work experiences (Doherty, Guerrier, Jamieson, Lashley, & Lockwood, 2001; Jenkins, 2001). These could have a negative impact on B&Bs as they are generally found to be very labour-intensive and depend highly on employees' abilities to contribute to the organisation's success (Yam & Raybould, 2011). Baum (2008) and Walsh and Taylor (2007) similarly point out that low retention of skilled employees is a challenge facing the hospitality industry. In the context of the small accommodation businesses, especially in South Africa as a developing country, B&Bs inability to retain talented experienced employees could directly or indirectly

have a negative impact on the organisation's desire to develop. It is, therefore, crucial for B&Bs to have a clear understanding of reasons behind employee turnover to rectify the situation.

2.9 Intention to quit

2.9.1 Definition

The definition of 'intention to quit', sometimes referred to as 'turnover intention' by other researchers, varies from one research to another.

Aziz and Ramli (2010) define intention to quit as "an individual's decision about membership in an organisation, whether he/she wants to continue working in an organisation or not". Bothma and Roodt (2012) similarly define intention to quit as "an employee's conscious and deliberate willingness to leave the organisation, and it is regarded as the last in a sequence of withdrawal cognition". These definitions are consistent with the more general definitions and they reflect a more subjective approach, in that they focus on an employee's perception. It is also evident that when employees indicate their intention to quit their employment, they quit from their own desire, hence, voluntarily.

2.10 Effect of Intention to quit on organisations

An intention to quit is a problem for organisations because of the negative impact it has on them. Brown, Thomas and Bosselman (2015) state that high levels of intention to quit is a continuous challenge for the hospitality industry. A research by Faldetta, Fasone and Provenzano, (2013) supported the point that a high rate of intention to quit among employees has many negative consequences on the operation of an organisation; these include, decreasing employee productivity, service delivery but an increase in actual turnovers. In the context of B&Bs, intention to quit among employees could pose a major challenge as employees are a vital part of the customer experience. Faldetta *et al.* (2013) mention that the hospitality organisations are more affected by incidences of intention to quit among employees as they are the main "tools" to create and render services to customers. The consequences of incidences of intention to quit on organisations are discussed below.

2.10.1 Intention to quit and the actual turnover

The Theory of Planned Behaviour (TPB), developed by Icek Ajzen in 1985, asserts that an intention to quit behaviour is a good predictor of an actual intention. It has

also been empirically established that incidences of intention to quit have a positive relationship with actual turnover (Byrne, 2005; Steensma, Van Breukelen & Sturm, 2004). Bothma and Roodt (2013) argue that an intention to quit can be used as a valid proxy for actual labour turnover. In addition, turnover is a coping strategy used by employees to escape a current situation (Petriglieri, 2011). Based on the above findings, it is evident that intention to quit is a predictor and a manifestation of the actual turnover.

Staff turnover is costly at all levels of an organisation regardless of its nature. Khan *et al.* (2013) concur that withdrawal of talented and skilled labour harms organisations in terms of the resultant excessive costs. High employee turnover could bring challenges to an organisation in the form of both direct and indirect costs. Sellgren (2007) explains direct costs as expenditures incurring on the selection, recruitment, induction and training of new employees. Similarly, Khan *et al.* (2013) identifies the costs of leaving as comprising the opportunity costs, costs required for re-selection, re-training and the incident also weakens the level of self-esteem of the remaining employees. The authors stress that these costs could turn out to be even greater when an organisation loses valuable committed employees. In terms of indirect costs, Sellgren (2007) includes costs involved in the replacement employee learning the ropes, reduced morale, pressure on existing employees and the loss of social capital, therefore, the actual employee turnover could put an organisation in long-term financial constraints. Long, Thean, Ismail and Jusoh (2012) identified non-monetary costs such as deteriorated reputations and goodwill, loss of customer loyalty and reduced branding trust. The authors conclude that these costs may bring forward a much more severe and detrimental long-term impact in an organisation, such as low firm performance and reduced competitive advantage. For B&Bs, these financial difficulties brought about by an intention to quit and actual turnover could pose a serious threat to them, as these establishments are small, and having to deal with such a challenge might hinder them from developing as finances play a crucial role in any organisation.

To further support the above link between intention to quit, the actual quitting and costs, Abbasi and Hollman (2000) found that employees who are most likely to intend quitting are the smartest and the most talented in an organisation. When these employees withdraw from an organisation, they leave with their valuable

experience, talent, skills and knowledge, hence, deteriorating efficiency in an organisation (Khan *et al.*, 2013). Small organisations such as B&Bs require the knowledge and experience of talented employees as much as possible because research (Kokemuller, 2017) shows that losing skilled and experienced employees in small businesses could hinder the achievement of their organisational goals.

2.10.2 Intention to quit and organisational productivity

The impact of an intention to quit on organisational productivity has been studied by several researchers (Mabindisa, 2013; Shamsuzzoha & Shumon, 2014) and the results reveal that these two phenomena are negatively related. Biswakarma and Sharma (2015) established that there is a fall in productivity levels when an employee intends to leave an organisation. Shamsuzzoha and Shumon (2014) also claim that an intention to quit can hamper the overall productivity of an organisation and is often a symptom of other difficulties. Productivity is a very crucial aspect of any organisation and it is mostly dependent on employees and their efforts. Mabindisa (2013) cautions that an intention to quit and its impact on productivity alone is enough to depress any human resource manager and an organisation. Low levels of productivity could cause an organisation to close down if not properly dealt with. In the context of small businesses, such as B&Bs, low productivity could cause difficulties in terms of business growth while organisations, with low levels of intention to quit among employees are more productive and more efficient, leading to growth. Low levels of intention to quit is considered an indicator of employees' job satisfaction, job involvement, work engagement and organisational commitment (Atef, Leithy and Al-Kalyoubi, 2017). In line with this argument, Biswakarma and Sharma (2015) suggest that, in the hospitality industry, ensuring that adequate facilities and appropriate working conditions are provided to employees is critical to generating greater employee commitment, minimizing levels of intention to quit and ultimately, increased productivity. For increased productivity and performance, it is, therefore, necessary for B&Bs to gain employees' support and contribution; these are regarded as precursors to low levels of intention to quit (Duncan, 2017). In addition, if a high number of employees leave a small business, such as B&Bs, the workload and overtime for existing employees are likely to increase and thus, reducing productivity.

2.10.3 Intention to quit and service delivery

The impact of intention to quit also influences service delivery in organisations. According to Mabindisa (2013) when an organisation's employee develops quitting intentions, there is a negative impact on innovation and consistency in providing service to guests, therefore, major delays in the delivery of services to customers may occur. In the context of the hospitality industry, lack of quality service delivery is a direct threat as this industry is service-oriented and relies much on customers' satisfaction. Unlike other industries, employees in the hospitality industry are the sole contact points for delivery of products and services. In this context, if an employee intends quitting their B&B employment, for example, the assumption is that such employees are likely to deliver poor quality service to the guests/customers because they no longer have any interest in their work. This could then lead to customer irritation and an increase in customer complaints about the services rendered by an organisation. Gardner (2009) supports this by pointing out that an intention to quit may have devastating effects on service rendered by an organisation and these may bring deficits in meeting customer demands. If customers' needs are not met, they might consider looking for alternatives since they have lost trust and loyalty in the organisation. Results from a study conducted by Cho, Johanson and Guchait (2009) reveal similar sentiments, showing that one effect of an intention to quit is inconsistent service quality; this impacts on business acumen and organisational performance. Based on the above discussions, it is possible to assume that there is a link between intention to quit and an organisations' quality of service rendered.

2.11 Intention to quit in small businesses

Small businesses have been acknowledged as playing crucial roles in national economies. Small businesses are regarded as fundamental to generating employment and improving economic growth globally as they are the backbone of industrial development (Uma, 2013; Ling, Yoke, Kandasamy & Yean, 2017). Small businesses are generally considered as key role players in the economy and their existence, hence, is seen as vital. Long, Ajagbe and Kowang (2014) suggest that small business owner-manager need, therefore, to play critical roles to overcome the issue of the employees' intentions to quit in organisations.

The intention to quit of valuable and talented employees is seen as one of the major challenges businesses face, for managers of small businesses face many unique

human resources management challenges, such as difficulty in attracting and retaining talented employees (Cardon and Stevens, 2004). Employees are regarded as the most essential asset for any organisation, thus managers' inability to retain employees could pose a threat to their growth and competitiveness (Gabcanova, 2011). Long, Ajagbe and Kowang (2014) stress that small, growth-oriented firms may jeopardise their attempts to achieve organisational objectives if they lose even one principal employee or if a number of employees indicate they are not happy and intend to quit. Employees are the lifeblood of small businesses and overcoming notices of intention to quit becomes fundamentally imperative in this sector.

Virtually, all small businesses are haunted by the specter of intentions quit (Johansson, 2016). Many small businesses may close down due to several factors – some of which, usually, are intentions to quit and the actual turnover among employees (Johansson, 2016). Small business owners fear the loss of productivity and knowledge that accompanies departing employees and if a small business firm has a person who has been working for a long time and he/she intends to quit and, or actually quits, the gap left matters much more than if the same happens in large businesses (Gabcanova, 2011). B&Bs as small businesses will find it hard to cope even if they lose a single employee as by their nature, small businesses (including B&Bs) depend heavily on employees to cater for the needs of customers, guests or visitors.

2.12 B&B employees and intention to quit

Not much research has been conducted to evaluate intention to quit among B&B employees, however, some reasons are available to explain why small businesses' workforce usually develops intentions to quit in, different contexts. According to Williamson (2000) small businesses have more difficulty in overcoming intentions to quit among employees because these businesses are more likely to have lower levels of employer legitimacy than larger firms. In other words, they are less likely to be perceived as desirable, proper, or appropriate employers. It can be assumed that because of this, employees lack trust in them and they develop a sense of job insecurity and ultimately develop intentions to quit.

Another study by Arnold, Schalk, Bosley and Van Overbeek (2002) conclude that in small businesses, there is limited access to formal training opportunities, and

compensation packages are deemed as weak spots. This can be disadvantageous to an organisation, as not offering formal training and unsatisfactory compensation packages could cause employee dissatisfaction and ultimately, cause employees to intend quitting their current employment (Armstrong, 2008). Lee and Lee (2007) support the point that training and compensation are some of the important factors that motivate employees to stay in organisations in the hospitality industry, therefore, if B&B employees are not provided with appropriate training and their compensation is not satisfactory, high levels of intention to quit among employees might occur. Lack of employee training causes trouble within small businesses because it unfavourably impacts the company and its growth, internally and externally (Down, 2010). Providing access to formal training to employees before they commence with their actual employment remains important not only for large businesses but for small organisations as well, including B&Bs.

Today's employees are more career-conscious and are demanding more in terms of personal growth and development within their work life, however, this seems to be a challenge for small organisations. Down (2010) argues that career development prospects are typically poor in small businesses hence employees in small businesses normally find a solution to this problem by quitting and looking for organisations (most likely large establishments) that promote career development and address employees' personal growth. Such a challenge also exists within the hospitality industry for since it is a labour-intensive industry, it can face challenges to do with employees' career development (Ravish, 2015). This implies that B&Bs can facing the same challenge as they form part of the hospitality industry. Ravish (2015) notes that, if there is lack of advancement opportunities and developments in employees' career, particularly in the hospitality industry, quitting intentions might result. According to Mapelu and Jumah (2013) The acquisition of new knowledge and skills and availability of advancement opportunities within the hospitality industry could lead to the types of commitment associated with lower intentions to quit among employees. Lack of career growth and advancement opportunities in B&Bs has ramifications for employee commitment, which, if low, may lead to intentions to leave.

2.13 Antecedents of intention to quit

Research has identified a number of causes behind intention to quit, and these causes have been studied from many perspectives (Halawi, 2014; Oosthuizen & Van Lill, 2008). Previous studies that examined factors influencing intention to quit isolated several major variables such as, job satisfaction (Basak, *et al*, 2013) organisational commitment (Halawi, 2014) and job stress (Oosthuizen & Van Lill, 2008). Although there are several studies that have identified and discussed various factors influencing intention to quit from different perspectives, this study focuses on only six factors that are considered influential on intention to quit, among B&B employees. These include individual factors - job satisfaction, organisational commitment, and job stress, as well as organisational factors such as human resource practices, quality of work environment and organisational structure. The choice of these factors is based on the fact that many studies have concluded that effective management of the above-mentioned factors, specifically, is likely to minimize intention to quit in these organisations, including B&Bs. These factors will be elaborated below and because not much has been written on specific antecedents of intention to quit among B&B employees, the reviewed literature will focus more on the hospitality industry in general, which encompasses B&Bs as well.

2.13.1 Individual factors

2.13.1.1 Job satisfaction

Job satisfaction is a multifaceted construct with a variety of definitions and related concepts. According to Thomas (2015) job satisfaction is a general expression of workers' positive attitudes towards their jobs. Mudor and Tooksoon (2011) asserted that job satisfaction is related to one's feelings or state-of-mind regarding the nature of their work. Orkibi and Brandt (2015) elucidate that high job satisfaction leads to improved productivity, decreased turnover, improved attendance, reduced accidents, less job stress and less unionisation, while job dissatisfaction produces low morale among workers, which at work is highly undesirable. It is, therefore, evident that, job satisfaction among employees is pivotal as it leads to a number of positive outcomes within an organisation.

Job satisfaction and intention to quit

Ibrar, 2015; Santa-Cruz, Lopez-Guzman & Sanchez (2013) conducted an investigation into the causal relationship between job satisfaction and intention to

quit among employees. Ibrar (2015) discovered that job satisfaction is advantageous not only for the employees but also for employers of labour; it increases productivity and decreases intention to quit among employees. Albattat, Som and Helalat (2013) confirm that employees have intentions to quit their current organisation when they face dissatisfaction with their jobs. This implies that, employees who are dissatisfied could eventually quit an organisation, which would lose the knowledge that the employees have. Ibrar (2015) continues that, if an organisation decides to recruit new employees to replace those who leave, and the new employees' feelings of dissatisfaction are not met too, this could affect the daily operation of an organisation, and the vicious cycle of intentions to quit continues.

Employee satisfaction and retention are some of the challenges that face the success of the hospitality industry and, unfortunately, labor turnover crises have been emerging globally, among many businesses (Wang, 2017). In the hospitality industry, employees are part of the product in delivering services to customers, as such, according to Santa-Cruz *et al.* (2013), the study of job satisfaction among employees in this sector is of interest, as their dedication, effort, and commitment are essential factors in ensuring customer satisfaction. Similarly, DeFranco and Schmidgall (2010) found that the measurement of job satisfaction is necessary, in the hospitality industry, as employees' satisfaction or dissatisfaction with the business may also cause customer satisfaction or dissatisfaction with the services provided. Employees' dissatisfaction negatively reflects an organisation's customer service levels and performance within hospitality businesses, such as B&Bs. The assumption in this regard is that, dissatisfied employees within the hospitality industry might consider looking for alternative employment if they are not happy with, for example, working conditions, pay, supervisor relations, and the job itself. Griffeth, Hom and Gaertner, (2000) posit that in the hospitality industry, factors such as low pay, 24/7 working hours and high levels of job pressure are some of the factors that cause job dissatisfaction, and ultimately cause employees to intend quitting their employment (Santero-Sanchez *et al.*, 2015). Based on these findings, one can, therefore, conclude that, job satisfaction has an impact on intention to quit among employees, even among B&B employees. The above evidence leads to the following hypothesis:

H1: Job satisfaction has a significant positive impact on intention to quit.

2.13.1.2 Organisational commitment

Organisational commitment is a significant part of the psychological condition of employees, as it includes the attitudes they generalize towards their organisation (Lumlay, Coetzee, Tladinyane & Ferreira 2011). Traditionally, organisational commitment is defined as “a strong belief in and acceptance of the organisation’s goals and values, a willingness to exert considerable effort on behalf of the organisation, and a definite desire to maintain organisational membership” (Watson, 2010). Other authors define organisational commitment as the extent to which employees see themselves as belonging to the organisation (or parts of it) and feel attached to it (Meyer, Kam, Goldenberg & Bremner, 2013), therefore, organisational commitment is an employee’s intention to remain in, and willingness to be attached to an organisation and its values. Yamazakia and Petchdee (2015) suggested that low levels of organisational commitment may be dysfunctional to both an organisation and an individual, while high levels may have positive effects that lead to higher performance, greater satisfaction and lower turnover. Cooper-Hakim and Viswesvaran (2005) assert that organisations with committed employees are more effective, and employees who exhibit high levels of organisational commitment are more productive and less likely to leave. Organisations, therefore, require committed employees to prompt productivity and organisational performance to ensure success.

A model of commitment by Meyer and Allen (1991) noted that there are three types of organisational commitment, namely, normative commitment, affective commitment, and continuance commitment. The model explains in detail the types of relationship of employees’ psychological attachment to their organisation. From the model, normative commitment applies to the employee abiding by established organisational values. The individual commits to and remains with an organisation because of feelings of obligation. These feelings may derive from many sources, for example, the organisation may have invested resources in training an employee who then feels a 'moral' obligation to put effort in to the job and stay with an organisation to 'repay the debt.' In other words, the employee stays with the organisation because he/she "ought to". The second component of the model is affective commitment, which refers to the degree to which the employee internalizes the values of the organization (Meyer & Allen, 1991). Affective commitment is defined as the

employee's positive emotional attachment to the organization. An employee who is affectively committed strongly identifies with the goals of an organisation and desires to remain a part of the organisation. This employee commits to the organisation because he/she "wants to"; compared to normative commitment, an employee who is affectively committed stays with an organisation not because they are obliged to, but because they want to. The last type of commitment in the model is continuance commitment. Meyer and Allen (1991) argue that this relates to the costs of maintaining membership or leaving the organisation. The individual commits to the organisation because he/she perceives high costs in losing organisational membership, including economic costs (such as, pension accruals) and social costs (friendship ties with co-workers) that would be incurred. The employee remains a member of the organisation because he/she "has to".

Organisational commitment and intention to quit

Organisational commitment is conceived as a crucial variable associated with intention to quit (Omar, Anuar, Majid & Johari, 2012). According to Yamazakia and Petchdee (2015) these two concepts (organisational commitment and intention to quit) are opposite to each other as they concern the notions of being attached to and to detach from an organisation. That is, employees who do not have much organisational commitment are thought to have developed a desire to leave the organisation (Yamazakia & Petchdee, 2015). In contrast, employees with stronger organisational commitment are less likely to develop an intention to quit and leave the organisation (Basak *et al.*, 2013). Committed employees who feel very attached to an organisation and are extremely dedicated are less likely to intend to quit due to their high level of commitment and willingness to invest more into an organisation. It is proper then to argue that, organisational commitment is negatively related to intention to quit among employees in an organisation.

A lot of research has been conducted on organisational commitment, even in the hospitality industry (Basak *et al.*, 2013; Fisher, McPhail & Menghetti, 2010). One means of success in the hospitality industry depends on employees' organisational commitment, behaviours and attitudes (Blašková, 2008). Ariffin and Ha (2015) maintains that low organisational commitment is the most frequently cited problem facing the hospitality industry. Organisational commitment in the hospitality industry is vital to the future success of the hospitality organisations because, if recognized

correctly, managers can avoid the high costs associated with intention to quit (Dermody, Young, and Taylor, 2004). Service industry jobs, such as those in hospitality, are claimed to be high-stress and low-pay; these are factors that work against employee motivation and organisational commitment (Stamper & Van Dyne, 2003). The service industry, as noted earlier, depends highly on human resources, it can be assumed that less committed (or uncommitted) employees are less attached to their work, - in turn, these employees develop intentions to quit. Some studies have also shown that, most hospitality organisations (B&Bs included) are able to recruit talented and highly motivated employees, however, they seem to have difficulty in retaining these employees and arousing their organisational commitment (Lam *et al.*, 2002). Since retaining employees is determined by how committed employees are (Basak *et al.*, 2013), hospitality organisations need to ensure that there is commitment among their employees. This way, employees might feel empowered and their intentions to quit could be minimized within the industry, therefore, the hypothesis developing from the above evidence and argument is:

H2: Organisational commitment has a significant positive influence on intention to quit.

2.13.1.3 Job stress

Job stress is one of the phenomena that has been studied in the scope of human resources and found to be negatively linked with intention to quit among employees in different industries. Job stress is defined as “the pattern of emotional states and psychological reactions occurring in response to demands from within or outside an organization” (Greenberg and Baron, 2008). The authors argue that these demands, which are known as stressors, lead to stress reactions when they are cognitively appraised as being threatening and beyond one’s control. Along the same line, Oosthuizen and Van Lill (2008) define job stress as “the reaction or response to excessive psychological and physical demands”. It can be concluded that, when job requirements are too demanding and too much to handle, an employee is most likely to experience job stress. The impact of high job stress on the organisation may include high absenteeism, high labor turnover, poor performance and productivity, low morale and poor motivation (Bowness, 2017). From this observation, it suffices to state that, stress within an organisation has negative effects on both an individual and an organisation.

Job stress and intention to quit

Job stress is often caused by a multitude of factors, such as changes in management, long working hours, barriers to career advancement, heightened competition, high pressure deadlines, work overload, excessive rules and regulations, lack of participation in decision-making, new technology, inadequate support, conflicting demands from organisational stakeholders, and personal conflicts (Nasurdin, Ramayah & Beng. 2006). Issues of job stress are critical in the hospitality industry; for example, Lo and Lamm (2015) report that working in the hospitality industry can be stressful because the industry is highly labour-intensive and has increasingly harsh environmental demands imposed upon it. Similarly, Kristensen Hannerz, Tuchsén (2012) state that, the nature of work within hotels and B&Bs, for example, include frequent deadlines, unexpected interactions with guests, long working hours, night and evening work, repetitive work, high emotional demands, low influence (control), shift work, extensive work space and problems with coordination of work. Consequently, it is inevitable that employees in the hospitality industry experience work-related stress in their work environment. These demands can cause employees to intend quitting, and look for alternative employment in other industries. Evidence from a study by Cleveland, O'Neill, Himelright, Harrison, Crouter and Drago (2007) revealed that unpredictable and irregular working hours were a stressful factor among hospitality organisations, and this leads to increased intention to quit among the employees.

Emotional dissonance and high levels of stress from customers are other reasons prompting quitting intentions. Celik and Oz (2011) define emotional dissonance as “the conflict between expressed and experienced emotions”. It arises when an employee’s displayed emotions represent the obeying of organisational rules, but do not represent his or her actual feelings (Celik & Oz, 2011). Due to the nature of hospitality services, one can assume that employees may have to display positive emotions while hiding negative emotions in their interactions with customers as employees are expected to abide by the rules. Chen, Sun, Lam, Hu, Huo and Zhong (2012) observed that these rules require employees to display certain emotions during their interactions with customers that aim to maximize organisational productivity. In their study Chen *et al.* (2012) also note that suppressing felt emotions and faking desired emotions are negatively related to work performance and

positively related to job stress and burnout; when this happens, employees' intentions to quit develop. Other factors causing work-related stress within the organisation (for example, interactions with customers and tension with supervisor) can harm employees' psychological and emotional well-being, which may cause job stress, emotional exhaustion, and, ultimately, intention to quit (Harris, Harvey and Kacmar, 2009). As hospitality employees abide by these rules and display certain emotions required by their respective jobs, it may become difficult for them to handle. It is also evident that the conflict between experienced emotions and emotions expressed to conform to displayed rules result in negative impacts on employee behavior; this stimulates intention to quit among hospitality employees. The above findings thus generate the following hypothesis:

H3: Job stress has significant positive influence on intention to quit

2.13.2 Organisational factors

2.13.2.1 Human resources practices

Human resource practices refer to those organisational activities which are directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfilment of organisational goals (Tiwari and Saxena, 2012). Generally, human resource practices are the ways that organisations use to mould employee behaviour, perceptions and attitudes. If an organisation's human resource practices are properly formulated and implemented, organisations might be able to achieve their objectives that are mainly dependent on human capital. Hai-Yan and Baum (2006) suggest that high quality human resources are lacking in the hospitality industry as employees do not want to stay long in hotels and other hospitality organisations (such as B&Bs) because of demanding work, low wages and uncertain opportunities for promotion. As such, many potential human resource practices (such as, recruitment, performance management and compensation) might play a significant role in determining employees' intentions to quit the hospitality industry. Human resource management practices are an essential component of the process of human resources management, hence, the need to investigate the adoption of any human resource management practices in the service industry. This is because the service industry (hospitality) is mainly driven by efficiency and effectiveness of the employees (Yam & Raybould, 2011).

Human resource practices and intention to quit

Human resource practices play a significant role in the success of any business. They determine certain organisational outcomes and employee behaviours, such as intention to quit. Within the hospitality industry, human resource practices, ranging from recruitment and selection, training and development to performance management and compensation benefits, can influence intention to quit among employees (Nivethitha *et al.*, 2014). A proper implementation of human resource practices within the hospitality industry, therefore, is essential.

Recruitment

Recruitment is one of the human resource functions that play a significant role in an organisation. Previous studies on the hospitality industries (Nivethitha *et al.*, 2014; Shamil & Samarakoon, 2015) have examined whether human resource practices are significantly related to employees' intentions to quit. Nivethitha *et al.* (2014) discovered that proper staffing and recruitment can help keep employees' morale high; recruiting has an important symbolic aspect, since the service industry depends highly on employees. If proper staffing and recruitment policies and processes are not followed, this might, directly or indirectly, cause intention to quit among the employees. Shamil and Samarakoon (2015) indicate that, the hospitality industry has been identified as an industry with ill-defined recruiting practices, where there is a failure to match, for example, a B&B's requirements and the hiring specification. The authors state that, the hospitality industry recruiters have a tendency of recruiting the job-fit rather than organisation-fit candidates; employees who are organisation- fit will have the intention to remain and perform better for the organisation than those who are not. This means that, the recruitment and criteria followed to hire employees can determine employees' intentions to quit or remain with an organisation. Bonn and Forbringer (2012) noted that hiring almost any 'warm bodies' that are interested in this industry results in high levels of employees' intentions to quit. The authors suggested recruiting from sources, like referrals, minorities, the elderly and handicapped, in order to reduce employee intention to quit or turnover. The challenge with this suggestion, however, is that the extent to which these sources are applicable to B&Bs, which are mostly owner-management, is yet to be established.

Performance management

Performance management is one of the most significant human resources practices in any organisation. A lack of performance appraisal can have adverse effects on employees' motivation and contribute to their intention to quit (Abdullah, Bilau, Enegbuma, Ajagbe and Ali (2011). Smith (2014) emphasised that, in the performance of the appraisal process, recognition from managers influences the service behaviour of employees in the hospitality industry. This means that, hospitality managers' decisions to be involved and their ability to recognise employees' performance are ways to maintain good performance standards within an organisation, and ultimately, likely to reduce intentions to quit among employees. It is also vital that organisations continually manage performance, be it organisational or employee performance, so as to monitor and ensure employee motivation; this prevents any determinants arising from lack of performance management that might cause intention to quit among their employees.

There is a significant relationship between performance management and intention to quit. Research conducted by Ryan and Todd (2006) reveals that employees' job performance affects their quitting intentions. These authors further suggest that, organisations can control intention to quit among employees through integrated performance management system that includes rating by supervisors which enhances management of performance through a comprehensive appraisal system. Within the context of the present study, a well-managed performance management system among the hospitality organisations, such as B&Bs, could minimise employees' quitting behaviours. Cohen (2000) argues that managers are often not responsive to good performance, but they are quick to criticise on few occasions when performance falls below expectations. Based on this, Robbins (2003) suggests that positive feedback on good performance should also be promoted, since research shows that positive feedback is a strong motivator for employees not to contemplate leaving the organisation (Defranzo, 2015).

In the context of the hospitality industry, Nankervis and Debrah (2015) note that performance management programmes appears to be increasing in use, especially in the upper segment of hospitality industry. This is supported by Redman and Mathews (2012) who add that within the hospitality industry, the increase in

performance management standards should be linked with customer care policies, as the industry is more customer-based and employees deal with different guests, regularly. Redman and Mathews further allude to the fact that, this link is crucial, since there is evidence that there is a significant relationship between performance management practices and employee behaviour during service encounters. When employees perceive that the management of performance is done with no care on the part of management, they develop intentions to quit. They might show this through the type of service encounters they give to customers. To avoid such behavioural outcomes from employees, in the service environment, such as B&Bs, Smith (2014) emphasised that, the performance appraisal process, recognition of the process from managers, transparency in the process, and cooperation between employees and their managers, influence the intention to quit negatively. In other words, employees are less likely to think of leaving when such conditions in the performance management process are available.

Compensation Management

Compensation management has been studied and is found to be one of the human resources practices that play a significant role in determining employee satisfaction and ultimately, retention (Armstrong, 2008). Long, Ajagbe and Kowang (2013) acknowledge that employees desire a compensation system that they perceive as being fair and commensurate with their skills and expectations. Armstrong (2008) reveals that satisfactory compensation packages and benefits influence employee motivation, loyalty and result in low levels of intentions to quit among employees. The assumption therefore is that, unsatisfactory compensation and benefits could cause demotivation among B&B workforce, and they could consider looking for alternative employment that has a satisfactory compensation system, maybe, in larger accommodation establishments, such as hotels. Compensation management could therefore be viewed as a major determinant in an organisation as it provides employees with tangible rewards for their services; it will also serve as a source of recognition and appreciation – all of which have been found to be linked to intention to quit (Phonsanam, 2010).

Nankervis and Debrah (2015) state that, traditionally, hospitality employees have been perceived as the lowest paid among workers in other industries. The authors

found that this is due to employees' low skills and lack of union support. Level of skills are used by management to determine the monetary reward employees should receive, thus, Bonn and Forbringer (2012) point out that, good monetary and educational incentives offered to employees often reduce their intentions to quit. In a study by Namasivayam, Zhao and Miao (2007) it was revealed that in the hospitality industry, the correlation between salary and intention to quit was stronger for managerial employees than general ones; a base and incentive pay motivates them for continuance commitment. Blomme *et al.* (2010) highlighted that if organisations offer promotion opportunities and competitive salaries, then employees will be less inclined to consider leaving. It is evident then, that compensation offered by any organisation to employees can determine their decisions to leave or stay with an organisation. While B&B workers are vulnerable in terms of their poor working conditions and low wages, it is likely that a good management of their compensation might reduce their intentions of quitting their jobs (Lo & Lamm, 2015). Based on the discussions above, the hypothesis is as follows:

H4: Human resource practices have a significant positive influence on intention to quit

2.13.2.2 Quality of work environment

The working environment consists of two broader dimensions - work and context (Raziq and Maulabakhsh, 2015). These authors further argue that, work includes all the different characteristics of the job, like the way the job is carried out and completed; it involves tasks like training, control on one's own, job-related activities, a sense of achievement from work, variety in tasks and the intrinsic value of a task. Raziq and Maulabakhsh (2015) describe the second dimension (context) as comprising of the physical working conditions and the social working conditions. The quality of work environment, therefore, remains important to ensure the smooth running of tasks within an organisation. According to Agbozo, Owusu, Hoedoafia, Atakorah (2017) the working environment is one of the crucial factors which influences a number of outcomes, such as the level of satisfaction, productivity, intention to quit and motivation of its employees.

Markey, Ravenswood and Webber (2012) have identified the central concern of the quality of work environment perspective as being the well-being of employees. On the contrary, other studies revealed that the quality of work environment does not

focus on individual employee's well-being or job characteristics (Delfgaw, 2007; Simons & Jankowski, 2008; Taplin & Winterton, 2007) but, instead, it is a concept that encompasses the physical aspects, psycho-social and organisational surroundings of the work (Sell & Cleal, 2011). Similarly, Hvid and Hasle (2003) argued that quality of work environment encompasses the concept of the psycho-social work environment, which denotes how job demands and social structures and interactions in an organisation influence the psychological well-being of employees; these allow a broad understanding of how people are affected by their employment, including their experience of job satisfaction, intention to quit and stress. Psycho-social elements of the work environment include conflicts, threats or violence at the workplace (Sell & Cleal, 2011) workload and the levels of stress experienced (Busck, Knudsenet & Lind, 2010; Sell & Cleal, 2011). The presence of these, therefore, might have ramifications, such as intention to quit among employees.

Quality of work environment and intention to quit

The role that certain attributes of the quality of work environment (QWE) play on employees' quitting intentions has received increasing attention in academic literature (Ohly & Fritz, 2010; Santero-Sanchez *et al.*, 2015). The work environment is one of the complicated areas in human development and behaviour, hence, authors like Ohly & Fritz (2010) insist that the work environment plays a critical role in influencing individual behaviour, such as, a quitting intention within an organisation. As a service industry focused on customer satisfaction, improving quality of work for employees to meet increasing expectations of customers remains obvious in hospitality services. The industry, by its very nature, is one that entails shift work and irregular working hours. Cleveland, *et al.* (2007) acknowledge that shift work and the number of working hours put pressure on workers, which could significantly affect the psychological, physical and emotional well-being of employees, even in the B&B sector. When employees undergo such experiences, the assumption is that they are likely to develop, among other outcomes, intention to leave the organisation. In view of these, it is hypothesised that:

H5: The quality of work environment has a significant positive influence on intention to quit

2.13.2.3 Organisational structure

Buchanan and Huczynski (2004) recognise organisational structure as a formal system of tasks that controls, co-ordinates and motivates employees so that they work together to achieve common organisational goals. Greenberg (2011) refers to organisational structure as a formal configuration between individuals and groups concerning the responsibilities, allocation of tasks and authority in an organisation. An organisation's structure, therefore, focuses on how tasks are coordinated, how jobs are divided within the workplace as well as the importance of employee relationships.

Organisational structure and intention to quit

According to Cummings and Worley (2015) organisational structure describes how the overall work of the organisation is divided into sub-units, and how these are coordinated for task completion. Greenberg (2011) denotes an organisational structure as a formal configuration between individuals and groups concerning the responsibilities, allocation of tasks and authority in an organisation. Cummings and Worley (2015) insist that organisational structures should be designed to fit with at least four factors - the environment, organisation size, technology and organisation strategy. An organisation's structure, therefore, focuses on how tasks are coordinated, as well as how jobs are divided within the workplace. Traditionally, organisations structure themselves into one of the six forms: functional structure, divisional structure, matrix structure, the process structure, customer-centric structure and network structure, however, not all of the afore mentioned structures are applied within B&Bs. For the purpose of the study, the functional, process, divisional and customer-centric structures are assumed to be the most applicable for small accommodation businesses, such as B&Bs, and they are discussed below.

Cummings and Worley (2015) mention that the most widely used organisational structure in the world today is the basic functional structure. This structure is based on early management theories regarding specialisation, line and staff relations, span of control, authority and responsibility. Maduenyi, Oke, Fsdeyi and Ajagbe (2015) added that, like a centralised structure, the functional structure means having one focus of control, therefore, organisations that follow this structure do not distribute authority and control to lower levels within the organisation, hence, all operations and decisions are the management's responsibility. In line with this, Bloisi (2007) is

of the opinion that such a structure does not empower employees within an organisation. Park (2017) suggests that empowerment is achieved through encouraging innovation, decision making, flexible response, and trusting employees. An organisational structure that allows empowering employees and including them in decision-making processes could motivate them to work harder, grow in their careers and remain loyal to an organisation. The assumption is that, an organisation where authority and decision-making only lie with top management demotivates employees and discourages them from becoming innovative and involved in business activities, rather than one that does the opposite. In the former, employees might intend to quit their employment and search for jobs that allow them to take responsibilities and empower them. Shuaibi (2010) states that, the functional structure tends to work best in small to medium-sized organisations; in environments that have a small number of employees, thus, one can assume that B&B establishments follow the functional structure.

The other organisational structure that is applicable to small accommodation businesses is the divisional structure where the teams are organised in set of divisions and each division corresponds to the end product or services provided by the organisation (Shuaibi, 2010). Each division has its own set of functional units such as research, manufacturing and marketing, and is completely self-contained (Shuaibi, 2010). Cummings and Worley (2015) believe that divisional structures provide employees with opportunities for learning new skills and expanding knowledge. Ahammad (2013) reasons that a workforce needs more improved skills in order to overcome any problems and barriers occurring. Within the context of service organisations, such as B&Bs, Ahammad (2013) believes that to increase the commitment level of employees and reduce their intention to quit, senior management team needs to increase employees' training and skills development. The divisional structure, therefore, appears to be appropriate for hospitality organisations such as B&Bs and, if adopted, it might work as a strategy to minimise intention to quit through provision of regular learning opportunities for employees.

The process structure is also one of appropriate structures for B&B establishments. Moliner and Coll (2015) explain that one of the most effective management tools to improve how an organisation and its employees are managed is to implement process-based management. In an organisation that is process-based, each process

is assigned individual(s) who are responsible for it, and everyone in the organisation understands their role in each process and knows how to help reach the organisation's objectives (Moliner & Coll, 2015). This can work as a tool to motivate employees to remain loyal to their organisations because they feel a sense of responsibility. Additionally, when following the process-based structure, the degree of customer satisfaction is essential (Bloisi, 2007). B&Bs consider this as the most important aspect of the service industry as employees interact with customers regularly, thus, it has been acknowledged that, employees who enjoy interaction with customers are less likely to develop intention to quit (Mehr, 2013).

Closely related to the process-based structure, the customer-centric structure focuses sub-units on the creation of solutions and satisfaction of key customers; this structure is considered appropriate for B&Bs as they aim at meeting customer needs (Cummings & Worley, 2015). This approach can deliver significant benefits to an organisation, including improved customer experience, reduced intentions to quit among employees, consistent engagement with customers, and increased sales compared to other approaches such as the functional structure (Mehr, 2013). One study by Thompson (2015) revealed that, customer-centric organisations tend to focus more on customer-satisfaction rather than employee-satisfaction thereby, addressing employees' needs. This study, however, also revealed that, this structure usually results in increased intention to quit among employees because they feel neglected and less important. The customer-centric structures, thus, might be good for B&Bs in terms of attracting and retaining customers, but it might lead to increased quitting intentions, therefore, the proposed hypothesis is as follows:

H6: Organisational structure has a significant positive influence on intention to quit.

2.14 Strategies for curbing intention to quit in the hospitality industry

Retention of employees should be a goal of every manager in any organisation. One main reason is that employees are referred to as the most important assets in an organisation (Gabcanova, 2011) and they are there to perform tasks or activities to contribute towards an organisation's success for it to achieve set objectives. The theory of Strategic Human Resource Management, developed by Wright & McMahan (1992) maintains that an organisation cannot compete in the market unless it adopts employee retention practices which cannot be imitated easily. This means that,

employers should be concerned about how to propose employment practices that best meet their employees' specific expectations. As mentioned afore, Ghazali (2010) points out that as a human-based industry, the hospitality industry depends on human beings as part of the product; these cannot be separated from the service process. Being in the customer service business, implies that the hospitality industry capitalises heavily on its human resources to achieve competitive advantage. Ghazali further states that, intention to quit among employees has been emerging globally for many businesses, including those in the hospitality industry. Like other industries, employees of the hospitality industry need to feel understood and valued, thus, reducing intentions to quit among the hospitality employees remains a crucial issue among hospitality organisations. Several strategies to reduce intention to quit which can be used by B&Bs are available in literature.

Training and skills development have been in the forefront for curbing intention to quit in the hospitality industry, even among B&Bs. Mapelu and Jumah (2013) studied how managers could reduce intention to quit in the hospitality industry by addressing more of employee needs, including training as lack of training and career growth opportunities in hospitality industry cause employees to quit their jobs (Forget, 2015). Formal and informal training plays a vital role for a host of reasons, including, to expand the global hospitality industry, to enhance the quality of service delivered to customers, to satisfy the need for knowledge enhancement and career paths, to increase legal requirements and, most importantly, to reduce intention to quit among employees (Forget, 2015). According to the author, employers in the hospitality industry do not usually offer training to employees and this affects the quality of service they render, yet, training and professional development is essential to develop skills of front office employees, especially in the B&B context, where quality interaction with customers is needed to attain a competitive advantage (Nestoroska & Petrovska, 2014). Given the above, it is evident that training and development are some of the foremost reasons for employees to stay in an organisation, which might lead to job satisfaction and reduced intention to quit.

The manner in which employers in hospitality organisations, such as B&Bs, recruit and select employees could have an impact in retaining employees. Forget (2015) posits that proper staffing can help keep employees' morale high, because, besides getting the right people, recruiting has a significant symbolic aspect such as reducing

intention to quit. The hospitality industry has been identified as an industry with ill-defined recruiting practices, where a failure to match the B&Bs requirements and the hiring specification is prominent (Forget, 2015). Research, however, shows that following proper procedures to recruit employees plays a role in determining employee retention in an organisation. In the present unstable environment, hospitality recruiters have a tendency for the job-fit rather than organisation-fit strategy for candidates' selection (Shamil & Samarakoon, 2015). The authors further reveal that employees selected with better person organisation-fit are usually less likely to leave an organisation, rather, they remain and perform well for the organisation (Shamil & Samarakoon, 2015).

Management and leadership styles in an organisation could determine employees' intentions to quit or stay. Effective leadership integrates strategies to reduce intention to quit among hospitality employees in order to inspire and motivate them to stay (Tse, Huang and Lam (2013). The authors acknowledge that leaders remain effective in influencing the retention of their employees if they can inspire employees to be motivated. Yazinski (2009) confirms that effective leaders can eliminate intention to quit among employees by building lasting relations with them. In view of these findings, it can be concluded that, by effective management styles, managers can make hospitality employees want to stay and commit to the organisation's goals and objectives. Venkataramani, Labianca, and Grosser (2013) added that employees stay with their hospitality employment as long as they perceive that they have enough support from management. If employees feel a sense of contentment or a sense of pride about the tasks they carry out for their organisations and if social relationships appear to be fulfilling, rewarding, and stable, quitting intentions are minimised. Positive relationships between employees and managers /leaders, therefore play a role in combating intention to quit within the hospitality industry.

Compensation and benefits as strategies for retention have been studied not only in the hospitality industry but in other sectors as well (Zerihun, 2017; Kundu & Gahlawat, 2015), and some of these human resource management practices have been found to be the most motivating factors in reducing quitting intentions among employees. Holston-Okae (2017) suggests that when hospitality employees perceive their efforts as sufficiently rewarded and recognized, they are more likely to stay in the organisation and serve the needs of the customers. Studies by Karatepe (2013),

and Karatepe and Vatankhah (2014) concluded that the better salaries and benefits offered at other organisations constitute one of the biggest reasons employees decided to leave the hospitality sector. This means that, if an organisation offers adequate promotional opportunities and competitive pay, intention to quit among employees is likely to diminish. Employees are less inclined to leave an organisation that sufficiently provides for their financial and recognition needs, especially if they would be moving to another organisation with the same job and similar task (Karatepe, 2013; Karatepe & Vatankhah, 2014). One can therefore conclude that, a compensation system that B&B employees perceive as being satisfactory and equivalent to their tasks might minimise their intentions to quit.

2.15 Relationship between selected organisational and individual factors– some empirical evidence

The above discussions have provided evidence that selected individual and organisational factors have an influence on intention to quit. In this section, literature on the relationship between organisational and individual factors is presented.

2.15.1 Human resource practices and job satisfaction

Human resource (HR) practices and job satisfaction are studied widely in different parts of the world and are assumed to be closely associated (Absar, Azim, Balasundaram & Akhter, 2010), because it is believed that sound HR practices result in better level of job satisfaction, which ultimately improves organisational performance (Appelbaum, Bailey, Berg & Kalleberg, 2014). Singh (2013) notes that HR practices have a positive effect on job satisfaction of the employees of the hospitality industry. It is evident, from these studies, that the use of specific HR practices in organisations is associated with a greater degree of job satisfaction.

HR practices are critical components of work conditions that influence the job satisfaction of the hospitality workforce (Ssesanga & Garrett, 2005). Akhtar, Hussain, Bhatti, Shahid and Ullah (2016) opine that compensation is a dominating factor in increasing the employee's job satisfaction and commitment. Compensation is the most cognitive factor for achieving the commitment of employee as well as job performance (Akhtar *et al.*, 2016). It can then be concluded that, it is the basic utensil to motivate employees in the hospitality industry. In addition, lack of adequate training among the hospitality employees has been found to be counterproductive (Al Hrouf & Mohamed, 2014) as this has often resulted in low employee job satisfaction,

performance and commitment in the hotel business, thus, this evidence leads to the following hypothesis:

H7: HR practices have a significant positive effect on job satisfaction

2.15.2 Quality of work environment and organisational commitment

The working environment in relation to employees' commitment has not enjoyed much empirical attention in the literature (Holston-Okae, 2017). Yet, workplace environmental factors are essential elements that determine and facilitate the level of employees' commitment to an organisation, concentration, performance, sustainability and further development of a business (Funminiyi, 2018). Funminiyi (2018) continues that employees are always content when they feel that their immediate environment -both physical sensations and emotional states -are in line with their obligations. McCoy and Evans (2015) add that how well employees connect with their organisation's immediate workplace environment, influences to a great extent their commitment, efficiency, innovativeness, collaboration with other employees, absenteeism and, ultimately, their retention. Employees' perceptions of the work environment, therefore, influence their commitment and engagement to their organisation.

All organisations desire employees who are committed and the hospitality industry, in particular, is dependent on garnering a fully committed workforce (Yamazakia & Petchdee, 2015; Thompson, 2016). In this industry, a high quality of work environment is essential to continue to attract and retain employees (Acharya & Siddiq, 2017). Dardeer, Tag-Eldeen and Salem (2015) support this statement by stating that, the workplace environment is the most critical factor in keeping an employee committed in today's business world, therefore, the quality of work environment plays an important role in ensuring that employees within the hospitality organisations, such as B&Bs, stay committed to their respective organisations. Hospitality work can be stressful, thus the elements of the physical work environment need to be proper so that the employees would not be stressed while getting their job done (McCoy and Evans (2015). This usually results in less turnover and employees tend to develop positive attitudes and behaviours towards an organisation. In this regard, it is hypothesized as follows:

H8: Quality of work environment has a significant positive effect on organisational commitment

2.15.3 Organisational structure and job stress

The manner in which an organisation is structured and how it is run can have a positive significant effect on job stress among employees. A study by Nasurdin *et al.* (2006) discovered that job stress among employees is often caused by a multitude of factors - changes in management and lack of participation in decision-making -which ultimately causes intention to quit due to employees' inability to be involved in the decision making processes. These factors form part of a centralized organisational structure. In their study Nasurdin *et al.* (2006) exploited regression analysis to illustrate that formalized and centralized structures positively influence job stress. Research has revealed that employees prefer a decentralized over a centralized organisational structure (Daoli & Mohsenvand, 2017), as this structure enables them to be involved in the decision-making processes and have authority over some of the procedures within an organisation. Some of the behavioural consequences resulting from a centralized structure include, job stress, which then causes higher absenteeism, lower productivity, workplace aggression and a high number of intentions to quit (Daoli & Mohsenvand, 2017). Furthermore, Nasurdin *et al.* (2006) argued that highly-centralized organisations possess low levels of flexibility, since workers have limited autonomy and control over their work; this, positively affects their stress levels. Most small businesses usually follow a centralized structure (Vitez, 2017), hence, one can conclude that high level of stress is developed by B&B employees (because they are part of the small business sector), which leads to increased intention to quit this type of structure. In view of this evidence, the hypothesis is formulated as follows:

H9: Organisational structure has a significant positive effect on job stress

2.16 Conceptual Framework

A conceptual framework is the researcher's understanding of how the variables in the study connect with each other. It is usually developed from the literature reviewed, and sets the tone for the writing of the research questions, objectives and hypotheses for the study. Figure 2.1 shows the conceptual framework of the study.

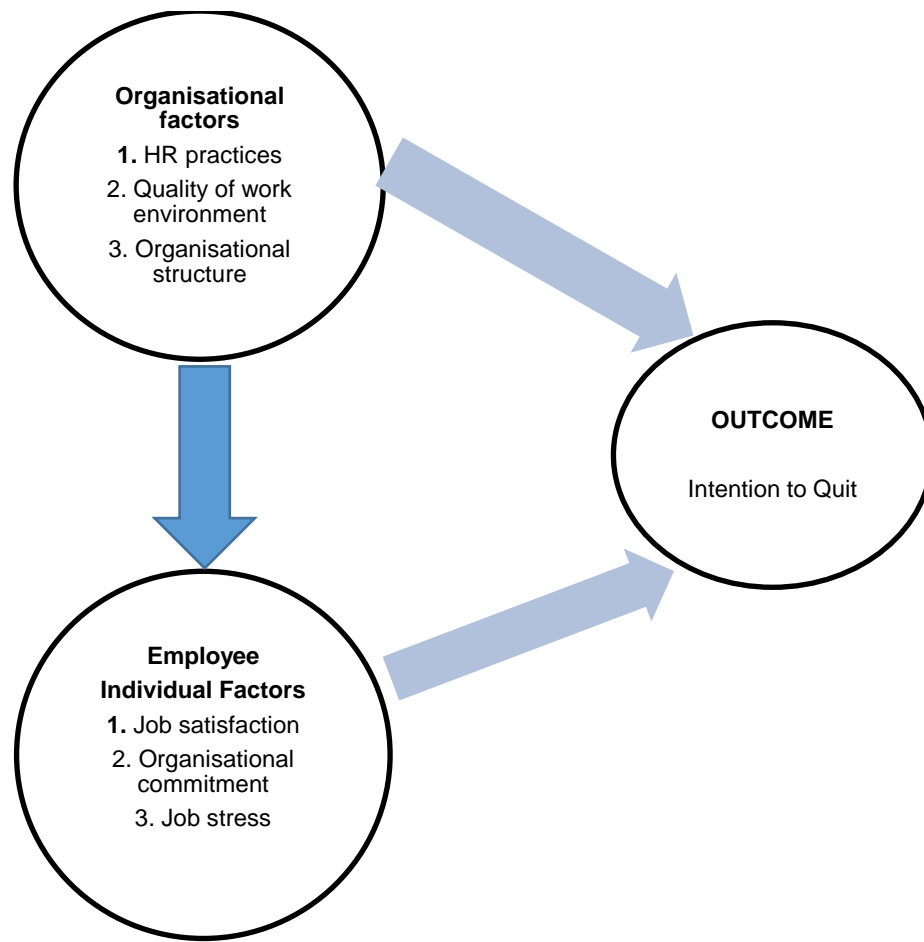


Figure 2. 1: A Conceptual Framework of selected individual and organisational factors influencing intention to quit

Based on the conceptual framework, it is hypothesised that employees' intention to quit might be influenced by the two broad categories of factors (individual and organisational factors). In other words, these factors, if not properly managed or implemented, can make employees leave an organisation, in this case, B&B establishments. The framework further assumes that organisational factors have an impact on individual's intention to quit. In other words, individual factors mediate the relationship between organisational factors and intention to quit.

2.17 Conclusion

This chapter presented an overview of the hospitality industry. In summary, it highlighted what the industry is about, what it entails, its role and significance in the South African economy and the industry's characteristics. The chapter also highlighted that intention to quit among employees may result from number of determinants -low productivity, low quality service delivery as well as the actual

turnover -and these determinants may cause problems on the effectiveness and performance of an organisation if they are not well addressed by management. The chapter reviewed literature on factors influencing intention to quit, such as job satisfaction, organisational commitment and job stress; equally responsible are organisational factors, such as human resources practices, quality of work environment and organisational structure. Finally, the chapter highlighted the relationship between the two study variables, namely selected organisational and individual factors. The next chapter discusses the methodology of the study.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

The previous chapter reviewed literature from different researchers as well as the theoretical framework relating to this study. This chapter will provide clarification on the methodology followed to conduct the study. The chapter discusses an overview of the research paradigm, approach, design, sampling design, data collection and the analytical methods adopted.

3.2 RESEARCH PARADIGM

To choose an appropriate research methodology, knowledge of research philosophies/paradigms is pertinent for any researcher. Johnson (2011) elucidates a research paradigm as a framework containing commonly accepted views about a subject, a structure of what direction a research should take and how it should be performed. Blumberg, Cooper and Schindler (2011) similarly describe a research paradigm as generally concerned with how research should be conducted, and how reasoning (theory) and observations (data or information) are related. Research paradigm therefore involves ways in which a researcher structures how the study will be directed. The knowledge and understanding of a research paradigm is found to be significant for any researcher for a number of reasons. Kumar (2011) isolates one reason, as that the awareness and knowledge of research paradigms assist researchers in clarifying the research design and choosing an appropriate research method; it also encourages creativity. There are different types of research paradigms and Kumar (2011) argues that among them the positivism and interpretivism paradigms appear to be two distinguished ones.

Positivist researchers believe that what to study or how to study a certain object is determined by objective criteria rather than the researchers own beliefs or interests (Kumar, 2011). Blumberg *et al.* (2011) indicate that the goal of a positivist research is to be able to generalize the results, hence, large sample sizes representing the whole population are aimed at this goal. Hunker (2014) claims that interpretivist researchers believe that the social world is constructed and given meaning by humans, therefore, research is a part of the phenomenon under examination. The research results are interpreted subjectively as the researcher interprets what he or she observes.

In this study, the researcher followed the positivistic research paradigm as it was deemed appropriate in determining whether the selected individual and organisational factors did have a statistical influence on intention to quit among B&B employees. Also, the reason for the selection of this paradigm was testing theoretically-derived hypotheses, with the aim of generalizing the results to the entire population.

3.3 RESEARCH APPROACH

Obtaining needed information in any research project requires an appropriate research approach to be selected (Mouton (2011). Kothari (2004) points out that, there are two basic approaches to research - quantitative and qualitative. Researchers generally show a preference for either type of method, reflecting their research's philosophical point of view (Kothari, 2004). Proponents of the positivistic school of thought commonly use quantitative methods, whereas qualitative methods tend to be chosen by researchers with an interpretivistic attitude (Moon and Moon, 2004). Quantitative methods are generally known for generating numerical data, such as numbers and figures. Nykiel (2007) clarifies that quantitative research methods seek to establish facts, make predictions, and test hypotheses that have already been stated, hence using a deductive approach and establishing objective knowledge. Leedy and Ormrod (2005) additionally state that a quantitative research approach allows the researcher to answer questions about relationships among measurable variables with the purpose of explaining, predicting and controlling phenomena. On the other hand, qualitative research methods generate descriptive data using words, sentences and narratives (Hunker, 2014). These methods are often used to identify, understand and interpret attitudes or problems, therefore, instead of answering questions about relationships like the quantitative research approach, the qualitative approach allows the researcher to answer questions about the complex nature of the phenomena (Leedy & Ormrod, 2005).

Following the positivistic research paradigm, a quantitative research approach was considered most appropriate for this study since it allows- for a large number of respondents to be part of the study, to answer questions about relationships, to ensure degree of objectivity and the testing of hypotheses.

3.4 RESEARCH DESIGN

A research design is a blueprint of how a researcher intends to conduct a study (Mbambo (2005). The design is a plan, structure and strategy of investigation so conceived as to obtain answers to research questions or problems, thus, is a procedural plan that is adopted by the researcher to answer questions validly, objectively and accurately (Kumar, 2011). Kumar maintains that, the main function of a research design is to explain how the researcher will find answers to the research questions, by setting out the specific details of the researcher's enquiry. For any investigation, the selection of an appropriate research design, therefore, remains crucial in enabling the researcher to arrive at valid findings, comparisons and conclusions.

The study specifically employed a cross-sectional research design; a process during which the researcher measures the outcome and the participants' exposures at the same time (Setia, 2016). In this case, the outcome was intention to quit among B & B employees. The Franklin Institute of Wellness (2018) explains that a cross-sectional study provides information about the relationships between various exposures and outcomes. Within the context of this study, the relationships between selected individual and organisational factors as well as the intention to quit among B&B employees in a study area, were investigated. Data was collected within a particular period of time across the different B&B employees.

3.5 POPULATION

Population in research refers to a complete set of elements (persons or objects) that possesses some common characteristics defined by the sampling criteria established by the researcher (Yount, 2006). Welman, Kruger and Mitchell (2005) state that population comprises the entire group of all units of scrutiny about which the researcher wishes to make definite conclusion.

The population of the study comprised of employees in B&Bs found in the following towns that are part of Thabo Mofutsanyana District: Bethlehem, Phuthaditjhaba, Clarens, Senekal, Fouriesburg, Ficksburg and Paul Roux. The total number of B&Bs in these towns is 23 (South African Venues, 2018). The South African Venues (2018) reports that each of these employs an average of about 10 people, hence, the total population for this study was 230 B&B employees.

3.6 SAMPLING

Sampling is a process of selecting a group of subjects for a study, in such a way that the individuals represent the larger group from which they were selected (Yount, 2006). Yount justifies sampling with the explanation that within many models of specific research, it is impossible to study all the members of a population for a research project, hence, samples are used instead. A sample is a subset of a statistical population that accurately reflects the members of the entire population thus, determining a sample size from a given population is critical (Johnson, 2011).

Several methods of determining sample size are available for a researcher. Al-Balqa (2017) states that in most studies the sample size is determined by two factors: (1) the nature of data analysis proposed and (2) estimated response rate through the use of a sample size calculator. In the present study, a sample size calculator was used to obtain the required sample size from the population of 230 B&B employees. To determine the required sample size, the confidence interval was set at 5% while the confidence level was set at 95%, thus, the determined sample size for the study was 144 B&B employees.

3.6.1 Sampling procedure

The sampling design used in this study was probability sampling which Malo (2015) indicates is a design, during which subjects are drawn from a larger population in such a way that the probability of selecting each member of the population is known. Specifically, the simple random sampling technique was used to select participants within B&Bs as the research was not looking for specific candidates to take part in this study as any B&B employee, willing to participate was welcomed. This sampling technique was, therefore, used to provide all B&B employees with an equal chance of being selected to participate in the study.

3.7 DATA COLLECTION

Data collection is a process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypothesis and evaluate outcomes (Johnson, 2011). Kumar (2011) details that anything that becomes a means of collecting information for one's study is called a 'research tool' or a 'research instrument', for example, observation

forms, interview schedules, questionnaires and interview guides, therefore, the construction of a research instrument is the first 'practical' step in collecting data.

In this study, data were collected using a structured questionnaire as it allows one to gather large amounts of information from a large sample within a short space of time and the results can be generalised to the entire population.

3.7.1 Questionnaire design

The questionnaire consisted of four sections. **Section A** required the demographic characteristics of participants (age, gender, race, position at work and number of years employed in an organisation); **Section B** measured individual factors thought to influence intention to quit among employees, namely, job satisfaction, organisational commitment and job stress; **Section C** measured organisational factors that are thought to influence employees' intention to quit, including human resource practices, quality of work environment and organisational structure; **Section D** measured employees' intention to quit. Questionnaire items in Sections A, and C were developed by the researcher, while sections B1 (Job satisfaction measurement), B2 (Organisational commitment scale), B3 (Job Stress Survey) and D (Intention to quit scale) were adopted from already existing questionnaires by other researchers and were adjusted for this study. A description of the adopted questionnaires is given below (*see also copy of questionnaire attached to the project*).

3.7.1.1 Job Descriptive Index (JDI)

The study used the Job Descriptive Index (JDI) questionnaire developed by Smith, Kendall and Hulin (1969). The JDI is designed to measure employees' satisfaction with their jobs. It is a "facet" measure of job satisfaction, meaning that participants are asked to think about specific facets of their job and rate their satisfaction with them. The JDI is comprised of five facets, including satisfaction with: co-workers, the work itself, pay, opportunities for promotion, and supervision. These were measured on a 5-point Likert Scale ranging through Very Dissatisfied (1), Dissatisfied (2), Neutral (3), Satisfied (4) and Very Satisfied (5). In a study by Malo (2015) titled "Organisational culture and job satisfaction among academic professionals at a South African university of technology", the Cronbach alpha coefficient value for the Job Descriptive Index section of the questionnaire was 0.96. The value indicated that

the items had good internal consistency reliability, hence, a similar approach was adopted by this research.

3.7.1.2 Organisational Commitment Questionnaire (OCQ)

The study also used the Organisational Commitment Questionnaire (OCQ). The OCQ was developed by Meyer and Allen (1997), with the aim of measuring organisational commitment as a tri-dimensional construct. Meyer and Allen (1997) highlight that the scale is intended to measure three components of organisational commitment: affective, continuance and normative commitment. While the earlier versions (Meyer & Allen, 1984, 1991; Allen & Meyer, 1990) of the OCQ contained 24 items (8 items for each scale), the later version by Meyer and Allen (1997) only contains 18 items (6 items for each scale). The present study used the latest version of the OCQ. Responses to each of the 6 items are rated using a 5-point Likert scale: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) Strongly Agree (5). A study by Brown (2003) also used the OCQ. Results for the OCQ scales revealed moderate to high alphas: affective commitment was .75, continuance commitment was .59, and normative commitment was .75.

3.7.1.3 Job Stress Survey (JSS)

The researcher also utilised items from the Job Stress Survey to measure employees' job-related stress. The Job Stress Survey (JSS) was developed by Spielberger and Peter Vagg (1999). The authors clarify the JSS as evaluating the cause of work-related stress among employees. Spielberger and Peter Vagg (1999) assert that the implications of the JSS are to improve the work environment, alleviate stress conditions, and ultimately enhance productivity. Responses to each of the items were also rated using a 5-point Likert scale labelled as follows: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) Strongly Agree (5). The authors provide support for the reliability and validity of the Job Stress Survey. Alpha coefficients for the internal consistency repeatedly scored around 0.80. Over different time periods, the test-retest coefficient was reported at 0.48 to 0.75. A study by Nelson (2009) revealed that coefficient alpha of the JSS was .94 for the total index score, and .95 for the severity scale, and .91 for the frequency scale.

3.7.1.4 Turnover Intention Questionnaire

The last section (Section D) measured employees' intention to quit. The study used a turnover intention questionnaire developed by Bothma and Roodt (2013). The

instrument measures employees' intention of either staying with or leaving an organisation. The questionnaire consisted of 14 items measured on a scale ranging between Always (1), Mostly (2) and Never (3). A study conducted by Cole (2014) showed a coefficient alpha of .90 for the intention to quit questionnaire items. The value also indicated that the items had good internal consistency reliability.

3.7.2 Reliability of the research instrument

Reliability is seen as the degree to which a test is free from measurement errors, since the more measurement errors occur, the less reliable the test (McMillan & Schumacher, 2006). Collins and Hussey (2003) contend that reliability refers to the degree of consistency or accuracy with which an instrument measures the attribute it is designed to measure.

This study used the Cronbach Alpha Coefficient to determine the internal consistency of the questionnaire items. As discussed above, some studies have provided evidence that the JDI, OCQ, JSS, and the Turnover Intention Questionnaire are reliable measuring instruments. For this study, however, the questionnaires were adjusted as discussed in questionnaire design (3.7.1), and hence new reliability coefficient scores were calculated and these are reported on in the results section (*see Chapter 4*).

3.7.3 Validity of the research instrument

Validity in quantitative research refers to the extent to which an instrument measures what it is supposed to measure and performs as it is designed to perform (Bashir, Azeem & Tanveer, 2015). Researchers, therefore, need to develop a data-collection instrument that is accurate and that will measure what it is intended to measure.

3.7.4 Content validity

Chipunza (2014) explains that the content validity of a measuring instrument refers to the degree to which the entire domain of the subject or construct of interest was properly sampled. In the case of this study, content validity was ensured by adequately covering the constructs of Job Satisfaction, Organisational Commitment, Job Stress, Human Resource Practices, Quality of Work Environment, as well as Organisational Structure. This was done to ensure that each specific element of every construct under investigation (from literature review) was used to compile investigative questions in the questionnaire. The questions sufficiently covered the whole spectrum of the concepts and constructs to comply with Siddiek's (2010)

criteria for content validity. In addition to the above, convergent and discriminant validity were used to ensure that the data collection instrument was accurate. For Hair, Wolfinbarger, and Ortinau (2008) convergent validity refers to the degree to which different measures of the same construct are highly correlated. Conversely, discriminant validity shows that two measures that are not supposed to be related are in fact, unrelated (Glen, 2015). Both types of validity are a requirement for construct validity. Construct validity means that a test designed to measure a particular construct, is actually measuring that construct (Glen, 2015).

3.7.5 Administering the questionnaire

The questionnaire was distributed among B&B employees in the Thabo Mofutsanyana District by the researcher. The researcher obtained a letter from the Central University of Technology, Free State giving permission to conduct the study with the B&Bs' employees; the letter also explained the benefits of the study to the participants. After getting permission from each B&B owner, appointments were made to meet with respondents, although, in some cases, the researcher left the questionnaires and collected them at a later stage, whereas in other cases, the researcher waited until the questionnaires were completed. Data was collected over a period of two months; a total of 172 questionnaires were distributed among the B&Bs in the study area, and only 169 were fully completed and returned.

3.8 Data analysis

Johnson (2011) explicates data analysis as a process of systematically applying statistical or logical techniques to describe and illustrate, condense and recap, as well as evaluate data. Johnson stated that data analysis supports a researcher to reach a conclusion and it provides a meaningful base for critical decisions. In this study, data was captured using the Statistical Package for Social Science (SPSS) version 21. Descriptive statistics were used to give an overview of the sample under study. The Cronbach alpha and Chi-square were also used in this study. In addition, Structural Equation Modelling (SEM) analysis was conducted using IBM AMOS version 25 to evaluate the structural relationships associated with this study. The choice of IBM AMOS was motivated by its covariance approach which provides more robust estimations of a model's fit indices as well as its visual representation of the measurement model. See the next chapter for the presentation and discussion of results.

3.9 Ethical considerations

Resnik (2015) defines research ethics as “the application of moral rules and professional codes of conduct to the collection, analysis, reporting, and publication of information about research subjects, in particular, an active acceptance of subjects' right to privacy, confidentiality, and informed consent”. The researcher adhered to the following ethical issues:

- ❖ The respondents participated voluntarily in the study. The researcher informed participants of the purpose of the study and ensured that they participated voluntarily.
- ❖ The researcher sought informed consent from the respondents before providing them with the questionnaires.
- ❖ The researcher assured the participants of the confidentiality of their responses. A letter from the institution was attached, assuring participants that the information provided will be held confidential. Anonymity of the respondents was ensured by the exclusion of any requests for identifying personal details within the construct of the questionnaire.
- ❖ The researcher also explained the benefits of the study to the participants and assured them that, the information was needed for academic purposes only.
- ❖ Permission was sought from the owners of the B&Bs
- ❖ The researcher also got ethical clearance from the institution where she is a student.

3.10 CONCLUSION

This chapter discussed the research methodology of the study. In summary, the study adopted a positivist paradigm, specifically, a quantitative research approach. Questionnaires were used to collect data and the Structural Equation Model was used for analysis. The chapter also presented the ethical issues that the researcher adhered to. The next chapter will present analysis, interpretation and discussion of research results.

CHAPTER 4: ANALYSIS, INTERPRETATION AND DISCUSSION OF RESULTS

4.1 INTRODUCTION

In Chapter 3, there was clarification of the methods and processes used to conduct this study. The chapter outlined and explained the research paradigm, the approach, design, population, sampling, how data was collected and analysed. The present chapter presents the results, their interpretation in line with the objectives, hypotheses and discussions.

To recap, the main objective of this study was to determine the impact of selected individual and organisational factors on intention to quit among B&B employees. To determine the afore-mentioned, the results of the analysis done on the bases of the collected data are presented below.

4.2 DESCRIPTIVE ANALYSIS

The descriptive statistics and demographic information of respondents are displayed below to give an overview of the sample under study.

4.2.1 Response rate

Although the determined sample size for the study was 144, the researcher distributed 172 questionnaires among the B&Bs and 169 were returned, which represented a 98% return rate. Malo (2015) cautions that a response rate below 50% represents a minority, which indicates that an entirely incorrect generalisation of the population may be obtained, therefore, the response rate for this study (98%) was found to be acceptable enough to carry out further analysis.

4.2.2 Demographic information

Table 4.1 below summarises the demographic information of the respondents. The results show a total sample of 169 respondents who completed the questionnaire. The selected demographic factors in this study, that is, gender, age, race, position, and the number of years employed in the organisation, are based on literature, which indicates that these factors play a major role in determining intention to quit among employees (Olabimitan, Ilevbare & Aluasa, 2012).

Table 4. 1: Demographic information of respondents

	Frequency	Valid percentage
Gender		
Female	142	84,5
Male	26	15,5
Total	169	100,0
Racial group		
Black	164	97,0
Coloured	5	3,0
Total	169	100,0
Age group		
20 Year and Under	10	5,9
20-25	33	19,5
25-30	39	23,1
30-35	42	24,9
35-40	26	15,4
40 years or over	19	11,2
Total	169	100,0
Work position		
Manager	4	2,4
Receptionist	59	34,9
Housekeeping	95	56,2
Gardner	11	6,5
Total	169	100,0
Years working in the organisation		
Less than 1 year	19	11,2
1-2 years	48	28,4
3-4 years	67	39,6
5-6 years	30	17,8
7 years or more	5	3,0
Total	169	100,0

The results in Table 4.1 show that the majority of the respondents who participated in this study were females (84.5%). This finding is supported by Brownell (2008) who asserts that, the hospitality industry usually employs more females than males.

Similarly, Meek and Sullivan (2012); and Goffi, Larsen, Rand, Schmid, and Keil (2014) opine that, the hospitality industry and other accommodation establishments such as B&Bs are major employers of women. This therefore, supports why more females participated in this study, than males.

With regards to the racial group, only two racial groups participated (black and coloured). The results indicate that, there were more blacks (97%) while the coloured racial group was 3%. The reason for these statistics could be that, within the hospitality industry in South Africa, there are fewer blacks and coloured in key leadership positions compared to whites, particularly in the accommodation sector (Costen, Cliath & Woods, 2008). Rather, the black and coloured racial groups are dominant in the house-keeping departments and other lower level positions within the industry (Costen *et al.*, 2008), hence, 56.2% of the sample were housekeepers. In addition, the present study focused on employees in B&Bs rather than owners, hence the indicated racial statistics. The results also indicate that; the highest age category of participants was 30 -35.

Regarding work experience, the results revealed that, 39.6% of the sample had the highest level of experience, that is, 3-4 years. Maden (2014) testifies that the length of service in a specific job might be influenced by employees' attitudes towards their organisation. Those with 1-2 years were 28.4%. Maden (2014) argues that, shorter tenured employees (those with less years of work experience) may feel more satisfied than long-tenured employees (those with more years of experience). It can be suggested that, employees with less work experience are less likely to intend quitting, compared to those with more years of experience, however, a study by Karatepe and Karatepe (2010) reveals contrary results. In their study, Karatepe and Karatepe (2010) found that long-tenured employees in service jobs might establish stronger bonds with their jobs and organisations, which makes it difficult for them to leave their jobs, even if their job-related needs/desires are not fulfilled.

4.3 EXPLORATORY FACTOR ANALYSIS

Factor analysis operates on the notion that, measurable and observable variables can be reduced to fewer latent variables that share a common variance and are unobservable, which is known as 'reducing dimensionality' (Bartholomew, Knott, and Moustaki, 2011). Exploratory factor analysis is used when a researcher wants to

discover the number of factors influencing variables and to analyse which variables 'go together' (Yong and Pearce (2013). In the present study, the exploratory factor analysis was performed to test the structure of the three main constructs involved in the study (Organisational factors, Individual factors, and Intention to quit). Such an analysis allowed the researcher to empirically assess the validity of the scales used. The Kaiser – Meyer – Olkin (KMO) measure was calculated to ensure that the sample was adequate for factor analysis. Glen (2016) note that the Kaiser-Meyer-Olkin (KMO) test is a measure of how suited data is for Factor Analysis. The test measures sampling adequacy for each variable in the model and for the complete model (Glen, 2016).

Table 4. 2: KMOS and Bartlett’s Test Results

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,871
Bartlett's Test of Sphericity	Approx. Chi-Square	16200,907
	Df	5886
	Sig.	0,000

As indicated in Table 4.2, the suitability of the data was supported because the KMO value (0.871) was superior to the threshold of 0.6; and Bartlett's Test of Sphericity is significant ($p < 0.001$) (Pallant, 2010). KMO and Bartlett's Test of Sphericity confirmed that the data was suitable for the factor analysis.

After ascertaining the suitability of the data for factor analysis, a principal component analysis, using the VARIMAX method was used to extract the factors with an Eigen value above 1, however, the analysis showed poor results. The items were not loading well (most of them had an Eigen value below .1) into the factors as indicated in tables below:

Table 4. 3: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	40,233	36,911	36,911	40,233	36,911	36,911	39,537	36,272	36,272
2	6,324	5,802	42,713	6,324	5,802	42,713	3,641	3,341	39,613
3	3,769	3,458	46,171	3,769	3,458	46,171	3,208	2,943	42,556
4	2,928	2,686	48,858	2,928	2,686	48,858	2,839	2,604	45,160
5	2,537	2,327	51,185	2,537	2,327	51,185	2,088	1,916	47,076
6	2,170	1,991	53,175	2,170	1,991	53,175	2,008	1,842	48,918
7	2,028	1,861	55,036	2,028	1,861	55,036	1,945	1,784	50,703
8	1,942	1,782	56,818	1,942	1,782	56,818	1,943	1,783	52,486
9	1,868	1,714	58,531	1,868	1,714	58,531	1,883	1,728	54,213
10	1,825	1,674	60,205	1,825	1,674	60,205	1,881	1,726	55,939
11	1,664	1,527	61,732	1,664	1,527	61,732	1,877	1,722	57,661
12	1,489	1,366	63,099	1,489	1,366	63,099	1,801	1,652	59,313
13	1,412	1,295	64,394	1,412	1,295	64,394	1,784	1,637	60,950
14	1,401	1,286	65,680	1,401	1,286	65,680	1,781	1,634	62,584
15	1,302	1,195	66,874	1,302	1,195	66,874	1,689	1,549	64,133
16	1,271	1,166	68,040	1,271	1,166	68,040	1,610	1,477	65,610
17	1,238	1,136	69,177	1,238	1,136	69,177	1,598	1,466	67,076
18	1,216	1,115	70,292	1,216	1,115	70,292	1,565	1,435	68,512
19	1,188	1,090	71,382	1,188	1,090	71,382	1,538	1,411	69,923
20	1,122	1,030	72,412	1,122	1,030	72,412	1,488	1,365	71,287
21	1,095	1,005	73,417	1,095	1,005	73,417	1,475	1,353	72,641
22	1,065	0,977	74,393	1,065	0,977	74,393	1,469	1,348	73,988
23	1,022	0,937	75,331	1,022	0,937	75,331	1,463	1,343	75,331

Extraction Method: Principal Component Analysis.

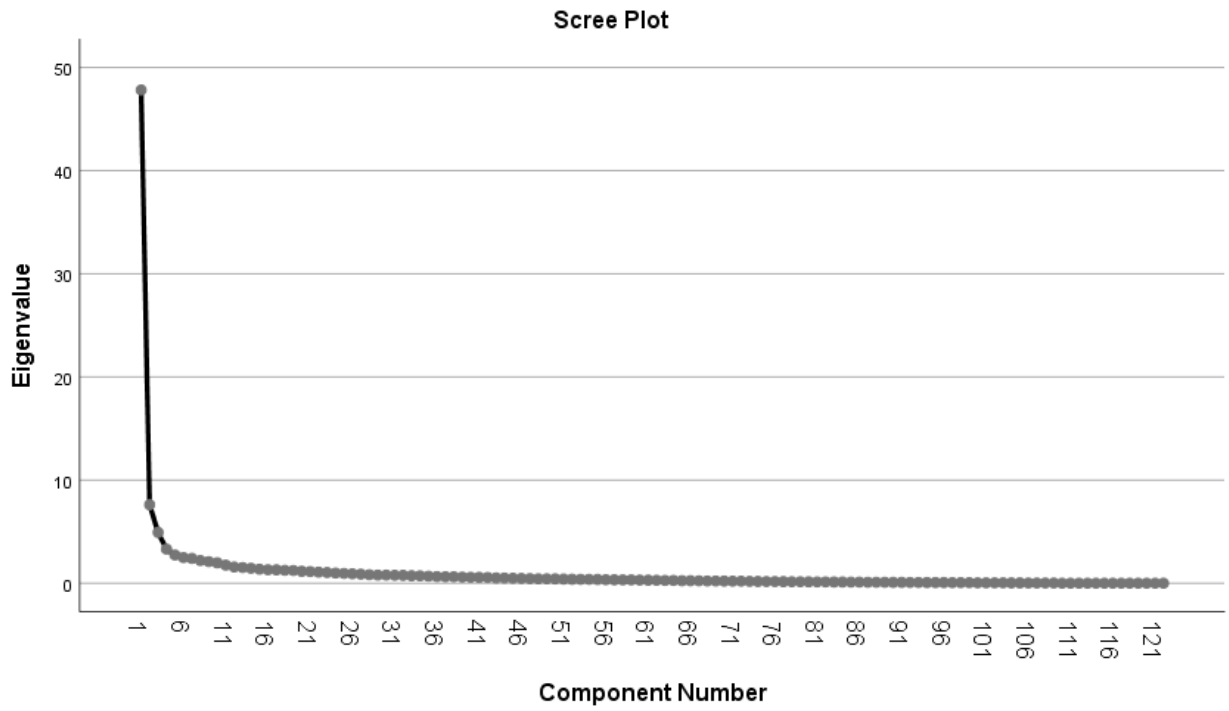


Figure 4. 1: Scree Plot

Table 4. 4: Rotated Component Matrix

NB:

AO- Advancement Opportunities
 CWR-Co-Worker Relationships
 OS- Organisational Structure
 SS- Supervisor Support
 WI- Work Itself

CC- Continuance Commitment
 JS- Job Stress
 ITQ- Intention to quit
 NC- Normative Commitment
 AC-Affective Commitment

CM- Compensation Management
 QWE- Quality of Work Environment
 PM- Performance Management
 RCT- Recruitment

	Component										
	1	2	3	4	5	6	7	8	9	10	11
WI1	0,765										
WI2	0,780										
WI3	0,657										0,319
WI4	0,780										
WI5	0,704										
WI6	0,791										
AO1	0,734										
AO2	0,764										
AO3	0,695										
AO4	0,741										
AO5	0,751										
PAY1	0,822										
PAY2	0,786										
PAY3	0,761										
PAY4	0,776										
PAY5	0,648										
SS1	0,684										
SS2	0,695										

SS3	0,75 2										
SS4	0,69 2								0,33 5		
CWR 1	0,68 0										
CWR 2											
CWR 3	0,69 4										
CWR 4	0,64 9										
CWR 5	0,71 3										
CWR 6	0,61 1										
AC1	0,74 4										
AC2	0,73 8										
AC3	0,74 0										
AC4	0,73 6										
AC5	0,39 5										
AC6	0,73 3										
CC1	- 0,54 5										0,48 9
CC2	- 0,57 7										0,53 0
CC3	- 0,33 5										
CC4	- 0,38 9										
CC5	- 0,44 3										
CC6	- 0,66 6										0,37 6
NC1		0,81 8									

NC2		0,73 7									
NC3	0,32 5	0,70 6									
NC4	0,41 8	0,70 7									
NC5		0,71 3									
NC6		0,64 0									
JS1	- 0,61 4					0,53 0					
JS2	- 0,62 8					0,58 4					
JS3	- 0,55 1					0,30 8					
JS4	- 0,59 1										
JS5	- 0,45 8										
JS6	- 0,63 6										
JS7	- 0,59 4										
JS8	- 0,55 8										
JS9	- 0,55 6										
JS10	- 0,59 8								0,33 3		
JS11	- 0,54 5								0,55 3		
JS12	- 0,55 6								0,39 9		

JS13	- 0,57 9										
JS14	- 0,40 9										
JS15	- 0,69 5										
RCT1	0,46 7			0,69 3							
RCT2	0,36 7			0,73 0							
RCT3	0,30 0			0,60 6							
RCT4			0,35 3	0,34 6							
RCT5	0,46 9			0,40 3							
CM1	0,72 5										
CM2	0,74 9										
CM3	0,74 7										
CM4	0,76 3										
PM1	0,68 9										
PM2	0,70 3										
PM3	0,59 0										
PM4	0,43 8										
PM5	0,54 2										
QWE 1	0,42 8				0,63 0						
QWE 2	0,44 5				0,59 6						
QWE 3	0,48 7			0,32 2	0,42 0						
QWE 4	0,73 3										
QWE 5	0,49 5			0,35 3							
OS1	0,65									0,45	

	2									0	
OS2	0,64 2							0,37 7		0,31 7	
OS3	0,67 6									0,34 5	
OS4	0,69 7										
OS5	0,67 9										
OS6	0,44 8							0,30 1			
OS7	0,51 6							0,46 6			
OS8	0,33 5							0,73 7			
OS9	0,47 3									0,57 8	
OS10	0,53 0							0,51 5		0,33 5	
OS11	0,45 8							0,66 0			
OS12	0,36 8							0,63 9			
OS13			0,60 9					0,37 0			
OS14			0,62 0								
OS15	0,62 7										
OS16	0,37 1		0,72 5								
OS17			0,83 0								
ITQ1	0,86 0										
ITQ2	0,59 5										
ITQ3	0,72 2										
ITQ4	0,64 5										
ITQ5	0,61 2										
ITQ6											
ITQ7	0,68 4										

ITQ8	0,65 7											
ITQ9	0,34 4											
ITQ10	0,58 2											
ITQ11	0,61 7											
ITQ12	0,70 5											
ITQ13	0,73 6											
ITQ14	0,78 3											

Table 4. 5: Rotated Component Matrix

	Component											
	12	13	14	15	16	17	18	19	20	21	22	23
WI1												
WI2												
WI3												
WI4												
WI5												
WI6												
AO1												
AO2												
AO3												
AO4												
AO5												
PAY1												
PAY2												
PAY3												
PAY4												
PAY5									0,425			
SS1												
SS2							0,344					
SS3												
SS4							0,303					
CWR1		0,390										

CWR2		0,786										
CWR3		0,323										
CWR4												
CWR5												
CWR6		0,329										
AC1												
AC2												
AC3												
AC4												
AC5	0,748											
AC6												
CC1												
CC2												
CC3				0,712								
CC4				0,570								
CC5						0,700						
CC6												
NC1												
NC2												
NC3												
NC4												
NC5												
NC6												
JS1												
JS2												
JS3												
JS4										0,303		
JS5										0,648		
JS6												
JS7					0,310							
JS8					0,528							
JS9					0,471							
JS10												
JS11												
JS12			-0,315									
JS13												
JS14								-0,498				
JS15												
RCT1												
RCT2												

OS17												
ITQ1												
ITQ2												
ITQ3												
ITQ4											0,445	
ITQ5											0,502	
ITQ6										0,817		
ITQ7												
ITQ8												
ITQ9									-0,665			
ITQ10												
ITQ11												
ITQ12												
ITQ13									-0,348			
ITQ14												
Extraction Method: Principal Component Analysis. Rotation Method: Quartimax with Kaiser Normalization.												
a. Rotation converged in 30 iterations.												

After presenting the EFA as indicated above, two measurement models (initial and refined) were examined as indicated in the next section.

4.4 MODEL FIT INDICES

Before examining the model fit indices of the final measurement model, a univariate normality test was conducted to confirm whether the model could be estimated using the maximum likelihood method (Byrne, 2010). The results are indicated below.

4.4.1 Normality test

A normality test is a statistical process used to determine if a sample or any group of data fits a standard normal distribution (Ghasemi and Zahediasl, 2012). A normality test can be performed mathematically or graphically. Table 4.6 below presents the normality test results for the study:

Table 4. 6: Assessment of Univariate Normality

	Skewness	Kurtosis
RCT1	-0,528	-0,551
QWE2	-0,144	-1,087
OS3	0,391	-0,989
CM4	0,701	-1,028
PM5	0,145	-1,284
Job_Sat1	0,576	-1,002
Aff_Cmm2	1,063	2,306
ITQ1	0,426	-1,385
ITQ2	-0,041	-1,275
ITQ3	0,721	-0,737
ITQ4	0,056	-1,587
ITQ7	0,755	-0,992
ITQ8	0,041	-1,345
ITQ10	0,638	-0,886
ITQ11	0,266	-1,432
ITQ12	0,356	-1,190
ITQ13	0,239	-1,392
ITQ14	0,466	-1,379

Table 4.6 above indicates Skewness and Kurtosis coefficients of all the items appearing in the final model. Generally, the value for skewness and kurtosis between -2 and +2 are considered acceptable to prove normal univariate distribution (George and Mallery, 2010). The table shows that, the results will not be affected by the non-normality distribution of data for all items used to measure the constructs, as most of their coefficients belong to the interval [-2 and +2]. Since the normality is supported, the maximum likelihood method was confidently used to assess the model fit of the final model as indicated in Figure 4.2 below.

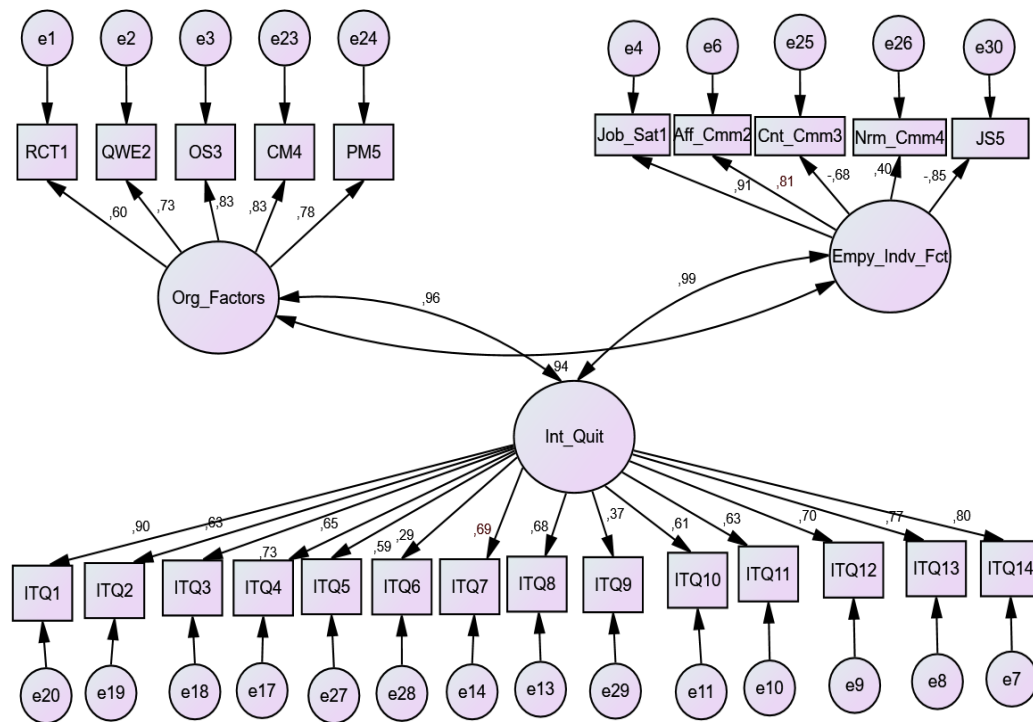


Figure 4. 2: Unimproved (initial) Measurement Model

The model presented in Figure 4.2 is the measurement model before refinement; its Chi-square is equal to 568,798, its p value < 0.001 (significant) and its $df=249$. Although this initial model suggests a significant Chi-square, there was a need to further examine model fit indices before concluding on the model. The fact that the Chi-square is very sensitive to the sample size is the reason most Chi-square of large samples are often significant (Hair, Black, Babin, and Anderson, 2014).

The summary of the model fit indices presented in Table 4.7 (below) indicates a slightly poor fit on the initial model, meaning some amendments needed to be done to improve this model fit. A close diagnosis of the modification indices and the standardised residual covariance matrix retrieved from the IBM AMOS outputs, suggested that some items should be deleted to improve the model fit indices. Item *Continuous Commitment 1* was, therefore, deleted because of its high Standardised residual covariance coefficients (above $|2.4|$); the items *Normative Commitment 4*, *Job Stress 5*, *Intention to Quit 5*, *Intention to Quit 6*, and *Intention to Quit 9* were also deleted because of their low factor loadings (below 0.5).

Two inter-item correlations pertaining to the same construct were added to improve the model fit using the IBM AMOS function “modification indices” (Hair *et al.*, 2014). The addition of the inter-item correlations reduced the measurement error and improved the internal consistency of items (Ford, MacCallum, and Tait., 1986) which in turn also enhanced the model fit. Following the amendments aforementioned, a final measurement model was designed. Figure 4.3 below presents the final measurement model:

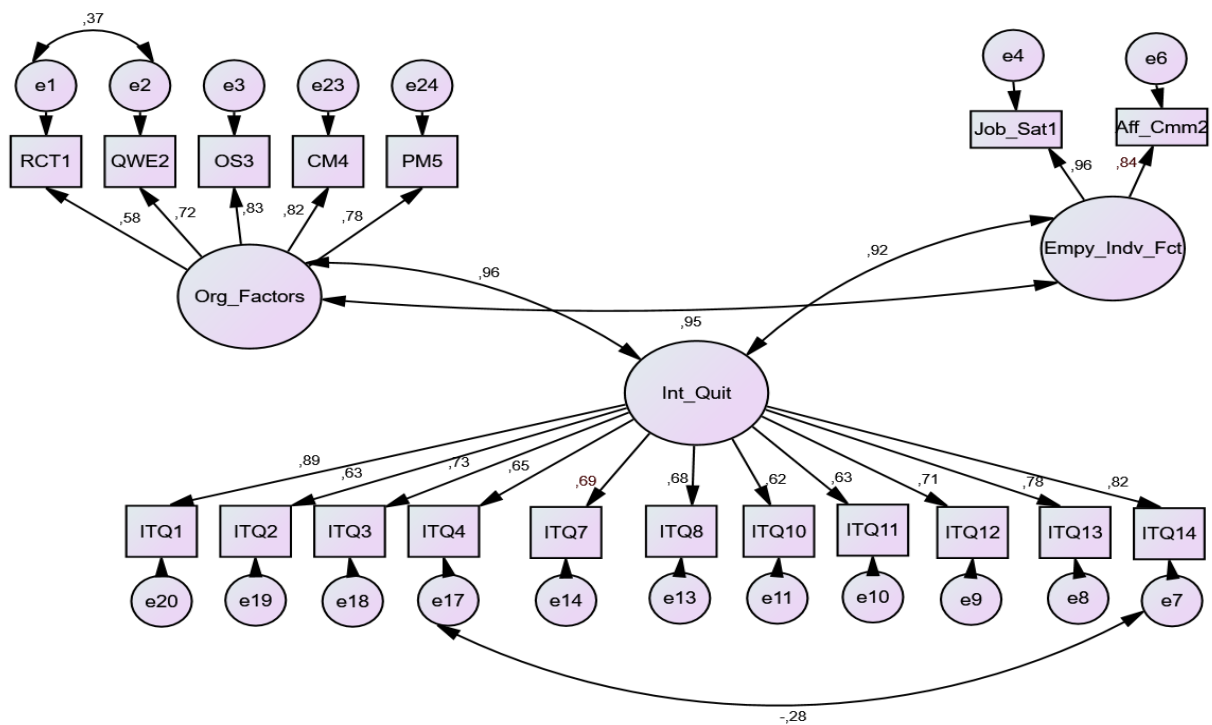


Figure 4. 3: The final measurement model

The final measurement model (Figure 4.3) indicates a significant and lower Chi-square ($\chi^2 = 242,110$; p value= 000; $df = 130$) which implies that, this later version of the model is more improved than the initial measurement model (Figure 4.2). The model fit indices of the final model are provided in Table 4.7.

Table 4. 7: Summary of model fit Indices

Fit Indicator	Threshold adapted from Hair <i>et al.</i> (2014: 579-580)	Initial measurement model	Final measurement model
CMIN/DF (Chi-square/degree of freedom)	Less than 3 (good) Between [3-5] (acceptable) Above 5 (bad)	2.284	1.862
RMSEA (Root Mean Square Error of Approximation)	Less than .05 (good) Between [.06 and .08] (acceptable) Above .1 (bad)	0.087	0.072
NFI (Normed Fit Index)	Less than .80 (bad) Between [.80-.90] (acceptable) Above .90 (good)	0.809	0.894
CFI (Comparative Fit Index)	Less than .90 (bad) Above .90 (good)	0.881	0.947
TLI (Tucker Lewis Index)	Less than .80 (bad) Between [.80-.90] (acceptable) Above .90 (good)	0.869	0.938
GFI (Goodness-Of-Fit-Index)	Less than .80 (bad) Between [.80-.90] (acceptable) Above .90 (good)	0.748	0.854
AGFI (Adjusted Goodness-Of-Fit-Index)	Less than .80 (bad) Above .80 (good)	0.697	0.808

Table 4.7 represents a summary of the model fit indices of both the initial and final measurement models. The first column of Table 4.7 presents the thresholds of the model fit indices commonly reported in SEM studies. These model fit indices are simply different ways (formula) of calculating the model fit. Table 4.7, illustrates the model fit indices of the final measurement model are better than the initial model, therefore, the final measurement model can be interpreted (Figure 4.3).

4.4.2 How does one interpret the final measurement model?

The bigger circles represent the latent variables also called “constructs”; for example, in the final measurement model above, there are three latent variables, namely, Organisational factors, Individual factors, and Intention to quit. Intention to quit, for example, had 14 items but only 11 items were kept in the model because of

validity concerns. All the items represented in the final measurement model (Figure 4.3) are presumed to be valid in the context of this study; this validity will be further confirmed through the reliability and validity assessment presented in Table 4.8.

The contribution of each item in the construct is indicated by its factor loading; any factor loading above 0.5 is acceptable, while anything below .5 indicates a poor measure. For example, the factor loading of the item Performance Management (PM) is 0.78, meaning, item PM measures Organisational factor at 78% (0.78×100). Since there is always a margin of error when measuring abstract constructs, IBM AMOS always associates an error term with each item. In the case of Intention to quit, for example, e20 is the error term of the item ITQ1.

The coefficient values of double-headed arrows indicate the bivariate correlation coefficients between latent variables. For example, the correlation coefficient between Organisational factors and Individual factors is 0.95; meaning when one of these two variables increases by 1 standard deviation, the other variable also increases by 95% of its own standard deviation. All these correlations are statistically significant at 99% confidence interval.

4.5 RELIABILITY ANALYSIS, CONVERGENT AND DISCRIMINANT VALIDITY ASSESSMENT

The final measurement model illustrated in Figure 4.3 is considered as the graphical evidence of convergent and discriminant validity. On the graph above, it can be observed that all the factor loadings are above .5; this suggests a convergent validity of all the items. The moderate level of correlations above .8 suggests a discriminant validity concern of all three latent variables. Further robust statistical evidence is provided in Table 4.8 below, to establish the validity of all the research instruments used in the study.

Cronbach's alpha was used to measure the internal consistency of various constructs. Composite reliability (CR) was also provided to make the reliability analysis more robust. The cut-off value of both the Cronbach's alpha and composite reliability is 0.7 although 0.6 is sometimes permissible (Field, 2013). As recommended by Hair *et al.* (2014), convergent validity can be assessed by using both the factor loadings and the Average Variance Extracted (AVE) (both values are expected to be above 0.5).

Table 4. 8: Reliability and Validity Assessment

Constructs	Items	Factor loadings	P-value	Cronbach's Alpha	CR	AVE	Final number of items and initials
Organisational factors	RCT	.58	***	.948	.864	.564	5(5)
	QWE	.73	***				
	OS	.83	***				
	CM	.82	***				
	PM	.78	***				
Employee individual factors	Job_Sat	.96	***	.971	.895	.811	2(5)
	Aff_Cmm	.84	***				
Intention to quit	ITQ1	.89	***	.919	.919	.512	11(14)
	ITQ2	.63	***				
	ITQ3	.73	***				
	ITQ4	.65	***				
	ITQ7	.69	***				
	ITQ8	.68	***				
	ITQ10	.62	***				
	ITQ11	.63	***				
	ITQ12	.71	***				
	ITQ13	.78	***				
	ITQ14	.82	***				

Notes:

***: significance at 0.01 level.

CR= composite reliability; AVE: Average variance extracted

In Table 4.8 above, the overall result indicates a good reliability of all the scales involved in this study as Cronbach alphas and composite reliability coefficients are both above 0.7 (Bagozzi and Yi, 1988). The Table shows that the factor loadings of all constructs are all above the recommended threshold of 0.5 (Fields, 2013). Similarly, the AVEs of all constructs are also above the required cut-off of 0.5 (Hair *et al.*, 2014).

All the above estimates statistically confirm that there is convergent validity of all the items in the final measurement model. This means that all the items selected are good measures of their respective constructs. The statistical evidence of discriminant validity is assessed and discussed through the matrix of correlations and AVE square root coefficients as indicated in Table 4.9.

Table 4. 9: Correlation & Square root of AVEs Matrix

	Organisational Factors	Intention to quit	Employee individual Factors
Organisation Factors	0,751		
Intention quit	0,959	0,716	
Employee individual Factors	0,946	0,923	0,901

Discriminant validity is assessed through a comparison between the square root of the AVE estimates and the highest inter-construct correlation of the specific construct (Malhotra *et al.*, 2017). The square root of the AVE is expected to be above all the inter-construct correlation values. According to Table 4.9, there is a discriminant validity concern in the final measurement model for all constructs (**Organisational factors, Intention to quit, and Individual factors**). It can therefore be seen as a limitation of this study.

4.6 STRUCTURAL MODEL

The structural model was tested using the maximum likelihood performed with AMOS 25. Schumacker and Lomax (2010) explain that a structural model examines

whether one variable has an effect on another, by looking directly at the relationship between the two. The structural model for the study is presented below:

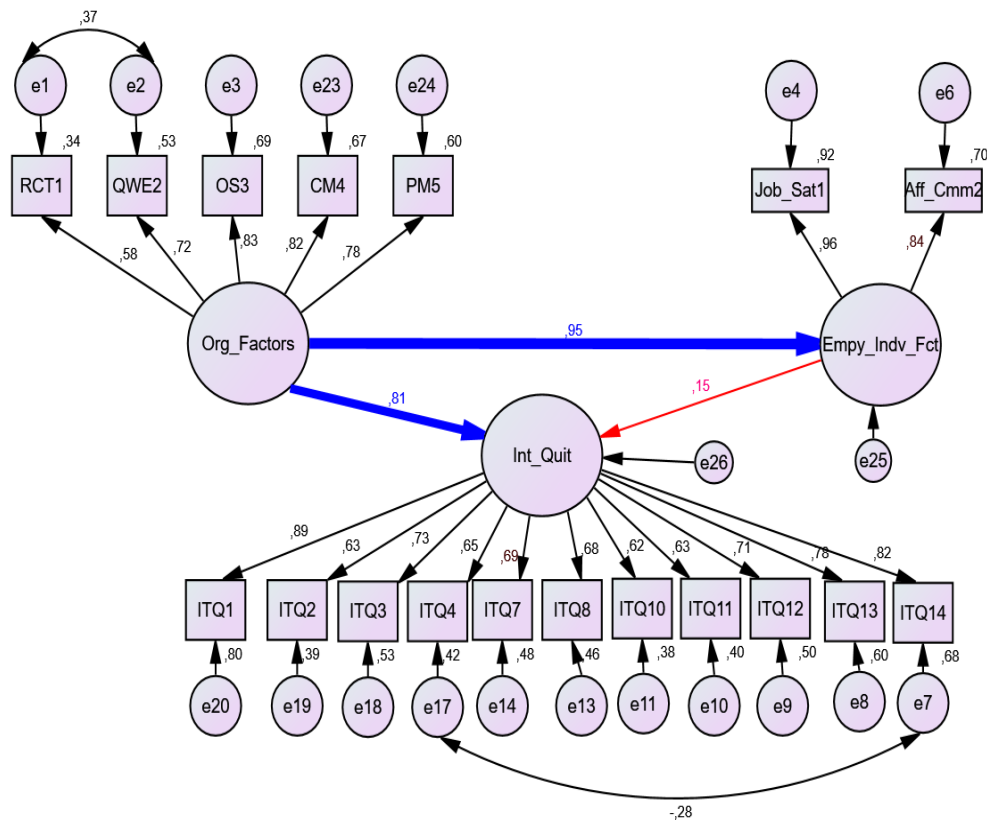


Figure 4. 4: Structural Model

The structural model (Chi-square =242,110; p value= .000; df=130) displayed satisfactory fit indices: (CMIN/DF=1,862; (Goodness of fit Index) GFI =,854; (Adjusted Goodness of Fit Index) AGFI=,808; (Tucker-Lewis Index) TLI =,938; (Comparative Fit Index) CFI = ,947, (Normed Fit Index) NFI =,894, (Root Mean Square Error of Approximation) RMSEA =,072. It can, hence, be concluded that the structural model fits the data satisfactorily; therefore, the structural model (Figure 4.4) can be used with confidence to examine the research hypotheses of the study.

4.7 HYPOTHESES TESTING

The study tested hypotheses in relation to whether selected individual and organisational factors have an influence in determining intention to quit among B&B employees in Thabo Mofutsanyane District. Regression analysis was used to determine the impact of the independent variables of the study on the dependent variables. The results are presented in Table 4.10 below.

4.7.1 Regression Weights

The model revealed that the model explains up to 92.2% of the Intention to Quit and 89.4% of the Individual Factors. The details of the impact of each independent variable are provided in the Table below.

Table 4. 10: Regression Weights

Dependent variables		Independent variables	Estimate	p-value
Empy_Indv_Fct	<--	Org_Factors	.946	***
Int_Quit	<-	Empy_Indv_Fct	.153	0,495
Int_Quit	<--	Org_Factors	.814	0,001

***: significance at 0.01 level.

Table 4.10 shows that, all of the employee individual factors did not have a significant effect on intention to quit ($\beta = .495$, $p > .05$). This means improving of the employee individual factors does not translate into Intention to quit. The specific hypotheses of interest factors were:

Hypothesis 1: Job satisfaction has a significant positive impact on intention to quit

In this study, results revealed that job satisfaction does not have an influence on intention to quit, although a number of research studies (Wang, 2017; Santa-Cruz, Lopez-Guzman & Sanchez, 2013) on intention to quit found job satisfaction as one of the major factors that have a positive significant influence on intention to quit, particularly, in the hospitality industry; the present study however obtained contrary results. It was, thus, revealed in this study, that job satisfaction has no influence on employees' intention to quit B&B establishments.

Most studies that investigated the impact of job satisfaction on intention to quit have been conducted among large hospitality organisations, such as hotels. A study by Sangaran and Jeetesh (2015), for example, was conducted among hotel employees, and it was found that intention to quit occurs when there is dissatisfaction in the job.

However, the present study's results are similar to Holston-Okae (2017), who found that within the hospitality industry, job satisfaction correlates inversely with employee intention to quit to a statistically significant degree. In view of this, hypothesis 1 was, therefore, rejected.

Hypothesis 2: Organisational commitment has a significant positive influence on intention to quit.

The present study found that all aspects (Affective, Continuance and Normative) of organisational commitment have no significant positive influence on intention to quit. This is contrary to most studies (Fisher, McPhail & Menghetti, 2010; Basak *et al.*, 2013) that have found that organisational commitment is one of the major factors that influence intention to quit, especially among employees in the hospitality industry. Johansson (2016) reveals that in most small businesses, lack of organisational commitment is one of the factors that cause intention to quit among employees, however, this research found that lack of organisational commitment does not influence employees' decisions to quit in small accommodation businesses, such as B&Bs. Thus, hypothesis 2 was rejected.

Hypothesis 3: Job stress has significant positive influence on intention to quit

The analysis of this study revealed that job stress is not associated with intention to quit among B&B employees. These findings are contrary to a study by Hang-yue, Foley and Loi (2015), which found that job stress exerts a significant positive effect on intention to quit. This also opposes a number of studies (Kristensen Hannerz & Tuchsén, 2012; Cleveland *et al.*, 2007) that reveal that hospitality work can be stressful, and therefore leads to increased intention to quit among employees. The conclusion is that, because B&Bs are smaller than other accommodation establishments, such as hotels, they might not experience the same workload, and the work environment might be different from that of hotels. Consequently, employees do not develop quitting intentions that result from job stress. Therefore, hypothesis 3 was also rejected.

The regression results in Table 4.10 also show that, organisational factors had a positive and significant effect on intention to quit ($\beta = .814$, $p < .05$). This means that, when any of the organisational factors goes up by 1 standard deviation, there are

99% of chances that intention to quit also goes up by .814 of its own standard deviation. The specific hypotheses relating to specific factors were:

Hypothesis 4: Human resource practices have a significant positive influence on intention to quit

The current study found that selected human resources practices have a significant positive influence on intention to quit among B&B employees. Studies by AlBattat *et al.*, (2014) and Lee & Chao, (2013) show that, within the hospitality industry, human resources practices such as compensation, performance management and recruitment can affect employee outcomes, such as intention to quit. With others, satisfactory compensation was found to reduce intention to quit and lead to employee retention (Pohler & Schmidt, 2015). Kuria, Odingi and Wanderi (2012) add that, employees who perceive their organisation to be in poor financial condition and they do not receive their desired compensation may anticipate future layoffs and may preemptively leave. In line with this discussion, hypothesis 4 was therefore, accepted.

Hypothesis 5: The quality of work environment has a significant positive influence on intention to quit

The statistically significant positive correlation between work environment and intention to quit in this study supports the conclusions previously reported by Robinson, Kralj, Solnet, Goh and Callan (2014) that a dynamic and interactive environment may lead to higher job satisfaction of the hospitality industries' employees and ultimately, employee retention, among other organisational benefits. Similarly, Hwang, Lee, Park, Chang, and Kim (2014) and Karatepe and Shahriari, (2014) noted that unfavorable perceptions of work environments lead to negative workplace outcomes, including turnover, while meaningful working environments deter intention to quit in a variety of job contexts. Accordingly, hypothesis 5 was accepted.

Hypothesis 6: Organisational structure has a significant positive influence on intention to quit

It was found in this study, that organisational structure has an impact on intention to quit. Organisations that focus on a team-based approach rather than the typical

hierarchical structure retain their employees better (Dammen, 2011). The former organisations are often referred to as high performance organisations, that is, one that tries to bring out the best in individuals and create an exceptional capability to deliver high-end results (Shuaibi, 2010).

Cummings and Worley (2015) state that, high performance organisations include organisations that follow structures, such as the divisional and the process structures. Previous research by Dammen (2011) found that hospitality organisations that follow the divisional and process structures have reduced rates of intention to quit than those in the functional structure, therefore, this supports the findings of this study. In other words, how an organisation is structured and how it operates can determine B&B employees' intentions to quit or to remain with an organisation. Hence, hypothesis 6 was accepted.

Results also indicate that the variable, organisational factors has a positive and significant effect on employee individual factors ($\beta = .946$, $p < .05$). Meaning that, when any of the organisational factors goes up by 1 standard deviation, there are 99% chances that corresponding hypothesised individual factors also go up by .946 of its own standard deviation. The specific hypotheses with corresponding factors were:

Hypothesis 7: HR practices has a significant positive effect on job satisfaction

Selected human resources practices (compensation management, performance management and recruitment) in this study were found to be associated with job satisfaction. Phonsanam (2010) maintains that total compensation planning can help improve job satisfaction and increase employee retention, thus, hospitality organisations, such as B&Bs, might have to ensure that their compensation policies are satisfactory to employees. In addition, performance management plays a role which can motivate employees (Coleman, 2010). According to Coleman (2010); when an employee receives a high quality appraisal experience, they will tend to feel satisfied about their job and task given. Likewise, recruitment has a crucial role to play in ensuring worker performance and positive job satisfaction outcomes (Agoi, 2016). It is often claimed that recruitment of workers occurs not just to replace departing employees or add to a workforce but, rather, it aims to put in place workers who can perform at a high level and demonstrate commitment, thereby leading to

high level of job satisfaction (Ballantyne, 2014). In line with these findings, hypothesis 7 was accepted.

Hypothesis 8: Quality of work environment has a significant positive effect on organisational commitment

Quality of work environment was found to have an influence on organisational commitment among B&B employees. Tews, Michel and Allen (2014), maintain that internal work events and elements of the work environment shape employees' commitment to an organisation, which is consistent with the finding of a statistically significant relationship between work environment and organisational commitment, in this study.

The findings also support the notion that, working conditions have the most significant influence on organisational commitment among hospitality workforce (Ebrahim, 2014). Within the hospitality industry, employees' poor commitment to an organisation has also been linked to excess work, pressure of work, and difficult customers (Sims, 2007). It is, therefore, evident that the quality of work environment can lead to organisational commitment among B&B employees. Thus, hypothesis 8 was accepted.

Hypothesis 9: Organisational structure has a significant positive effect on job stress

The study showed strong positive statistical significance between organisational structure and overall job stress among B&B employees. These results support the conclusions of Dammen (2011), that employees in high performance organisations (those that follow the divisional, processed or decentralized structures) possessed greater levels of organisational trust than employees in traditional hierarchical organisations, thereby leading to reduced levels of stress.

It has also been acknowledged that, goals that traditional organisations (those following formalized and functional structures) tend to focus on are primarily how well the company is doing (business goals), whereas high performance organisations' goals tend to be more related to customer satisfaction, improving employee skills, as well as adapting to change within the workplace (Cumplings & Worley, 2015). The

latter results in reduced stress, and intention to quit is minimized. Therefore, hypothesis 9 was also accepted.

4.8 CONCLUSION

The aim of this chapter was to present and discuss the results obtained from the data analysis. The Structural Equation Model (SEM) was used to analyse data and to assess the hypothesised relationship between the study variables. The next chapter presents the conclusions as well as recommendations for future research.

CHAPTER 5: SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTON

The main objective of this study was to determine the impact of selected individual and organisational factors on intention to quit among B&B employees in Thabo Mofutsanyana District, South Africa. To achieve the main objective of this study, the following previously outlined questions were investigated:

1. What is the influence of job satisfaction on employees' intentions to quit B&B establishments in Thabo Mofutsanyana District?
2. What is the influence of organisational commitment on employees' intention to quit B&Bs in Thabo Mofutsanyana District?
3. What is the impact of job stress on intention to quit among employees in B&Bs in Thabo Mofutsanyana District?
4. What is the impact of HR practices on intention to quit among employees in B&Bs in Thabo Mofutsanyana District?
5. To what extent does the quality of work environment influence intention to quit among B&B employees in Thabo Mofutsanyana District?
6. What is the impact of organisational structure on intention to quit among employees in B&Bs in Thabo Mofutsanyana District?
7. What is the relationship between human resource practices and job satisfaction?
8. What is the relationship between quality of work environment and organisational commitment?
9. What is the relationship between organisational structure and job stress?

This chapter summarises the research findings in response to the proposed research questions and hypotheses. It also draws conclusions based on the summarised findings and then makes recommendations for future studies.

5.2 CONCLUSIONS BASED ON LITERATURE

A detailed literature review was conducted to form the theoretical premises for the study. For the purpose of this study, 'intention to quit' was defined as "an employee's conscious and deliberate willingness to leave an organisation, and it is regarded as the last in a sequence of withdrawal cognition" (Bothma & Roodt, 2012). From the literature, intention to quit was proven to be influenced by selected individual and organisational factors. These are job satisfaction, organisational commitment and job stress (individual factors) as well as quality of work environment, human resources practices and organisational structure (organisational factors). Studies in the literature have presented a significant relationship between the variables under study (Basak *et al.*, 2013; Albattat, Som & Helalat, 2013). It was also found in the literature that, high rate of intention to quit among employees could cause many negative consequences on the operation of an organisation. These include decreasing employee productivity, actual turnover and negatively affecting service delivery (Rothma & Roodt, 2013; Shamsuzzoha & Shumon, 2014; Gardner, 2009).

The literature further suggested that retention of employees should be a goal of every manager in any organisation. The theory of Strategic Human Resource Management, developed by Wright and McMahan (1992), posit that an organisation cannot compete in the market unless it adopts employee retention practices which cannot be imitated easily. This means that, employers should be concerned about how to propose employment practices that best meet employee expectations. Employee-retention strategies such as programmes in training and development of employees, leadership styles as well as satisfactory compensation were found to be effective in retaining hospitality employees.

5.3 CONCLUSIONS BASED ON RESEARCH HYPOTHESES

The Structural Equation Modelling technique was used to analyse the data by testing nine hypotheses. The results of each hypothesis are presented below as well as conclusions related to the results:

Hypothesis 1: *Job satisfaction has a significant positive impact on intention to quit*

In Chapter 4, results revealed that job satisfaction does not have an influence on intention to quit ($\beta = .495, p > .05$). It is therefore evident from the results that job

satisfaction and intention to quit are not related. This means that hypothesis 1 was rejected.

Hypothesis 2: *Organisational commitment has a significant positive influence on intention to quit*

The results in Table 4.9 showed that organisational commitment is not associated with intention to quit ($\beta = .495, p > .05$). This means that, organisational commitment does not have an impact on intention to quit among B&Bs' employees. In view of this finding, hypothesis 2 was also rejected

Hypothesis 3: *Job stress has a significant positive influence on intention to quit*

The analysis of this study revealed that job stress is not associated with intention to quit among B&B employees ($\beta = .495, p > .05$). This indicates that there was no relationship established between job stress and intention to quit. Thus, hypothesis 3 was, therefore, rejected.

Based on the above discussions, it is concluded that all individual factors (job satisfaction, organisational commitment and job stress) did not have a positive and significant influence on intention to quit.

Hypothesis 4: *Human resource practices have a significant positive influence on intention to quit*

The results, as indicated in Table 4.9, show that there was a significant correlation between human resource practices and intention to quit ($\beta = .814, p < .05$). This means that, human resource practices had a positive influence on intention to quit among B&B employees. Based on this evidence, hypothesis 4 was, therefore, not rejected.

Hypothesis 5: *The quality of work environment has a significant positive influence on intention to quit*

Correlation analysis showed a significant positive relationship between the quality of work environment and intention to quit ($\beta = .814, p < .05$). This confirms that the quality of work environment has an influence on intention to quit among B&B employees. Hypothesis 5 was, therefore, also not rejected.

Hypothesis 6: *Organisational structure has a significant positive influence on intention to quit*

Findings showed that there was a positive relationship between organisational structure and intention to quit ($\beta = .814, p < .05$). An organisation's structure was found to determine whether an employee intends to quit working in a B&B. In view of this, hypothesis 6 was not rejected.

Based upon these findings, the study concludes that all organisational factors (human resource practices, quality of work environment and organisational structure) have a positive significant influence on intention to quit among B&B employees. In other words, these selected factors are reasons why B&B employees develop intentions to quit.

Hypothesis 7: *HR practices have a significant positive effect on job satisfaction*

The study confirmed the relationship between human resource practices and job satisfaction ($\beta = .946, p < .05$). Human resource practices, thus, have an influence in determining job satisfaction among employees. Hypothesis 7, therefore, was not rejected.

Hypothesis 8: *Quality of work environment has a significant positive effect on organisational commitment*

Quality of work environment was found to have an influence on organisational commitment among B&B employees ($\beta = .946, p < .05$), therefore, if employees perceive their working environment as satisfactory, they are likely to be committed to the organisation. In line with this, hypothesis 8 was not rejected.

Hypothesis 9: *Organisational structure has a significant positive effect on job stress*

The study showed strong positive statistical significance between organisational structure and overall job stress among B&B employees ($\beta = .946, p < .05$). This means that, B&B employees believe that if an organisation is structured in a certain way, their stress levels can be minimised. Based on this evidence, hypothesis 9 was also not rejected.

In view of the above discussions, it is concluded in this study that, there is a positive and significant relationship between the selected individual and organisational factors. This indicates that organisational factors have an influence on individual factors.

5.4 RECOMMENDATIONS

Recommendations are made on the findings derived from the discussions in Chapter 4 and from the conclusions above.

5.4.1 Recommendations for practice

In Chapter 4, the study findings revealed that the selected organisational factors (human resource practices, quality of work environment and organisational structure) have a positive significant impact on intention to quit. It is, therefore, recommended that B&B owners put more focus on improving the organisational factors, so that, ultimately, they might be able to implement effective retention strategies and prevent intention to quit among employees.

It is also recommended that owners and managers of B&Bs conduct needs-analysis within their organisations to identify areas for improvement. This should prevent high rates of intention to quit.

5.4.2 Recommendations for future research

1. Future studies might consider conducting similar research in other districts within the Free State Province to ensure that the sample size is large enough to generalize the outcome.
2. The study made use of a quantitative research approach. Future studies may also include a qualitative research approach to provide more clarity, if needed.
3. Research shows that recently, the hospitality industry is recruiting employees at a young age (Generation Y). At the same time, it is also found that the young generation develops intentions to quit far more than the older generation. Further studies could also look at demographic factors, particularly age, as a factor influencing intention to quit among employees.

5.5 CONCLUSION

This chapter has presented the conclusions drawn from the study. It also provided recommendations that might be useful to B&Bs as well as recommendations for future research.

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ANNEXTURE A REQUEST TO CARRY OUT A STUDY

07 June 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam

Re: Request to carry out a study

This letter serves to confirm that Ms L Monyaki (student number: 212022091) is a Masters' student at the Central University of Technology, Free State. She is studying Masters in Human Resources Management.

Her study focuses on the impact of selected individual and organizational factors on intention to quit among employees working in small accommodation establishments (B&Bs, guesthouses and Lodges) in Thabo Mofutsanyana District, Free State, South Africa.

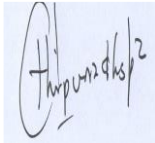
To complete the Masters' program, she has to obtain data from employees working in Lodges and B&Bs within the study area. We therefore request that you grant her permission to distribute the questionnaires among your employees.

The data collected might assist owners of small accommodation businesses to understand selected factors contributing to intention to quit among their employees. Such knowledge will contribute to the implementation of effective retention strategies.

For any queries, please contact Prof C Chipunza on Tel: 051 507
3224/3218 or email: cchipunza@cut.ac.za.

Thanking you in advance.

Yours faithfully



Professor Crispin Chipunza

ANNEXTURE B COVER LETTER

31 May 2018

Dear Participant

RE: REQUEST TO COMPLETE A QUESTIONNAIRE

My name is Lebohang Monyaki, a Masters' student at the Central University of Technology, Free State. I am carrying out a study to determine the impact of selected individual and organisational factors on intention to quit among employees working in small accommodation establishments in Thabo Mofutsanyana District, Free State, South Africa.

The data collected will help owners of small accommodation businesses to understand selected factors contributing to intention to quit among their employees. Such knowledge will contribute to the implementation of effective retention strategies.

I, therefore, request that you kindly take a few minutes of your time to complete the attached questionnaire. It will take you about 15-20 minutes to complete the questionnaire. Please respond to all items. Any information that is obtained from this study will remain confidential.

For further clarity, please contact my supervisor, Professor C Chipunza, on: 0611387325; Email: cchipunza@cut.ac.za

Thank you in advance.

Miss L.J Monyaki

ANNEXTURE C QUESTIONNAIRE

SECTION A: DEMOGRAPHIC PROFILE

Indicate your responses by marking the relevant option with an “X” in the boxes provided

1. Please indicate your age group

1	20 years or under
2	20-25 years
3	25-30 years
4	30-35 years
5	35-40 years
6	40 years or over

2. Please indicate your racial group

1	Black
2	White
3	Indian
4	Coloured
5	Other

If other, please specify your racial group:

3. Please indicate your gender

1	Female
2	Male

4. Please indicate your position at work

1	Owner
2	Manager
3	Frontline employees (receptionists)
4	Housekeeping: includes cleaning and kitchen staff
5	Gardeners

5. How long have you been working for this organisation?

1	Less than one year
2	1 to 2 years
3	3 to 4 years
4	5 to 6 years
5	7 years or more

SECTION B: INDIVIDUAL FACTORS

Below are listed items that may relate to your level of satisfaction or dissatisfaction as an employee. Please reflect on your position and rate your current satisfaction for each item.

Use the following rating scale and indicate your level of satisfaction by marking “X” in an appropriate box:

Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
1	2	3	4	5

B1: JOB SATISFACTION

Work itself

		Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
6	Challenging parts of my work	1	2	3	4	5
7	The amount of work I am responsible for	1	2	3	4	5
8	Working with different guests/customers	1	2	3	4	5
9	The hours I work per week	1	2	3	4	5
10	The amount of pressure I face when I am doing my work	1	2	3	4	5
11	My work schedule compared to that of my co-workers	1	2	3	4	5

Advancement opportunities

		Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
12	Recognition of career-growth needs by the organisation	1	2	3	4	5
13	Involvement in decision-making	1	2	3	4	5
14	Opportunities provided for growth within the organisation	1	2	3	4	5
15	Training provided to develop my skills	1	2	3	4	5
16	Opportunities for promotion	1	2	3	4	5

Pay

		Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
17	Pay increment offered by the organisation	1	2	3	4	5
18	Salary compared to other accommodation establishments (i.e. Hotels)	1	2	3	4	5
19	Method used to determine my salary	1	2	3	4	5
20	Current salary offered by the organisation	1	2	3	4	5
21	Opportunity to earn additional income	1	2	3	4	5

Supervision support

		Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
22	Recognition received from supervisor for good performance	1	2	3	4	5
23	Trust between myself and supervisor	1	2	3	4	5
24	Present job security	1	2	3	4	5
25	Day-to-day supervision given by supervisor	1	2	3	4	5

Co-worker relationships

		Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
26	Trust among co-workers	1	2	3	4	5
27	Level of respect among co-workers	1	2	3	4	5
28	Friendliness of co-workers	1	2	3	4	5
29	Teamwork among co-workers	1	2	3	4	5
30	Overall quality of relationships between myself and co-workers	1	2	3	4	5
31	Work-related communication among co-workers	1	2	3	4	5

B2: ORGANISATIONAL COMMITMENT

A number of statements are provided regarding your level of commitment. Use the following rating scale and indicate your level of agreement by marking "X" in an appropriate box:

Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
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Affective commitment

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
32	I would be very happy to spend the rest of my career with this organisation	1	2	3	4	5
33	I really feel as if this organisation's problems are my own	1	2	3	4	5
34	I feel a strong sense of "belonging" to my organisation	1	2	3	4	5
35	I feel "emotionally attached" to this organisation	1	2	3	4	5
36	I feel like "part of the family" at my organisation	1	2	3	4	5
37	This organisation has a great deal of personal meaning for me	1	2	3	4	5

Continuance commitment

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
38	Right now, staying with my organisation is a matter of necessity as much as desire	1	2	3	4	5
39	I feel that I have too few options to consider leaving this organisation	1	2	3	4	5
40	It would be very hard for me to leave my organisation right now, even if I wanted to	1	2	3	4	5
41	Too much of my life would be disrupted if I decided I wanted to leave my organisation now	1	2	3	4	5
42	If I had not already put so much of myself into this organisation, I might consider working elsewhere	1	2	3	4	5
43	One of the negative consequences of leaving this organisation would be the scarcity of available alternatives	1	2	3	4	5

Normative commitment

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
44	I feel obligated to remain with my current employer	1	2	3	4	5
45	Even if it were to my advantage, I do not feel it would be right to leave my organisation now	1	2	3	4	5
46	I would feel guilty if I left my organisation now	1	2	3	4	5
47	This organisation deserves my loyalty	1	2	3	4	5
48	I would not leave my organisation right now because I have a sense of obligation to the people in it	1	2	3	4	5
49	I owe a great deal to my organisation	1	2	3	4	5

B3: JOB STRESS

A number of statements are provided. Please indicate your level of agreement by marking an appropriate answer with an “X”

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
50	There is often conflict among employees in my organisation	1	2	3	4	5
51	There is often conflict among employees and the manager	1	2	3	4	5
52	I feel under a great deal of pressure	1	2	3	4	5
53	I feel the work assigned to me requires a lot of effort	1	2	3	4	5
54	My work environment is too demanding	1	2	3	4	5
55	Working long hours is exhausting	1	2	3	4	5
56	Shift work is exhausting	1	2	3	4	5
57	Dealing with different customers/guests can be too much to handle	1	2	3	4	5
58	I sometimes have to hide my actual feelings during my interaction with customers	1	2	3	4	5
59	Faking emotions negatively affects my job	1	2	3	4	5
60	I sometimes feel emotionally exhausted	1	2	3	4	5
61	I often feel anxious	1	2	3	4	5
62	I have unachievable deadlines	1	2	3	4	5
63	I get help and support I need from colleagues/supervisors	1	2	3	4	5
64	Relationships at work are tense	1	2	3	4	5

SECTION C: ORGANISATIONAL FACTORS

C1: HUMAN RESOURCE PRACTICES

A number of statements are provided. Please indicate your level of agreement by marking an appropriate answer with an “X”

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Recruitment						
65	My organisation places the right person into the right job	1	2	3	4	5
66	Applicants are informed about the qualifications required to perform the job before being hired	1	2	3	4	5
67	Interviews are conducted for placement of employees	1	2	3	4	5
68	There are processes followed to familiarize new recruits with the organisation	1	2	3	4	5
69	Selection system selects those who have the knowledge and skills desired by the organisation	1	2	3	4	5
Compensation management						
70	I am being paid enough for the work I do	1	2	3	4	5
71	I am satisfied with the benefits I receive	1	2	3	4	5
72	The existing compensation motivates me for better performance	1	2	3	4	5
73	My pay is equal to my skills and expectations	1	2	3	4	5
Performance management						
74	I receive proper feedback on how I am performing	1	2	3	4	5
75	I receive recognition from my manager for my good performance	1	2	3	4	5
76	Our performance goals are set at achievable levels.	1	2	3	4	5
77	Performance management system is clearly defined	1	2	3	4	5
78	I am satisfied with the current performance management system followed by the organisation	1	2	3	4	5

C2: QUALITY OF WORK ENVIRONMENT

A number of statements are provided. Please indicate your level of agreement by marking an appropriate answer with an “X”

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
79	My workplace is safe	1	2	3	4	5
80	I am aware of the dangers of my work environment	1	2	3	4	5
81	Company policies and procedures are clear to me	1	2	3	4	5
82	My work environment is free from stress	1	2	3	4	5
83	I am satisfied with my working conditions	1	2	3	4	5

C3: ORGANISATIONAL STRUCTURE

A number of statements are provided. Please indicate your level of agreement by marking an appropriate answer with an “X”

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
84	I feel a sense of responsibility in doing my work	1	2	3	4	5
85	I have control over some of the things at work	1	2	3	4	5
86	My organisation makes me feel empowered	1	2	3	4	5
87	My supervisors ask for my input in decisions that affect my work	1	2	3	4	5
88	I am encouraged to offer my opinion at work	1	2	3	4	5
89	I only work based on my supervisor's instructions	1	2	3	4	5
90	Organisational goals are only set by management	1	2	3	4	5
91	My supervisor allocates tasks to me	1	2	3	4	5
92	My supervisor often delegates authority to me	1	2	3	4	5
93	Our organisation provides employees with opportunities for learning new skills	1	2	3	4	5
94	Innovation is encouraged in my organisation	1	2	3	4	5
95	Our main priority is serving the needs of customers	1	2	3	4	5
96	Our customer-service skills are continuously enhanced	1	2	3	4	5
97	Building relationships with customers is important in our organisation	1	2	3	4	5
98	Employee involvement is encouraged within the organisation	1	2	3	4	5
99	We are regularly trained on how to deal with customers	1	2	3	4	5
100	We have a clear understanding of customer demands	1	2	3	4	5

SECTION D: INTENTION TO QUIT

This section measures your intention to quit. Please indicate your answer by marking “X” in an appropriate box.

Use the following rating scale:

Always 1	Mostly 2	Never 3
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		Always	Mostly	Never
101	I consider leaving my current job	1	2	3
102	My current job satisfies my personal needs	1	2	3
103	I scan newspapers and other forms of social media for job opportunities	1	2	3
104	Opportunities to achieve goals at my workplace are threatened	1	2	3
105	My most important needs at work are undermined	1	2	3
106	I day dream about a different job that will suit my personal needs	1	2	3
107	I will probably leave my current job, if I get another suitable offer	1	2	3
108	I look forward to another day at work	1	2	3
109	I think about opening my own business	1	2	3
110	Family responsibilities prevent me from leaving my current employer	1	2	3
111	My interests in social benefit schemes (pension, provident fund and medical aid) prevent me from leaving my current employer	1	2	3
112	I am emotionally troubled when arriving home from work	1	2	3
113	My current job affects my personal well-being	1	2	3
114	The trouble of relocating prevents me from leaving my current employer	1	2	3

Thank you for completing this questionnaire