

# **Original Research Article**

## **Compensation-Intention to Quit Nexus: A Structural Equation Approach**

### **Abstract**

**Purpose:** The aim of this study is to examine the effect of compensation packages on employees' intention to quit in the Cape Coast Technical University.

**Design/methodology/approach:** Employing a descriptive survey design, data on the variables are collected using one hundred self-administered valid questionnaires. Data collected are analyzed using structural equation modeling (SEM).

**Findings:** The results show there is a direct positive significant correlation between the tested dependent and salary, incentives, allowance and fringe benefits.

**Research limitations/implications:** The study was only limited to Cape Coast Technical University, hence the generalization of the results. However, the study will help organizations in planning their compensation strategies to boost employee performance and also avoid high turnover rates.

**Practical implications:** This study provides avenues for reviewing compensation packages at various levels in order to earn employees' satisfaction to help prevent high labour turnover among members of staff.

**Originality/value:** The paper analysed the compensation-intention to quit nexus in Ghana. The paper is the first in terms of such analysis within the framework of the structural equation modeling (SEM) framework, which is the first time in these kinds of studies. Previous studies have concentrated on the compensation effect on other variables rather than on intention to quit in Ghana.

**Keywords:** Compensation, Intention to Quit, Structural Equation Modelling

### **1.0 Introduction**

The increasing rate of academic staff turnover is a global one which affects both developing and industrialized countries and has attracted a lot of attention in academia. In the United States, for example, 7.7 percent of all full-time academic staff left their institutions for other places within one academic year (Armstrong, 2014). The source further indicates that while 29 percent were going on retirement, 71 percent left for a number of reasons. In Canada, one of

the challenges that tertiary institutions expect to face over the next decade or so is academic staff recruitment and retention (Armstrong, 2014).

In Africa, most countries face a huge challenge in terms of skilled human resource capacity, which has a debilitating effect on its ability to make strides in the areas of socio-economic and political development. While various efforts have been made to address the problem, there seems to be little progress, due to a variety of reasons, particularly, the inadequate investment in education, compensation and other training programmes (Falola, Ibidunni & Olokundun, 2014). Employees' willingness to stay on the job largely depends on compensation packages employees receive from employers (Saira, Madiha, Sumaira & Anam, 2014). Compensation is a key factor in attracting and retaining the best employees and ensuring that the organization has the competitive edge in an increasingly competitive world. In an attempt to ensure employees optimal performance and retention, organizations need to consider a variety of appropriate ways to reward the employees to get the desired results (Falola et al., 2014).

According to Oshagbemi (2009), organizations that have goals to achieve would require satisfied and happy staff in their workforce. It is crucial to note that organisations can take off and achieve strategic goals by depending on their capacity to attract, retain and maintain competent and satisfied staff into its employment. The technical university being an institution of higher learning that provides manpower needs to advance national development through both the public and private sectors must itself be capable of ensuring adequate manpower planning and development. The university could therefore not afford to neglect the need and essentials of workforce satisfaction especially their compensation packages (Adeniji & Osibanjo, 2012). This therefore serves as a threat to the efforts of tertiary institutions to retain the best brains in order to

realize their objectives of becoming middle and high level manpower developers (Osibanjo, Abiodun & Fadugba, 2014).

Despite the importance of academic staff retention, there is little understanding of how monetary compensation practices interact to explain academic staff intentions to leave at a national level. The rate at which employees' turnover is increasing in Ghanaian institutions, particularly Cape Coast Technical University, has become a thing of concern and it is obvious that the steps taken by the managements and stakeholders have not solved this problem. The evolving competition in the higher education environment in Ghana coupled with the increasing number of new tertiary institutions has called for good formulation, administration and implementation of good compensation policies that would allow these institutions to retain their competent workers. Though, university is universal, meaning lecturers are also mobile managers who must move to create employment for younger ones, yet, efforts should be made to encourage senior lecturers to reproduce themselves for national development (Adeniji & Osibanjo, 2012).

According to a survey conducted in 2009 on labour turnover in the Cape Coast technical university by the Planning Unit, many senior members are leaving the Polytechnic to the universities for greener pastures. For example twenty three (23) staff members have left the Polytechnic between 2008 and 2011 (Personnel Unit of Cape Coast Technical University, 2011). These therefore put a threat to the Polytechnic's vision of becoming the best middle level manpower training institution in West Africa and Ghana in particular, as well as their vision of being converted into a Technical University. It had been established that some of these employees hardly stay for long in the institutions before moving again (Osibanjo et al., 2014). This mobility has been tagged as "brain drain". Therefore, one of the reasons that informed this study has to do

with the unique importance of compensation practices in relation to the employees' intention to quit among academic staff in the university which affects the realization of these institutions' vision.

To date, there has been little consistency in findings to the causes of these, which is partly due to the diversity of methods employed by researchers and lack of consistency in their findings (Kalliath & Back, 2001). Similarly, the ever-increasing number of tertiary institutions in Ghana also makes academic staff very fluid thereby leading to a possibility of high demand for them. According to Osibanjo et al. (2014), the majority of studies on compensation and employee turnover has focused on the banking industry while very little has been done in the educational sector.

This research therefore seeks to examine the effects of monetary compensation practices on the employees' intention to quit in Cape Coast technical University. The result from this study is intended to assist in the development of an effective compensation system to help prevent employee turnover in organizations and also to make policy recommendations of monetary compensation to management of technical universities in Ghana. Specifically, the study seeks to: examine how salary influences employees' intention to quit; assess the effect of allowance on employees' intention to quit; examine the effect of incentive packages on the employees' intention to quit; assess the impact of fringe benefit on employees' intention to quit; and assess the effect of bonus on employees' intention to quit. The rest of the paper is organised as follows: section 2 considers the literature review, section 3 presents the methodology, section 4 discusses the empirical results, and the last section presents the conclusion and recommendations of the study as well as the references.

## **2.0 Literature Review**

This section presents the review of related literature which serves as a foundation for this study.

This starts with the Herzberg Two-Factor Theory which underpins the study.

### *2.1 Herzberg Two-Factor Theory*

Herzberg's motivation-hygiene theory draws the distinction between motivational and maintenance factors in job situations. The theory attempts to explain satisfaction and motivation in organisations by stating that satisfaction and dissatisfaction are driven by different factors (that is motivation and hygiene factors) respectively. This theory further states that, there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. According to Herzberg, individuals are not content with the satisfaction of lower-order needs at work; for example, those needs associated with minimum salary levels or safe and pleasant working conditions. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. This appears to parallel Maslow's theory of needs hierarchy.

However, Herzberg added a new dimension to this theory by proposing a two-factor model of motivation, based on the notion that the presence of one set of job characteristics or incentives leads to worker satisfaction at work, while another and separate set of job characteristics leads to dissatisfaction at work. Thus, satisfaction and dissatisfaction are not on a continuum with one increasing as the other diminishes, but are independent phenomena. This theory suggests that to improve job attitudes and productivity, administrators must recognize and attend to both sets of characteristics and not assume that an increase in satisfaction leads to decrease in displeasure.

On the basis of this research, two job factors were identified, namely, motivators or satisfiers and hygiene or maintenance factors. Motivators are those aspects of the job that make people want to perform and inform their decision to stay or quit an organisation. These motivators are considered intrinsic to the content of the job and include variables such as achievement, recognition, advancement, work itself, possibility of growth and responsibility.

Herzberg's theory suggests that if management is to provide positive motivation then attention must be given not only to hygiene factors, but also to the motivating factors (in this case, the non-monetary aspects of compensation). The work of Herzberg indicates that it is more likely good performance leads to job satisfaction rather than the reverse. In linking Herzberg's theory to the work situation, management should ensure that they implement their compensation system by providing opportunities for further allowances, pay, fringe benefits etc. since these motivate workers, leads to higher performance and productivity and helps in reducing intention to quit. However, if employees do not experience these compensation practices, there is the likelihood that they will become dissatisfied and might have the intention to quit.

Herzberg argues that eliminating the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction; instead, it would result in a neutral state. Satisfaction (and motivation) would occur only as a result of the use of intrinsic motivational variables. Compensation being considered as motivator (intrinsic) can substantially promote an organisation's success and satisfy employee career objectives.

## *2.2 Compensation Practices*

It is important to note that, many different terms and definitions have been used to describe the concept of compensation because it encompasses more than just monetary payment for work. Compensation is the human resource management function that deals with every type

of reward individuals receive in exchange for performing organizational tasks, with a desired outcome of an employee who is attracted to the work, satisfied, and motivated to do a good job for the employer (Ivancevich, 2004). The American Compensation Association (ACA) defines compensation as the cash and non-cash remuneration provided by an employer for services rendered. It could be financial rewards which refer to any monetary rewards that go above and beyond basic pay. These rewards are separate but not limited to basic salary.

According to Mondy (2008), rewards entail a combination of four core elements which are, pay, benefits, financial incentives, and non-financial compensation. In addition, Adeniji and Osibanjo (2012) described compensation as direct and indirect and stressed that as employees receive compensation in an organization, it serves to enhance satisfaction, reduce intention to quit and improve performance. Direct compensation includes wages, salaries, bonuses or commission. Indirect compensation includes incentives, medical benefits, housing allowance, annual leave allowances and training opportunities.

An improvement in these indicators of compensation impacts everyone in the organization to an extent and can prove to be a very valuable and powerful tool - either intentionally or unintentionally (Adeniji & Osibanjo, 2012). As such, designing compensation program is significant in personnel management since it has direct influence on employees' satisfaction, performance and the intention to quit an organisation. Compensation practices were measured using packages such as salaries, bonus, incentives, fringe benefits and performance allowances. All these directly or indirectly affect employees' satisfaction and intention to stay in an organization yet they are not being addressed.

### *2.3 Employees' Intention to Quit*

Intention to quit has been extensively researched in various organisational sectors. However, early research by Mobley (2007) viewed intention to quit as the culmination of a decision process, whereby the employee initiates the process by evaluating his or her current situation, followed by several stages (for example, evaluating the usefulness of the job search; evaluating the cost of quitting; intending to and searching for alternatives, and then evaluating alternatives compared to the present job) until a firm intention to quit decision is reached.

According Carmeli and Weisberg (2006), turnover intentions refer to three particular elements in the withdrawal cognition process, namely having thoughts of quitting the job, having the intention to search for a different job, and then having the intention to quit. Likewise, Nazim (2008) viewed intention to quit as the desire of employee to leave an organization voluntarily. For the purpose of this study, intention to quit is defined as a process whereby employees evaluate their current position and have thoughts of quitting their position. A number of studies have linked employee intention to quit with the level of compensation they receive from the organisation. There are a number of factors that influence an employees' decision to quit an organisation. Among these factors include compensation practices such as pay, allowance, incentives, bonuses and fringe benefits. This variable was measured with a decision process, where by the employees initiates the process by evaluating his or her current situation, followed by several stages (for example, evaluating the usefulness of the job search; evaluating the cost of quitting; intending to and searching for alternatives, and then evaluating alternatives compared to the present job) until a firm intention to quit decision is reached.

Empirically, Saira, Madiha, Sumaira and Anam (2014) conducted a study on the impact of financial and non financial rewards on employee motivation in Pakistan. They found that there



are different factors that affect the motivation of employees which can be classified into two categories; financial and non financial rewards. Although financial rewards are important for employee motivation in third world countries like Pakistan, where the inflation rate is so high that people are struggling hard to retain their social status but the importance of non financial rewards cannot be under-estimated. The researchers compel the management of studied organizations to pay their attention to the problems of employee motivation for the overall benefits of organizations.

In another study, Osibanjo, Adeniji, Falola and Heirsmac (2014) stressed on compensation packages as a tool for employees' performance and intention to quit in Nigeria. The aim of this study was to examine the effect of compensation packages on employees' job performance and retention in a selected private University in Ogun State, South-West Nigeria. Data were collected using one hundred and eleven valid questionnaires which were completed by academics and non-academic staff of the university.

The collected data were carefully analyzed using simple percentage supported by structural equation modelling to test the hypotheses and relationships that may exist among the variables under consideration. The results showed strong relationship between compensation packages and employees' performance and intention to quit. The findings indicate that there is strong correlation between the tested dependent and independent variables (salary, bonus, incentives, allowances, and fringe benefits). However, management and decision makers should endeavour to review compensation packages at various levels in order to earn employees' satisfaction and prevention of high labour turnover among the members of staff.

Jonathan, Thibeli and Casius (2013) also indicated some predictors of intention to leave of public secondary school teachers by exploring the impact of demographic factors, intrinsic

and extrinsic satisfaction in Tanzania. Results of the study indicated moderate general satisfaction, intrinsic satisfaction and extrinsic satisfaction meanwhile it showed high intention to leave in teachers. Results also revealed intrinsic and extrinsic satisfaction had significant negative relationship with intention to leave and intrinsic satisfaction indicated stronger prediction of teachers' intention to leave.

In Ghana, Danquah (2012) explored the determinants of career choice, job satisfaction and intention to quit of academic staff in three private universities. The study showed that most academic staff in private universities chose their career due to their passion for the job as well as good working environment and their need to be autonomous. The study further revealed that although the lecturers are satisfied about their jobs and their working environments, the larger proportion are unhappy with their salaries. The greatest challenge they face in their work is inadequate facilities followed by delay in their salary payment. Retention is poor in private universities because most academic staff said they would leave to work in public universities if they had the chance.

In another study, Mensah (2012) assessed the impact of indirect compensation on employee productivity in Central University College. It was uncovered that though management implements some of the indirect compensations available, there are other benefits which are not satisfactorily administered and this has contributed to a lack of zeal towards work, which has affected the productivity of staff negatively.

Malvern, Michael and Crispen (2010) examined employee retention strategy in a private organisation in Zimbabwe. The result of the research showed that labour turnover intention is higher amongst non-managerial employees. Similarly, majority of the employees would soon

quit the organisation and lastly, the high rate of employee turnover in the organisation is largely attributed to poor reward system administration.

Phonsanam (2010) determined total compensation practices and their relationship to hospitality employee intention to quit at Choice Hotel in the United States. The study found that owners and companies must understand that there is a direct link between equitable, competitive compensation and increased revenues. The study recommended that it is more cost effective to pay a good employee to stay and to be productive, than to incur turnover costs when they leave.

A study by Bagri, Babu and Kukreti (2010), on human resource practices in hotels in India, states that lack of training and career growth opportunities in the hotels make the employees develop the intention to quit their job.

Prihati, Oetomo and Utomo (2009) examined the effect of compensation variable, organizational climate, and career development on the intention to quit with the affective organizational commitment as intervening variables in Surabaya area in Indonesia. The population for their study included 66 employees. Results of analysis showed that the compensation, organizational climate, and career development has significant negative effect on intention to quit. The analysis also points to the results that the organization's commitment was a factor that has the greatest influence on intention to quit.

Rampur (2009) further stressed that lack of opportunity for advancement or growth can be a reason for intention to leave any organization. If the job is basically a dead-end proposition, this should be explained before hiring so as not to mislead the employee. The job should be described precisely, without raising false hopes for growth and advancement in the position. Since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their works.

Ryan and Sagas (2009) state that a high level of pay relative to that of competitors can ensure that a company attracts and retains high-quality employees. Pay may be one way workers measure whether the time they spend and the effort they put into working are worthwhile

As De Cieri and Kramar (2008) state, the allowance system has an important role in implementing strategies. The way people are given allowance, aside their pay, affects the quality of their work, their attitude towards customers and the organisation, and their willingness to be flexible and learn new skills.

Walsh and Taylor (2007) stated that employees in hospitality industry leave their organization within a year or two due to the lack of clear career ladder in sight. They also found that, employees are lacking in the intrinsic aspects of their job such as challenging jobs and learning-oriented work relationship than the extrinsic aspects such as rewards.

According to Chelladurai (2006), workers' satisfaction is a function of what they perceive their contributions and job requirements are and what they should receive in return. One standard that an employee may use is what other workers within an organisation receive. Employees will feel satisfied with their pay if what they are receiving equates to the time, energy, and effort they contribute, with relation to what other workers receive. If they feel that their efforts and contributions exceed the rewards from the organisation and job, especially in pay, dissatisfaction may occur and might develop the intention of quitting.

Selden and Moynihan (2000) find a significant negative relationship between high bonuses and allowances and voluntary turnover in 33 state governments, although a study by Lewis (1991) fails to confirm the importance of allowances and bonuses in reducing voluntary turnover rates among federal employees. Seldon and Moynihan (2000) further stressed that

well-designed employee bonuses and allowances are effective tools for attracting, motivating, and retaining government employees.

### 3.0 Conceptual framework

Researchers use the conceptual framework to demonstrate and explain the relationships between the variables used in a study. The main variables in this study are compensation practices (pay/salary, incentive packages, fringe benefits, bonuses and allowance) and intention to quit. The rate of turnover intention of employees might depend largely on their ability to experience these compensation practices. Compensation practices are, therefore, important if intention to quit should be reduced. Reducing intention to quit seems to be an ultimate aim of every competing organisation and once employees are assured of better compensation, it might imply that reducing the motives of quitting the organisation can be achieved as depicted in Figure 1.

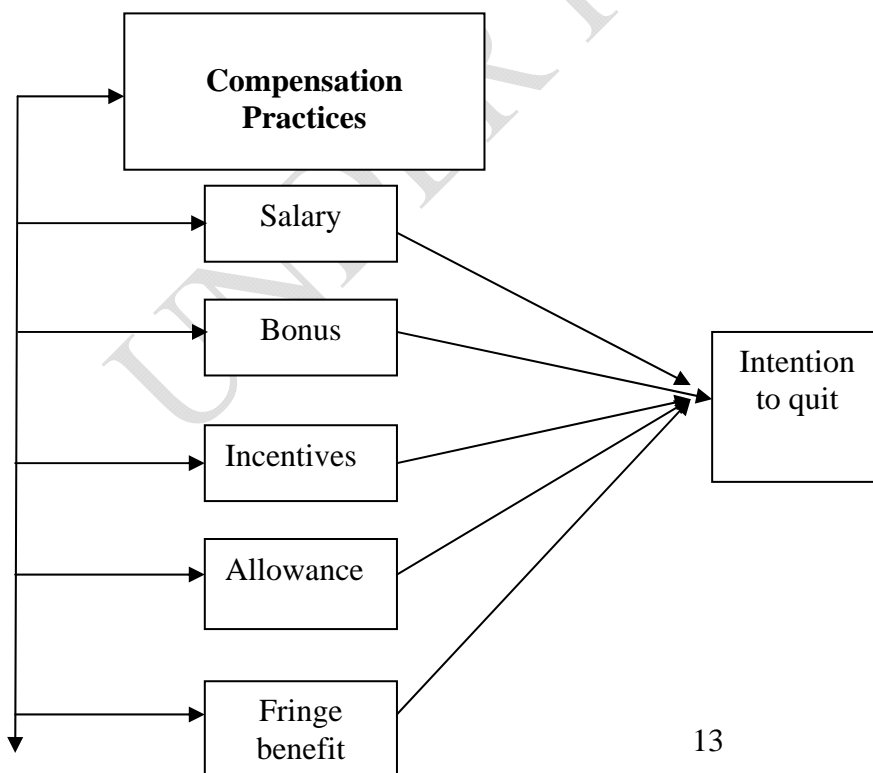


Figure 1: *The effect of compensation practices on employee intention to quit.*

**Source:** Adapted from Osibanjo, Adeniji, Falola and Heirsmac (2014)

From Figure 1, it can be revealed that components of compensation include allowances, fringe benefits, salary, bonus and incentives. When employers ensure these components or practices are favourable to the employees by increasing allowances, fringe benefits, salaries or pay and incentives, workers might show appreciation by working harder. This in turn increases their performance and output of the workers and that also reduces their intention to leave from one organisation to another. Hence, employees have the intention to stay to reciprocate the financial and non-financial rewards received from the organisation. In a form of social exchange, employees work harder by going an extra mile to increase performance and productivity. Linking this to the theoretical framework, when organisations reward its employees for the services rendered by compensating them, they repeat the same behaviour that earn them the compensation and that will increase performance and hence enhance intention to stay in the organisation. On the other hand, when there are no favourable compensation practices such as no or small allowances, fringe benefits, low salaries or pay, and incentive packages, employees might be tempted to move to other organisation where these practices are effective. As employees realize their efforts are lower than the compensation they receive, they might not be satisfied with their rewards and that can adversely influence performance; hence develop the intention to leave for better options.

#### **4.0 Methodology**

This section presents the research methods employed in the study. Specifically, this section covers discussions on the study area, approaches to research and population, research design, pre-test, reliability testing, ethics, validity testing, field work, and data analyses.

#### *4.1 Study Area*

The study was conducted in the Cape Coast Technical University in the Central Region of Ghana. This study institution was chosen because of the fluidity of academic staffs from this institution. A survey conducted in institution revealed that, twenty three (23) staff members have left the university between 2008 and 2011 (Personnel Unit of Cape Coast Technical university, 2011). However, this research focused on employees' intention to quit among the academic staff. The Academic staff of Cape Coast Technical University is made up of lecturers and instructors of all categories grouped into eight ranks, which are; professor, associate professor, senior lecturer, lecturer, assistant lecturer, principal instructor, senior instructor and assistant instructor, including the Polytechnic's Librarian. The target population for this study is a total number of 121 employees that is 4 Professors, 23 Senior Lecturers, 68 Lecturers, 11 Assistant Lecturers, 13 Instructors and 1 Librarian (Cape Coast Technical University, Personnel & Welfare Unit 2016).

The average work load of an Academic staff is twelve hours (12 hrs) per week with an extra teaching load sometimes.

#### *4.2 Research Design*

The descriptive survey design was adopted for this study. Descriptive survey is a type of research design involving the collection and analysis of large amounts of quantitative data from a sizeable population using descriptive and inferential statistics (Tabachnick & Fidell, 2013). One intention of the descriptive survey design is that, it tries to identify relevant educational

phenomena and the variables that intervene at a first step for further studies (Owens, 2002). The survey design is a unique research method because it gathers information from first-hand sources, and uses the most unbiased representation of its population (Cohen, Manion & Morrison, 2013).

The survey design was employed because, it allows for a wide range of data collection strategies including the use of questionnaire and interview and a combination of methods providing a quicker rate of responses and the strategy provides cost effective means of collecting data and handling them. There was a need to capture fairly, each rank of academic staff of the Cape Coast Technical University. These called for the adoption of simple and cost effective measures to maximize available resources, an advantage offered by the chosen method. It describes, explains and explores the research purpose (Pickard, 2006). Survey provides the opportunity to examine the compensation practices employed by the university.

#### *4.3 Research Approach*

Given the particular purpose of this study, the nature and interactions between the variables being examined as well as the need to establish a relationship, the quantitative approach was deemed the most appropriate and therefore adopted. This would aid in drawing inferences and conclusions about the relationships between and among the variables under consideration.

#### *4.4 Target Population*

The target population for this study comprised academic staff at Cape Coast Technical University totaling 121 employees. In term of categories, it makes up of 4 Professors, 23 Senior Lecturers, 68 Lecturers, 11 Assistant Lecturers, 13 Instructors and 1 Librarian (Cape Coast Polytechnic, Personnel & Welfare Unit 2016) as indicated early on. However, due to the nature



of the survey and population, the study adopted a census to ensure that the views of each respondent is represented because other techniques for selection may overlook their views completely or under- represent them. Census also ensures a higher degree of accuracy and it is a method applicable for units having heterogeneity or difference as in the university where the academic staffs are in various ranks. Census method of data collection refers to the complete enumeration of a population and it is used when the population is not vast and there is enough time to collect data. Data collection through census method gives opportunity to have an intensive study about a problem and also gather a lot of knowledge through this method.

#### *4.5 Data Collection Instruments*

One key instrument used in collecting primary data for the study was the self-administered questionnaire (see Appendix C). According to Neelankavil (2007), questionnaires guarantee greater uniformity, consistency and objectivity in data collected. They also provide privacy and convenience for respondents during completion while guaranteeing greater anonymity (Neelankavil, 2007). The questionnaire was focused on the variables of the survey, which was adapted from literature reviewed based on the objectives of the study. Variables such as salary, fringe benefits and allowances, and incentives were identified and stated in the questionnaire. Each of the items was based on a 5-point rating scale, which allowed respondents to state the potency of each of the items listed in the questionnaire.

#### *4.6 Data Collection Procedure*

The questionnaires were administered to all academic staffs in the university. The questionnaires were self-administered to the participants and collected within two weeks. Due to an industrial action embarked on by the employees, at the time of data collection some

employees were not on campus and could not be traced to respond to the questionnaire. In all the questionnaires were given to 121 employees and 100 were retrieved.

#### *4.7 Data processing and analysis*

The background information of respondents was edited, coded and processed using SPSS and the main data was analysed using Smart PLS.

#### *4.8 Structural Equation Modelling (SEM)*

SEM is a blend of two statistical methods of factor analysis and path analysis into one broad statistical method (Sarwoko, Surachman, Armanu & Hadiwidjojo, 2013; Agyapong & Obro-Adibo, 2013). According to Sarwoko et al. (2013), SEM consists of a two-part 1) measurement of the part that relates the observed variable with variable latent through confirmatory factor analysis, and structural Part 2) that relationship between variable latent with regression simultaneous (Ghozali, 2005; Agyapong & Obro-Adibo, 2013).

Partial Least Square (PLS) analysis was used to estimate parameters for the measurement and structural models. The SEM-PLS package provides the capability to estimate PLS path models within the R programming environment.

#### *4.9 Ethical considerations*

The study took into consideration a number of ethical issues. None of the respondents were forced to take part in this study, such that those who openly showed interest were allowed to partake in it. The researcher made use of the common expression “a respondent” to ensure strict confidentiality during the analysis of the data. The anonymity of the respondents were ensured and protected right from the beginning, especially on the questionnaires so that their names were not mentioned. A clause, assuring respondents of anonymity and confidentiality, was also inserted in the introductory paragraph of the questionnaire. This was further buttressed

by the exclusion of questions bordering on the identity of respondents. These were some of the steps taken to ensure adherence to accepted ethical standards and practices, respect for participants as well as trust and confidence in the integrity of the study.

## **5.0 Results and Discussion**

The section presents the data collected, summarized, organised and analyzed in accordance with the objectives and research questions of the study. It begins with an analysis of the background data of respondents and then follows with the analysis of responses to the research questions. Descriptive statistics such as frequencies, percentages, means, standard deviations and cross tabulation were used to analyze the background characteristics. Similarly, inferential analyses were tested by assessing the direction, strength and level of significance by the use of SmartPLS. In all, a total of 100 respondents provided data for the study.

### *5.1 Background Characteristics of Respondents*

The demographic characteristics of the respondents studied were sex, age, rank and work experience. Other characteristics were whether the respondents have held other position and if they have additional responsibility. In order to put the study into context, these demographic characteristics were studied to serve as the basis for differentiation with regard to the phenomena been studied. Respondents' ranks were used as a variable in describing background information. The background characteristics data is captured in Table 1(See in the separate file attached). From Table 1, 88 percent of the respondents were males and 22 percent were females. Cross tabulation of respondents' sex and their rank shows that, of the 65 respondents who have attained the rank of Lecturer, 58 are male respondents and remaining seven are female respondents. Similarly, five male respondents and two female respondents have attained the rank of Senior

Lecturer. In the case of Assistant Lecturer, nine were male respondents and three female respondents.

Majority (65%) of the respondents have attained the rank of Lecturer. This was followed by 12 percent who have attained the rank of Assistant Lecturer. Further analysis of respondents rank and working experience shows that out of the 38 respondents whose work experience falls within 1-3 years, 28 have attained the rank of Lecturer. Three of the respondents who have attained the rank of Senior Lecturer and they have the work experience between 4 years and above. As captured in Table 1, about 38 percent of the respondents have their work experience between 1-3 years. This was followed by 29 percent of the respondents whose work experience falls within 4 years and above. Cross tabulation of respondents work experience and sex reveals that 34 of the male respondents have their work experience between 1-3 years. On the other hand, five of the female respondents work experience fall between 4 years and above.

Majority (51%) of the respondents stated that they do not hold other position in the institution while (49%) affirmed that they do hold other positions. Majority (58%) of the respondents affirmed that they do have other additional responsibility while (42%) held a contrary view. The mean age of the respondents is 41.03 and standard deviation is 7.427.

#### *5.10 Descriptive statistics of the variables*

Table 2 (See in attached file) presents the descriptive statistics of the items which relates to salaries and wages. The respondents expressed high agreement on whether they receive salary on timely basis at the end of every month ( $M = 3.56$ ,  $SD = 1.17$ ). They however expressed low agreement on whether their basic salary matches the effort they put in their work ( $M = 2.89$ ,  $SD = 1.07$ ). The respondents further expressed low agreement on whether the processing of overtime is simple and straight forward ( $M = 2.37$ ,  $SD = 1.30$ ). There was a low agreement on the part of

respondents as to whether they are satisfied with the overtime rate per hour ( $M = 2.12$ ,  $SD = 1.07$ ). The respondents indicated low agreement on whether final payment of overtime allowance is timely ( $M = 2.00$ ,  $SD = 1.21$ ).

Table 3 (See in attached file) shows the descriptive statistics of the items which relates to the allowances of employees. Respondents expressed low agreement on whether fuel allowance adequately covers monthly transportation cost to and from work ( $M = 2.26$ ,  $SD = 1.28$ ). The data further shows that there was a low agreement on if housing allowance receive adequately covers rent charges for the month ( $M = 2.24$ ,  $SD = 1.21$ ). The day trip and overnight allowance adequately covering travel expenses also attracted low agreement by the respondents ( $M = 2.14$ ,  $SD = 1.12$ ).

Table 4 (See in attached file) captures the descriptive statistics of the items which relates to the fringe benefits for employees. From the Table the respondent expressed high agreement on the processing for obtaining a study leave with pay been simple and straightforward ( $M = 3.04$ ,  $SD = 1.02$ ). Respondents further expressed low agreement on whether the benefits offered to the family upon death are appreciable ( $M = 2.16$ ,  $SD = 0.88$ ). The data further shows that there was low agreement on whether government and institutional scholarship for research are readily made available ( $M = 2.11$ ,  $SD = 1.07$ ).

Table 5 (See in attached file) presents the descriptive statistics of the items which relates to incentives for employees. From the table respondents expressed high agreement on the process for obtaining a study leave with pay as being simple and straight forward ( $M = 3.04$ ,  $SD = 1.02$ ). The respondents however expressed low agreement on if the responsibility allowance received commensurate with the requirements of the present position ( $M = 2.33$ ,  $SD = 0.97$ ). Receiving of adequate allowances when in acting and for taking up other additional duties attracted low

agreement ( $M = 2.26$ ,  $SD = 1.1$ ). The respondents indicated low agreement on whether they received adequate entertainment allowance ( $M = 2.21$ ,  $SD = 1.1$ ). The committee sitting allowances receive being appreciable also attracted low agreement ( $M = 2.18$ ,  $SD = 1.0$ ).

Table 6 (See in attached file) shows the descriptive statistics of the items which relates to the intention to quit by employees. From the table, respondents expressed high agreement on the issue as to whether they will leave their present job as soon as they find something better ( $M = 3.01$ ,  $SD = 1.54$ ). There was low agreement by respondents on whether the respondents often think about quitting their job ( $M = 2.23$ ,  $SD = 1.19$ ). The respondents further expressed low agreement on whether the respondents will probably look for a new job in the next year ( $M = 2.04$ ,  $SD = 1.25$ ).

#### *5.11 Test of the Theoretical Model*

The research hypotheses are tested by assessing the direction, strength and level of significance of the path coefficient (gammas) estimated by PLS as shown in Figure I.

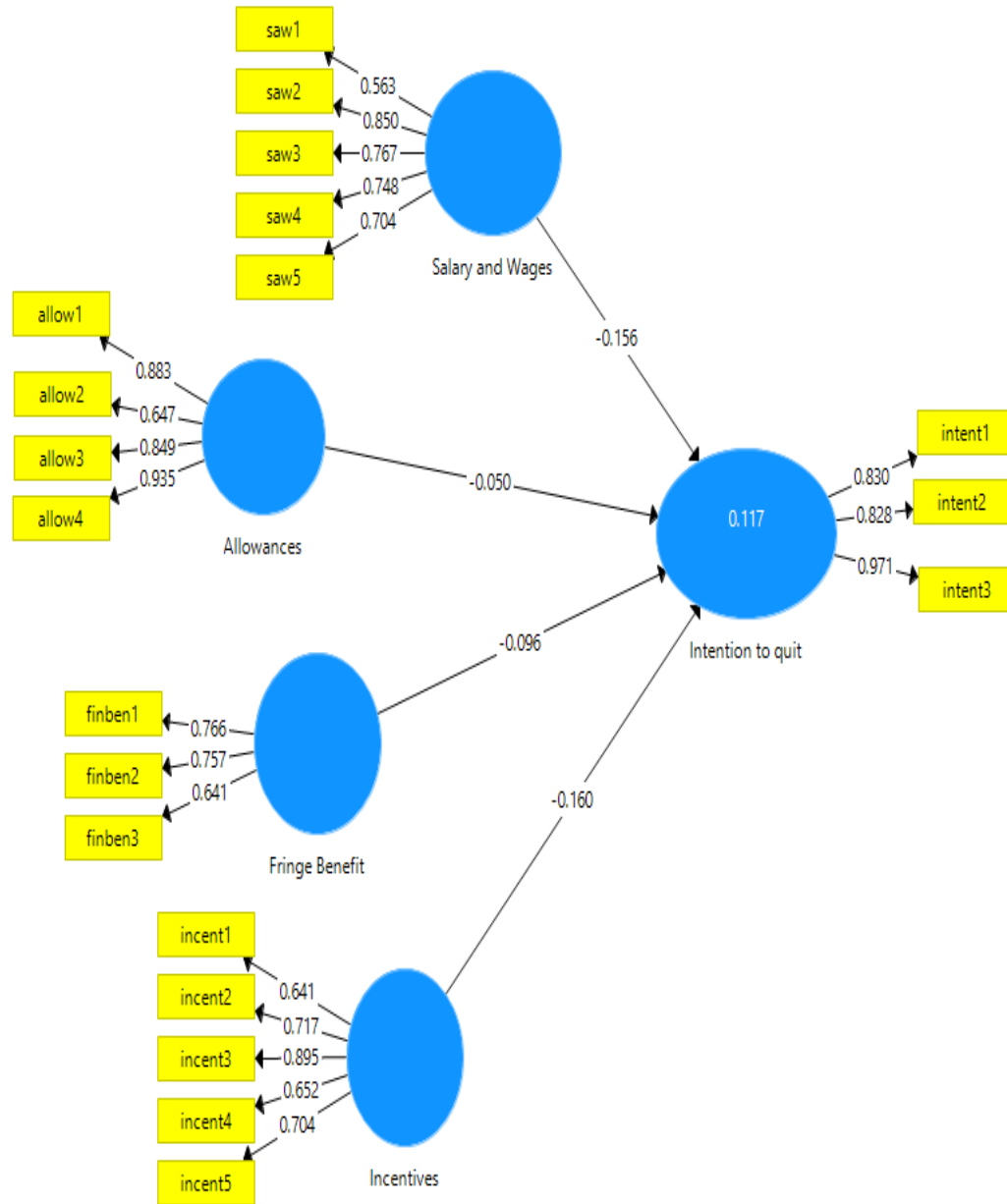


Figure 2: Test of the research model (PLS,  $n=100$ )

### 5.12 Measurement Model

Before the results from the Structural Equation Modelling (SEM) can be relied on, it is necessary to consider its conformance to various reliability and validity checks. Construct validity was assessed using the convergent and discriminant validity tests.

### 5.13 Reliability

In Partial Least Square (PLS), the individual factor reliability can be assessed by examining the loadings of the respective factors on their respective latent constructs as suggested by (Wong, 2013). Higher loadings imply that there is more shared variance between the construct and its measures, than the error variance. In this study, the criteria of 0.50 as recommended by Hulland (1999) were adapted for the retention of factors. In PLS, loadings of respective factors on their respective latent constructs are examined to assess the reliability of the factors. When the factor loadings were closely examined, one factor of allowance (0.435), and one factor of intention to quit (-0.887) were reported with substandard factor loadings ( $< 0.5$ ). The two factors were dropped out from the further investigations. The final model for further investigations is presented in Figure 2.

In addition to Cronbach's alpha, reliability of each variable was assessed through Fornell and Larcker's as cited in (Wong, 2013) measure of composite reliability. This measure is preferred over Cronbach's alpha because it offers a better estimate of variance shared by the respective indicators and because it uses the item loadings obtained within the nomological network (Hair et al., 2010). The composite factor reliability coefficients of the constructs ranged from 0.766 to 0.910, which meets the benchmark as suggested by Hair et al. (2010). Similarly, Wong (2013) also intimated that a composite reliability of approximately 0.6 is acceptable for exploratory study. The factor loadings, Cronbach's alpha, composite reliability and Average Variance Extracted (AVE) values calculated by PLS algorithms are presented in Table 7 (See in attached file).



#### *5.14 Convergent Validity*

According to Rouibah, Ramayah and May (2011) convergent validity is the degree to which items measuring the same concept are in agreement. Evidence of convergent validity was assessed by the inspection of variance extracted for each factor (Hair et al., 2010). According to Hair et al, convergent validity is established, if the variance-extracted value exceeds 0.50. Results indicated that the variance extracted ranged from 0.524 to 0.773 from Table 7 which meets the convergent validity criteria as intimated by Wong (2013). The results show that the scale used possessed convergent validity.

#### *5.15 Discriminant Validity*

Discriminate validity is the degree to which any single construct is different from the other constructs in the model (Hassan et al., 2012). In a similar vein, Wong (2013) suggested that the 'square root' of the AVE of each latent variable should be greater than the correlations among the latent variables. Discriminant validity was assessed by the test provided by Fornell and Larcker in which the pair-wise correlations between factors obtained were compared with the variance extracted estimates for the constructs making up each possible pair.

The discriminate validity is adequate when constructs have an AVE loading greater than 0.5 meaning that at least 50% of measurement variance was captured by the construct (Hassan et al., 2012). In addition, discriminate validity is confirmed if the diagonal elements are significantly higher than the off-diagonal values in the corresponding rows and columns. The diagonal elements are the square root of the AVE score for each construct (salary, incentives, allowances and intention to quit). The results as presented in Table 8 (See in attached file) shows adequate discriminant validity since the items load strongly on their own than others. For all the

construct, the square root of the AVEs is more than the square correlations indicating discriminant validity as positioned by Hassan et al. (2012).

#### *5.16 Structural Model Analysis*

There are two parts in a PLS path model. First, a measurement model relating the observable variables to their own latent variables and second, a structural model relating some endogenous latent variables to other latent variables. The measurement model is also called the outer model and the structural model is known as the inner model (Tenenhaus et al., 2005). In Partial Least Squares (PLS) method, structural model and hypothesis were tested by computing path coefficients. Because PLS does not require a normally distributed data. It is evaluated with R-squared calculation for dependent latent variables (Wong, 2013) and the average variance extracted (Wong, 2013). The first item that PLS provides to determine how well the model fits the hypothesized relationship is the squared multiple correlations ( $R^2$ ) for each dependent construct in the model. The  $R^2$  measures a construct's percent variation that is explained by the model (Wixom & Watson, 2001).

The quality of the structural model for each endogenous block can be assessed by the Redundancy index which is the capacity of the model to predict its manifest variables from the indirectly connected latent variables according to Chantelin, Vinzi and Tenenhaus (2002). Since the objective of PLS is to maximize variance explained rather than fit, therefore prediction-oriented measures such as  $R^2$  are used to evaluate PLS models (Hassan et al., 2012). According to Wong (2013) recommendations, a bootstrapping procedure using 1000 sub samples is performed to evaluate the statistical significance of each path coefficient. Table 9 (See in attached file) shows hypothesized path coefficients along with their bootstrap values, 'T' values.

### *5.17 Allowance and intention to quit*

The study sought to establish relationship between the variables by the use of path analysis. The causal relationship between allowance and intention to quit was insignificant with ( $t = 0.311$ ,  $p = .756$ ). This indicates that employees' allowances have direct negative insignificant influences on intention to quit. Employees allowance changes in inverse proportion to intention to quit with a coefficient of -0.050. The finding is inconsistent with the views espoused by Janas (2009), according to Janas, whenever employees felt there were insufficient allowances and bonuses from employers, they sometimes begin to formulate reasons for leaving their jobs. Rosser (2004) further posits that perceptions of work-life, including allowances and bonuses, have a direct impact on job satisfaction and intentions to leave.

Similarly, Giles (2004) suggests that when employees realize that their efforts are not rewarded with bonuses and allowances, they do not feel appreciated and a priority to their organisation, it might contribute to intention to leave. In order for an organisation to implement a successful allowance and bonuses policy, it is important to determine from their employees what they value, and to align the policy in order to be sound, fair and competitive. In contrast, Selden and Moynihan (2000), found significant negative relationship between high bonuses and allowances and voluntary turnover, although a study by Lewis (1991) fails to confirm the importance of allowances and bonuses in reducing voluntary turnover rates among federal employees.

### *5.18 Fringe benefits and intention to quit*

The casual relationship between fringe benefits and intention to quit was insignificant with ( $t = 0.664$ ,  $p = .507$ ). This indicates that employees' fringe benefits have direct negative insignificant influences on intention to quit. Employees' fringe benefits changes in inverse

proportion to intention to quit with a coefficient of -0.096. This clearly indicates that a 100 points change in employees' fringe benefits will bring about 96 points change in fringe benefit.

The finding is not consistent with the views put forward by Rampur (2009). He concludes that employees usually plan to leave because of the lack of benefits available to them in the company in which they work. He noted that employees prefer other companies which may provide them with higher posts and increased compensation packages. In a similar vein, Berger and Berger (2004) maintains that employment benefits such as retirement, health insurance, life insurance, disability insurance, paid leave, paid holidays, flexible scheduling, and educational assistance have been shown to bond an employee to the employing organization and as such result in a strong correlation between benefits and intention to quit.

#### *5.19 Employees' incentives and intention to quit*

The causal relationship between employees incentives and intention to quit was insignificant with ( $t = 0.545$ ,  $p = .586$ ), this indicates that employees' incentives have direct negative insignificant influences on intention to quit. Employees' incentives change in inverse proportion to intention to quit with a coefficient of -0.160. This clearly indicates that a 100 points change in employees' incentives will bring about 16 points change in employees intention to quit the job.

The finding does not support the position of Bishop (2002), who intimated that perceived organisation support and incentive packages can have a direct influence on an employee's intention to quit. This implies that, if the employee feels there will be no incentive packages and support from the organisation, his or her intention to quit might increase. Similarly, Firth (2004) affirms Bishop (2002) earlier position and reiterated that social support and provision of incentive packages from supervisors indirectly reduces burnout, which in turn reduces the

intention to quit among employees. For this reason most employees remain with an organisation because of the positive features associated with their jobs.

In contrast, Allen, Shore and Griffeth (2003) concluded that incentive packages and support are negatively related to intention to quit. They maintained that the relationships between incentive packages and intention to quit are however mediated by commitment and job satisfaction. This means that, if employees experience high levels of perceived organizational incentive and support, they are less prone to experiencing turnover intent.

#### *5.19 Salaries and wages and intention to quit*

Lastly, the causal relationship between employees' salaries and intention to quit was insignificant with ( $t = 1.093$ ,  $p = .275$ ). This indicates that employees' salaries have direct negative insignificant influences on intention to quit. Employees' salaries change in an inverse proportion to intention to quit with a coefficient of -0.156. This clearly indicates that a 100 points change in employees' salaries will bring about 26.4 points change in employees intention to quit the job.

The finding is inconsistent with the assertion of Rampur (2009), who alludes that one of the commonest reasons why the rate for employee intention to quit rate is high is the salary scale, that is employees plan to leave a company because of low pay and this might adversely affect his or her performance. Similarly, Ryan and Sagas (2009) stressed that employees will feel satisfied with their pay if what they are receiving equates to the time, energy, and effort they contribute, with relation to what other workers receive. If they feel that their efforts and contributions exceed the rewards from the organisation and job, especially in pay, dissatisfaction may occur and might develop the intention of quitting.

## 6.0 Conclusions and Policy Recommendations

The study was conducted in the Cape Coast Polytechnic to examine the impact of monetary compensation practices on employees' intention to quit. Specifically, it ascertained how employees' salary influences employees' intention to quit and assessed the effect of allowance, on employees' intention to quit. The study further sought to determine the effect of incentive packages on the employees' intention to quit and the impact of fringe benefit on employees' intention to quit. Lastly, it analysed the effect of employees' bonus on employees' intention to quit. However, construct were not formulated on bonus in the questionnaires because Cape Coast Polytechnic is a non- profit institution which does not pay bonuses to its employees. Theoretical, conceptual and empirical literatures were reviewed for this study based on works done on employees' compensation and intention to quit. The study organisation was the Cape Coast Polytechnic.

Given the purpose of this study, the nature and interactions between the variables examined as well as the need to establish a relationship, the quantitative approach was considered most appropriate and therefore adopted. The descriptive survey design was employed for this study. The population for this study comprised academic staff at Cape Coast Polytechnic. These are made up of lecturers and instructors of all categories grouped into eight ranks, namely; professor, associate professor, senior lecturer, lecture, assistant lecturer, principal instructor, senior instructor and assistant instructor, including the Polytechnic's Librarian.

Census was employed to ensure that the view of each respondent is represented. A total number of 100 respondents participated in the study. Questionnaire was used to collect data for the study. The questionnaire was pretested at the University of Cape Coast because it shared similarities with academic staffs in the Cape Coast Polytechnic. The composite factor reliability

coefficients of the constructs ranged from 0.558 to 0.888 and thus met the minimum benchmark required. The items were administered by the researcher. The research instruments were designed with the assistance of the supervisor. The background information of respondents were coded, presented and analysed using SPSS while the main data were analysed using Smart PLS. The SEM-PLS package provided the capability to estimate PLS path models within the R programming environment. The results were then presented in table and figures for discussion and further aided in answering the specific research objectives. From the study, the n=following findings were indicated.

Employees' willingness to stay on the job largely depends on compensation packages they receive from employers. Compensation plays a key factor in attracting and retaining the best employees and ensuring that the organization has the competitive edge in an increasingly competitive world. Thus, Cape Coast university employees' allowances had a direct positive influence on intention to quit. This implies that if the employees are given enough allowance as part of their compensation packages, the greater will be the possibility of them staying with the polytechnic.

Also, the study revealed that employees' expression on fringe benefits offered by the university implies that the fringe benefits offered do not influence their intention to quit the job to a larger extent. However, the more fringe benefits the less their intention to quit. It can be concluded that the employees' incentive have direct positive influences on intention to quit. This means that the more incentives offered by the polytechnic, the lesser their desire to quit. This intention can be attributed to some other factors. Finally, employees' salaries and wages indicate that employees' salaries have direct negative influences on intention to quit. This implies that the more or adequate salaries that are given to the employees that lesser the desire to quit the job.

On the basis of the findings and the conclusions drawn, the study recommends that management and decision makers should endeavour to review compensation packages at various levels in order to earn employees' satisfaction and to help prevent high labour turnover among members of staff. The management should offer coaching services to newly recruited employees so that their efforts stay aligned with the goals of the institution and also provide formal and informal feedback to employees. The university authorities should organise workshops and seminars and provide the necessary facilities to help staff increase their understanding of what is required of them and have a positive appreciation of their jobs. Further, the university authorities should foster trust and confidence among key senior officers in order to inspire other staff to give off their best.

This study sets the ground for further studies on compensation practices and employees' intention to quit in technical universities in particular and other tertiary institutions in general. On the basis of conclusions and the recommendation delineated, it is suggested that the relationship among the other dimensions of compensation and other variables affecting intention to quit such as organisational climate, performance and succession planning among others, should also be examined by other researchers.

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