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**School of Graduate Studies**  
**Masters of Business Administration (MBA) Program**

**EFFECT OF WORK-LIFE BALANCE AND JOB SECURITY ON  
EMPLOYEES' RETENTION IN THE HOTEL INDUSTRY: CASE OF  
SELECTED HOTELS IN ADDIS ABABA, ETHIOPIA**

**By:**

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**(SGS/0128/2014A)**

**Advisor: Temesegen Belayneh (PhD)**

**March 2024**

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**By**

**Beza Atlabachew Liven**

**(SGS/0128/2014A)**

**A THESIS SUBMITTED TO THE DEPARTMENT OF MANAGEMENT IN  
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**Addis Ababa, Ethiopia**

**ST. MARY'S UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**FACULTY OF BUSINESS**  
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## DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of **Temesegen Belayneh (PhD)**. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning a degree.

Name

Signature and Date

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## **ENDORSEMENT**

This Thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as the University's advisor.

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Temesege Belayneh (PhD)

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Signature

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## Acronyms

WLB	Work life balance
JS	Job security
OLS	Ordinary Least Square
ER	Employee retention

## Abstract

*This study intended to investigate the effect work life balance and job security on employees retention in the hotel industry with selected hotels in Addis Ababa. The specific objectives were to identify the effect of job security on employees' retention, to identify the effect of work-life balance on employees' retention and To determine the best practice for hotels for employees retention. The study is descriptive type and a quantitative and quantitative research method with a descriptive research design and expository was employed to undertake the study. Data from primary sources was collected using questionnaire and interview as the data collection instrument. The number of sample respondents was 384 out of 1010 population size. The study used of descriptive and inferential statistics to analyse the data. The study found that work life balance (job sharing, family, annual leave, flexi time and social life ) and job security(job security policies and job security practice) have a significant and positive effect on the employees retention. The test results of the two hypotheses formulated for the purpose was able to reject the job sharing and social life has a positive effect on the employee retention. However, the study was also able to proof that work life balance has less effect compared to job security on the selected hotels' employee retention indicating the hotels' should pay attention to work life balance practice as well as policies.*

*Key words: work life balance, job security and employee retention*

# Chapter one

## 1. Introduction

### 1.1 Background of the study

Human resource is generally the most valuable asset for an organization. Skilled human resources enable an organization to excel and achieve its objectives efficiently (Papa A. et al., 2018, Roslender R. et al., 2020). The long-term competitive advantage, organizational success, and longevity depends on employee retention, which is challenging in a competitive market (Archchillage and Senevirathna, 2017, Paul and Vincient, 2018, Mahan et al., 2018). Employee turnover causes a variety of issues, including increased training and recruitment costs, insufficiently skilled employees, and disruption of organizational operations (Ping et al., 2021). Organizations prefer to retain their existing skilled employees by offering multiple perks and benefits. (Nekoie A. and Weber A. 2017). They also try to attract skilled resources using similar measures. At times, such skilled resources are attracted by the competitor's organizations (Zahid H. et al., 2020). Interestingly, today's corporate sector has seen an increased number of employees leaving their previous job to find better opportunities (Ahaamed et al., 2016).

Employee retention issues are developing as the most basic workforce management difficulties of the prompt future. Inquiries about the topic have demonstrated that later on, fruitful organizations will be those that adjust their authoritative conduct to the substances of the present workplace where life span and achievement rely on advancement, inventiveness and adaptability. Truth be told, the flow of the workplace should mirror a various populace contained people whose inspirations, convictions and esteem structures contrast endlessly from the past and from each other. This postulate is particularly valid in light of current financial vulnerability and following corporate downsizings when the effect of losing basic workers increments exponentially (Ambrosius, 2018).

The retention of workers has appeared to be noteworthy to the advancement and the achievement of organizations objectives and goals, particularly in building upper hand over other organizations in the period of expanded globalization. Today, changes in innovation, worldwide financial aspects, exchange assertions, and so forth are specifically influencing worker/manager

connections along these lines prompting high representative turnovers in this manner influencing employee retention in an organization. As per (Ehrhart, & Kuenzi, 2017), extraordinary workers may leave an organization since they ended up disappointed, came up short on and/or unmotivated and keeping in mind that endeavoring to hold employee retention inside the organization, they may exhibit different difficulties, too. (Ambrosius 2018) shows that few elements are viewed as vital in well-working employee retention. Determinants that are considered to directly affect employee retention include: vocation openings, workplace and work life adjust. Jadon & Upadhyay, 2018 recommends that individuals remain at such organizations where there is a feeling of pride and will work to their fullest potential. The motivations to stay are : workplace, prizes, development, and improvement and work-life adjustments. The employee retention help makes an authoritative culture. In managements offered by various Universities is more or less similar which makes it hard to contend on items premise. For private sectors to stay aggressive, they have to make an organization culture where understudies and guardians are constantly happy with the steady quality managements advertised. For the private sector to offer steady managements, it is imperative that they enlist, prepare, create and hold qualified staff. Then again, the expenses of worker turnover can be high. They incorporate partition costs for instance regulatory time, enrollment and arrangement costs, preparing costs for the new representative, and take off alone the lost information and conceivably harmed client connections, which can come about because of customary worker turnover (Siddiqui, & Bisaria, 2018). A large number of elements cristallize why workers remain or leave an organization, yet communicated expectations to stay has reliably been perceived as a dependable antecedent to genuine turnover and is intelligent of worker sense of duty regarding the organization (Kundu & Lata, 2017).

The hotel industry represents an important sector of the economy. According to NBE in 2019 the hotel industry had 9.0% share in the country's GDP, providing employment and contributing to the growth of many countries. However, the nature of work in the hotel industry can be demanding and challenging, with employees often working long and irregular shifts. As a result, employees in the hotel industry may face difficulties in achieving a healthy work life balance. Thus, the hotel industry is highly dependent of different factors such as political and socio-economical contexts (case of covid), and/or being in some cases seasonal. Overall these factors can impact employee retention.

## 1.2 Statement of the problem

Employees play a very crucial role in a company. Many organizations face challenges in retaining their employee, especially the competent ones.

A research conducted in Kenya by Samuel and Chipunza (2016) on Nairobi manufacturing enterprises found evidence that financial compensation contributes to staff retention. According to Odongo and Muchiri (2015), there is relatively little research on employee retention that focuses explicitly on how an employee decides to stay with a business and what factors influence this connection. Despite the fact that research on the concept of employee retention has received significant theoretical expansion in recent years (Holtom, 2016), an examination of previous studies revealed a deficiency of adequate research on the relationship between employee retention practices and organizational performance, particularly in the hotel industry.

In a study conducted in Kisumu hotels, Boxall and Purcell (2014) noted that the key question in the company is to find additional staff retention techniques other from financial ones. Prior studies, as suggested by Oskar (2016), have tested the mediating effect of organizational citizenship behavior, service-oriented organizational citizenship behavior (Sam 2014); organizational commitment (Juhdi, 2013; Guchait & Chao, 2015), affective commitment (Ashar, 2013; Kehoe & Gilbert, 2013); person-job fit (Brian, 2014), anxiety and role overload (Jensen, 2012), employee engagement (Alphonse, 2013), organizational engagement (Juhdi According to studies conducted in the context of the hotel industry, working conditions in the hotel industry are deplorable (Wight & Pollert, 2016).

Abimbola 2022; Jayda 2019-2022; Manav 2022; conducted research in the hospitality industry on the concept of employee retention in Nigeria, The United Kingdom and Thailand respectively discovered that work life balance and job security play pivotal role in retaining employees''. The degree to which work life balance and job security affecting employees' turn over differ in those three countries in the United Kingdom job security plays higher role in retaining employees while the other two findings concluded that both have play high role in retention. Furthermore, several African researchers have proposed retention techniques such as career development

(Agarwala, 2015), employee engagement (Palmer & Gignac, 2016), and learning attitudes (Kyndt 2016). Yet there are not many studies done here in Ethiopia on the effects work life balance and job security in retaining competent employees in the hotel industry rather there several researches and thesis conducted on job satisfaction of employees'. Therefore this study aimed to study what the effect of work life balance and job security on employees' retention in selected five-star hotels in Addis Ababa.

### **1.3 Basic research question**

The basic research questions are:

- What is the effect of job security on employees retention?
- What is the effect of WLB on employees retention?
- What are the best practices for hotel employers to ensure employee retention?

### **1.4 Objective of the study**

#### ***1.4.1 General objective***

The general objective of this study is to examine the effects of work life balance and job security on employees' retention in the hotel industry in Addis Ababa, Ethiopia.

#### ***1.4.2 Specific objective***

The specific objectives are:

- ✓ To identify the effect of job security on employees' retention
- ✓ To identify the effect of work-life balance on employees' retention
- ✓ To determine the best practice for hotels for employees retention

### **1.5 Scope of the study**

This study focused mainly on five-star hotels located in Addis Ababa, Ethiopia. The study addressed employees on first line and middle managerial levels. The reason why the study specifically focused on these levels' employees is because the turn over for the first line employees and the middle level manager is perceived to be higher especially those in the first line. The study evaluated how long these specific employees have worked in a specific hotel and their situation. The study focused on hotels in Addis Ababa and determine if there is a work life balance and job security at the hotel they currently work at.

### 1.6 Significance of the study

This study intends to be a future reference for researchers who want to further study the work life imbalance and job security on employees' retention. It can also serve managers in order to draw out strategies on how to retain employees and reduce turnover rate and minimize cost of hiring new employee. This study will also help policy maker in improving the work environment for employees' and lay policies that will help employees as well as organization when it comes to retention.

### 1.7 Limitation of the study

The scope of the study solely concentrates on Addis Ababa. Hence it might not be representative of other parts of Ethiopia or the world. Nevertheless, the study will constitute a strong case study for capital city/urban economic ecosystems constitutive of institutional dynamics (socio-economic demographics). The researcher also faced difficulties in collecting the questionnaires to be distributed to a larger scale and some employees' might not be willing to participating in the study. Thus, it might also create a time limitation in data collection, treatment and analysis.

### 1.8 Operational definition

- **Work life balance:** - equilibrium between professional responsibilities and personal pursuits, fostering overall well-being.
- **Job security:** - assurance of continued employment without the immediate risk of job loss, providing stability for individuals within an organization.
- **Employee Retention:** organizational effort to retain and keep valuable employees within the company for an extended period, reducing turnover.

### 1.9 Organization of the study

This study has five chapters. The first chapter provided the background of the study, inclusive of the statement of the problem to identify the gap, research questions, and objective, significance, scope, limitations and organization of the study. The second chapter addressed the review of related literature on the study and will cover theoretical and empirical reviews and conceptual framework of the study. The third chapter defined the methodology of the study including the approach of the study, the population, and source of data, sample size and sampling technique to be used, method of data collection and validity and reliability of the study. The fourth chapter discussed the findings of the study. Finally, the last chapter served to address recommendations and conclusions.

## Chapter two

### 2. Review of related literature

#### 2.1 Theoretical Review

##### 2.1.1 *Concept and Defination of WLB*

There is no agreement on the definition of work-life balance, as numerous authors have described it differently. According to Barrera (2007), the notion is described as employers engaging constructively with their workers to put in place arrangements that take into consideration the demands of the business as well as the non-work facets of employees' life. This concept clearly places the burden of attaining balance on both the employer and the employee. However, other writers describe it in such a way that the duty for establishing balance is put on the employee, e.g. Kirchmeyer (2000:80) described it as "achieving rewarding experiences across all life domains, which needs human resources such as energy, time, and commitment to be properly dispersed across domains." Greenhaus, Collins, and Shaw (2003:513) describe it as "the degree to which an individual is involved in and equally satisfied with his or her professional role and family responsibilities." Work-life balance has recently been a major concern for employee well-being. Organizations strive to maximize profit and, as a result, place a premium on the production process. Organizations must focus on the total management system's effectiveness in order to optimize profits in the long run. In this perspective, human resources are the most important of all the resources on which the organization must focus. Employee well-being and happiness are the other critical components on which an enterprise's growth is dependent. The notion of work-life balance has recently gained popularity. This might be related to the rising complexity of labor, the desire for more specialization, the drive for more efficiency and productivity, the inclusion of women in the service industry, and increased market rivalry.

According to Haar, Russo, Sune, and Ollier-Malaterre (2014), it is an individual's judgment of how well he balances numerous life roles. All of these definitions show that WLB is a combination of work and family, and many researchers have demonstrated that the idea of work

encompasses the assignment of formal duties to workers in order to achieve goals (e.g. Helmle, Botero, & Seibold 2014; Semlali & Hassi, 2016). and life is demonstrated to comprise a variety of various tasks that are not usually associated with work, such as domestic chores and childcare, in which case work-life balance is achieved when there is existing harmony between work and life. Barrera (2007)'s definition will be used for the purposes of this study. Employee work-life balance management has been identified as a main emphasis for firms to address in order to find solutions to assist conserve human resources (Au & Ahmed, 2014). Human access, which is critical to organizational performance, must be harnessed and catered for in order to increase organizational well-being. Human resource preservation has become a crucial technique in today's firms as a result of the business environment's growing competitiveness. Work-life balance, on the other hand, includes a balance between two distinct roles that a person plays, such as work and family duties, and the successful management of both leads to increased satisfaction and performance (Shaffer, Reiche, Dimitrova, Lazarova, Chen, Westman, & Wurtz, 2016). On the other hand, it is important to underline that the benefits of work-life balance may improve both the life quality of employees and the performance of the business and assist in retention of employees. As a result, it is also important to note that, while there appear to be limitless explanations for work-life balance, all appear to agree that work entails a group of formal tasks completed by an individual or group while occupying a given job position and that life entails a group of activities not associated with work such as household chores, care of elders, and care of chi (Anwar, Hansu, & Janjua, 2013). Work-life balance refers to a person's ability, regardless of age or gender, to successfully integrate work and domestic responsibilities.

#### 2.1.1.1 Components of WLB

Work-life balance involves multiple components that collectively contribute to an individual's overall well-being by harmonizing professional and personal aspects of life. These components can vary from person to person, but they generally include the following:

##### **1. Time Management:**

Efficient allocation of time between work-related tasks, personal activities, and leisure. Prioritizing tasks and setting realistic goals to ensure a balanced distribution of time.

##### **2. Flexible Work Arrangements:**

Opportunities for flexible work schedules, such as part-time work, remote work, compressed workweeks, or flexible hours. Options for telecommuting to reduce commuting time and enhance flexibility.

##### **3. Clear Boundaries**

Establishing clear boundaries between work and personal life to prevent work from encroaching on personal time. Avoiding overcommitment and setting limits on work-related activities during personal time.

#### **4. Supportive Organizational Culture:**

A workplace culture that values and supports work-life balance. Policies and practices that promote employee well-being, such as family leave, childcare support, and employee assistance programs.

#### **5. Health and Well-being:**

Prioritizing physical and mental health through regular exercise, proper nutrition, and sufficient sleep. Recognizing and managing stress to prevent burnout and maintain overall well-being.

#### **6. Social Connections:**

Nurturing relationships with family, friends, and social networks. Allocating time for social activities and maintaining a support system.

#### **7. Personal Development:**

Pursuing personal interests, hobbies, and educational opportunities outside of work. Continuous learning and skill development to enhance personal and professional growth.

#### **8. Leisure and Recreation:**

Engaging in recreational activities and hobbies for relaxation and enjoyment. Allocating time for vacations and breaks to recharge and rejuvenate.

#### **9. Communication Skills:**

Effective communication with colleagues, supervisors, and family members about priorities and expectations. Open and transparent communication to manage work and personal responsibilities.

#### **10. Self-Care**

Practicing self-care activities, such as mindfulness, meditation, or relaxation techniques. Taking breaks during the workday to refresh and recharge.

#### **11. Financial Well-being**

Managing finances effectively to reduce stress related to economic concerns. Budgeting and financial planning to support both short-term and long-term goals.

#### **12. Career Satisfaction:**

Finding fulfillment and satisfaction in one's career. Aligning career goals with personal values and aspirations.

#### **13. Annual Leave:**

Annual leave refers to the allotted time off work that employees can take each year for rest, relaxation, and personal activities. Taking annual leave allows individuals to recharge, spend time with family, pursue hobbies, and maintain overall well-being.

#### **14. Job Sharing:**

Job sharing involves two or more employees sharing the responsibilities of a single full-time position. Job sharing provides individuals with the opportunity to work part-time while still contributing to their careers. It supports work-life balance by allowing individuals to share professional responsibilities.

#### **15. Family Considerations:**

Family considerations include addressing the needs and responsibilities associated with family life, such as caregiving responsibilities, childcare, and support for family events. Recognizing and accommodating family responsibilities contributes to a supportive work environment and helps employees balance their personal and professional lives.

Achieving work-life balance involves a dynamic interplay of these components, and individuals may need to regularly assess and adjust their strategies to adapt to changing circumstances and priorities. The goal is to create a sustainable and fulfilling integration of work and personal life.

##### *2.1.2. Concepts and definition of Job security*

Job security can be defined as the level of confidence an employee has in the continuity of their employment with an organization. It implies a sense of assurance that the job will persist and that the individual will not face the immediate risk of job loss due to factors beyond their control. Job security is often associated with the stability of an individual's position, protection against arbitrary termination, and the expectation of continued employment under reasonable and predictable conditions. It can be influenced by factors such as economic stability, organizational performance, and employment policies. Job security is a significant consideration for individuals when evaluating the attractiveness and sustainability of their employment.

Job security is a concept that refers to the assurance or confidence an employee has in the continuity and stability of their employment within an organization. It involves the perception that the job will persist over time, and the individual will remain employed under reasonably stable conditions. Job security is a crucial aspect of the employment relationship, influencing an employee's confidence, commitment, and overall well-being.

##### *2.1.2.1 Components of Job security*

Job security practices and policies are crucial components that contribute to the overall sense of assurance and stability for employees. These elements help define the organization's commitment to maintaining a secure work environment. Here's an overview of job security practices and policies as components of job security:

#### **Clear Employment Contracts:**

Practice: Providing employees with clear and comprehensive employment contracts.

Policy: Outlining job roles, responsibilities, terms of employment, and conditions in written contracts.

### **Permanent Employment Practices:**

Practice: Offering permanent or long-term employment positions.

Policy: Defining the organization's stance on permanent employment and providing guidelines for hiring practices.

### **Layoff and Termination Policies:**

Practice: Clearly communicating procedures for layoffs or terminations.

Policy: Establishing fair and transparent policies governing layoffs, including criteria for termination, notice periods, and severance packages.

### **Seniority-Based Practices:**

Practice: Recognizing and rewarding employees based on seniority.

Policy: Formalizing seniority-based policies that guide promotions, benefits, and other aspects related to employee tenure.

### **Communication Practices:**

Practice: Maintaining open and transparent communication about organizational performance and future plans.

Policy: Formalizing communication policies to ensure consistent updates on the organization's status and any potential changes that may impact job security.

### **Performance Appraisal Practices:**

Practice: Conducting regular performance appraisals.

Policy: Outlining performance evaluation processes, criteria, and the relationship between performance and job security.

### **Training and Skill Development Programs:**

Practice: Investing in employee training and development opportunities.

Policy: Defining the organization's commitment to providing ongoing training, skill enhancement, and career development programs to enhance job security.

### **Employee Benefits Practices:**

Practice: Offering competitive and comprehensive employee benefits packages.

Policy: Detailing the organization's commitment to providing a range of benefits, including health insurance, retirement plans, and other perks that contribute to overall job security.

### **Job Rotation Practices:**

Practice: Implementing job rotation programs to enhance employee skills and versatility.

Policy: Outlining guidelines for job rotation, ensuring fair opportunities for employees and demonstrating a commitment to their long-term employability.

### **Legal Compliance Practices:**

Practice: Adhering to labor laws and regulations related to job security.

Policy: Formulating and communicating policies that demonstrate the organization's commitment to legal compliance, including fair treatment of employees.

### **Unionization and Collective Bargaining Practices:**

Practice: Engaging in open dialogue with employee representatives in unionized environments.

Policy: Establishing policies that adhere to collective bargaining agreements and promote constructive labor relations, contributing to job security.

### **Inclusive Work Environment Practices:**

Practice: Fostering an inclusive and diverse work environment.

Policy: Outlining the organization's commitment to diversity and inclusion, creating a sense of security for all employees.

These practices and policies collectively create a framework that reflects an organization's dedication to job security. By implementing and consistently following these components, organizations can foster a positive work environment and build trust among their workforce regarding the stability and longevity of their employment.

## **2.2 Theories on WLB and Job security**

### **2.2.1 Job demands- resource model (JD-R)**

Another theory that has been used to explain the relationship between work life imbalance and employee retention is the job demands-resources (JD-R) model (Demerouti, Bakker, Nachreiner, & Schaufeli, 2006). Authors have presented it as an alternative to existing models of employees'

well-being. In their opinion, these only addressed a limited number of variables and did not apply to all people or sectors.

To address these perceived limitations, Bakker and Demerouti's model includes a wide range of demands and resources/job positives that could fit any occupation and industry.

The model puts working conditions into two categories: job demands and job resources.

- Job demands are the physical or emotional stressors in your role. These include time pressures, a heavy workload, a stressful working environment, role ambiguity, emotional labor, and poor relationships.
- Job resources (job positives) are the physical, social or organizational factors that help you to achieve goals and reduce stress. They include autonomy, strong work relationships, opportunities for advancement, coaching and mentoring, and learning and development.

The JD-R Model states that when job demands are high and job positives are low, stress and burnout are common. Conversely, good job positives can offset the effects of extreme job demands, and encourage motivation and engagement.

This model posits that high job demands, such as heavy workload or time pressure, can lead to negative outcomes for employees, such as burnout, if they are not matched with sufficient resources, such as support from colleagues or autonomy in decision-making. The JD-R model suggests that work life imbalance can occur when the demands of work and non-work responsibilities are not effectively managed, leading to negative consequences for the individual and the organization.

### ***2.2.2 Role conflict theory***

Several theories have been proposed to explain the relationship between work life balance and employee retention. The role conflict theory (Greenhaus and Beutell, 1985) suggests that work life imbalance occurs when the demands of work and non-work roles are incompatible, leading to negative outcomes such as turnover intentions. For example, if an employee's work role requires them to work long hours and be on call at all times, but their non-work role involves

taking care of young children, this may create a conflict between the two roles. The employee may feel unable to fulfill the demands of both roles simultaneously, leading to work life imbalance and potentially negative consequences such as increased turnover intentions.

### *2.2.3 Social exchange theory*

The social exchange theory (Blau, 1964) proposes that employees make decisions about their work and non-work roles based on the perceived costs and benefits of each role.

This theory posits that employees make decisions about their work and non-work roles based on the perceived costs and benefits of each role. When the costs of work (e.g. work life imbalance) outweigh the benefits (e.g. job security), employees may be more likely to leave their current job. For example, if an employee in the hotel industry perceives that the demands of their job (e.g. long hours, irregular shifts) are causing them to have too little time for their non-work roles; they may decide to leave their job in search of one with better work life balance.

A recent study that utilized the social exchange theory to examine the relationship between work life imbalance and employee retention in the hotel industry has been conducted by Hong and Park (2019). This study surveyed hotel employees in South Korea and found that work life imbalance was related to lower job satisfaction and higher turnover intentions. However, the study also found that job security moderated this relationship. Specifically, the negative effect of work life imbalance on turnover intentions was weaker for employees who perceived their job as being more secure. This suggests that hotel managers may be able to reduce the negative impact of work life imbalance on retention by ensuring that employees feel secure in their jobs.

Overall, the theoretical review helps to provide a deeper understanding of the mechanisms by which work life imbalance can impact employee retention. By understanding these mechanisms, hotel managers may be able to develop finer strategies to promote work life balance and improve retention among their employees.

### *2.2.4 Job characteristics model*

The study directed by Hackman and Oldham theory of Job Characteristics Model. Richard Hackman, Greg Oldham, and their associates (Pinder, 1984) in their approach propose a set of features that should be built into jobs content in order to be satisfying and motivating. According

to Hackman and Oldham (1980) and as cited in Pinder (1984), an employee will experience internal motivation from her/his job when that job generates three critical psychological states. First, the employee must feel personal responsibility for the outcomes of the job. Second, the work must be experienced as meaningful by the employee. This is where the employee feels that her/his contribution significantly affects the overall effectiveness of the organization. The third aspect deals with the employee being aware of how effective she/he is converting her/his effort into performance. Pinder (1984) summarized this approach saying that jobs should be designed so as to generate experiences for the employee of meaningfulness, responsibility, and knowledge of the results of one's effort. To generate experienced meaningfulness, Hackman and Oldham (1980) stated that three specific core factors of jobs are particularly needed for making work feel meaningful. These factors are skill variety, task identity, and task significance. Skill variety is *"the degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person"* (Hackman & Oldham, 1980). Hackman and Oldham (1980) proposed that jobs which require the use of multiple talents and experiences as more meaningful, and therefore more intrinsically motivating, than jobs that require the use of only one or two types of skills. Pinder (1984) pointed out that the inclusion of task variety as an element of job design is consistent with the concept of growth need satisfaction, as well as with more psychological approach taken by activation theory. The second job characteristic used to generate experienced meaningfulness as described by Hackman and Oldham is referred to as task identity. Task identity is *"the degree to which a job requires completion of a "whole" and identifiable piece of work...doing a job from beginning to end with a visible outcome"* (Hackman & Oldham, 1980). Work is experienced as more meaningful, according to Hackman & Oldham, when employees are capable of gaining a greater understanding of how their jobs fit in with those of other employees, and with the completion of an integral unit of product or services. Hackman & Oldham (1980) defined the third factor, task significance, as *"the degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large."* This is where the employee may perceive her/his work as significant and thus may contribute to the satisfaction of esteem needs. In addition to the three job factors contributing to feelings of meaningfulness, autonomy is required for an employee to experience the psychological feelings of responsibility and feedback is needed to understand how one is performing on the job.

Autonomy is “*the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out*” (Hackman & Oldham, 1980). This suggestion that autonomy is motivating is consistent with other perspectives and approaches to job design. Porter (1962, 1963) treated autonomy as a separate category of higher-order need in his adaptation of Maslow’s need hierarchy for studying managerial job attitudes. McClelland (1962) also recognized autonomy in his theory of achievement.

Lastly, the third critical psychological factor in this model is called knowledge of results. This feedback includes information from other people and the job itself. Hackman & Oldham (1979) suggested in the model that feedback is a critical factor in reducing absenteeism and employee turnover. In general, one finds strong relationship between job characteristics, and behavioral outcomes (Alera, 1990). Further, feedback is effective in delivering the personal and behavioral outcome variables (Fried, 1986).

This theory is relevant for developing and implementing employee retention practices as it is the case in this study because employees have multiple needs based on their individual, family, and cultural values. In addition, these needs depend on the current and desired economic, political, and social status, career aspiration; and the need to balance career, family, education, community, religion, and other factors; and a general feeling of one’s satisfaction with the current and desired state of being. Employees tend to leave if an organization does not allow and promote flexible work schedules.

### ***2.2.5 Segmentation and Integration Theory***

The segmentation-integration continuum theory, originally known as "segmentation preferences" by Nippert-Eng (1996b), is a paradigm featuring strong role integration and high role segmentation as poles. According to the segmentation paradigm, there is no correlation between work and non-work, and the two realms are different (Guest, 2002). According to Piotrkowski (1979), people compartment work and life when they inhibit personal behaviors, feelings, ideas, or pleasures while at work while also suppressing job-related moods, behaviors, and habits in the life domain. The complete division of the two domains of work and living called segmentation. Prior to recent studies, segmentation was thought to occur along natural/physical loci, but it has

now emerged that this perception is the result of an active psychosocial process that separates the two worlds (Roy, 2016). On a continuum of work-life balance, segmentation and integration have been conceived as two poles (Ashforth et al., 2000). According to integration theory, having open boundaries between work and non-work might encourage improved relationships in the family, workplace, and community life domains (Clark, 2000). By claiming that "Integration demands for contemporary understandings that reengineer classic work-life paradigms making all stakeholders, viz. employees, workers, families, and communities as active partners," Morris & Madsen (2007) tried to integrate more contextual components, such as community, to the integration theory.

Segmenters and integrators are separated by Zerubavel (1991). He describes "Segmenters" as people who try to maintain a mental barrier between two areas. These people do not mix their personal and professional lives. Zerubavel goes on to say that integrators are people who remove barriers between the two areas and incorporate elements from both. According to Ashforth et al. (2000), although work can be integrated into non-work and vice versa, the two occurrences happen separately. In a similar vein, Nippert-Eng (1996b) specifies the concept of high role segmentation and integration. When there is no separation between what belongs to home and what belongs to work, this is referred to as high role integration. When the two domains are regarded as distinct, there is high role segmentation. Any role may fall along the continuum of integration and segmentation, with high role segmentation and high role integration serving as its two extremes.

### *2.2.6 Social identity perspective*

Organizational researchers frequently draw on theories of social identity that date back to the 1970s. According to the social identity theory, people want social identification from groups for two psychological reasons: to reduce uncertainty and to enhance themselves (Tajfel H., Turner J.C, 1979). Individuals who identify with certain groups are better able to follow the group's standards and behave in accordance with its rules and preferences (Hogg M.A., Terry D.J. 2000). Self-categorization theory, a subset of the social identity approach, contends that individuals develop identification as a result of differentiating themselves from others (Turner J.C., et al. 1987), establish identification based on their understanding of their roles, and then exert influence over group outcomes (Tajfel H., Turner J.C, 1979). According to subgroup research

based on these two theories, even though people have formed subgroups based on their traits and features in an effort to eliminate ambiguity and develop themselves, they have not abandoned their identification to a group (Bezrukova K., et al 2009). Furthermore, in order to distinguish themselves from other subgroups, they will strengthen the boundaries of this category. The formation of heterogeneous subgroups will result in variations in individuals' identification with the group (Crisp R.J., et al, 2006).

According to this study, when an employee believes he or she belongs to an organization, he or she will identify with the organization, comply with the organization's norms and goals, and thus reduce negative behaviors that may harm the organization. Meanwhile, the separation of two subgroups (permanent and temporary workers) will cause them to feel differently about their organizational belonging, affecting the formation and function of organizational identification. As a result, based on the theory of social identity and self-categorization, this study will examine the impact of job security on employee retention as well as the role it plays in organizational performance.

## **2.3 Empirical Review**

### ***2.3.1 Empirical Review on work life balance and Retention***

Several empirical studies have examined the relationship between work life balance and employee retention in the hotel industry.

A study by Chen and Wu (2015) found that work life imbalance was significantly related to employee turnover intentions in the hotel industry in Taiwan. This study surveyed hotel employees in Taiwan to examine the relationship between work life imbalance and employee turnover intentions. The results of the study indicated that work life imbalance was significantly related to employee turnover intentions. This means that as work life imbalance increased, the likelihood of an employee wanting to leave their job also increased.

Another study by Chen and Chang (2016) found that work life imbalance had a negative impact on job satisfaction and organizational commitment among hotel employees in China, which in turn was related to higher turnover intentions. This study surveyed hotel employees in China and found that work life imbalance had a negative impact on job satisfaction and organizational commitment.

Job satisfaction refers to the extent to which an employee is satisfied with their job, and organizational commitment refers to the extent to which an employee is committed to their organization. Both of these factors can influence an employee's decision to stay with or leave their current job. The results of this study showed that work life imbalance was related to lower levels of job satisfaction and organizational commitment, which in turn was related to higher turnover intentions.

A study by Lee and Yang (2012) examined the relationship between work life balance, job satisfaction, and intentions to leave among hotel employees in Taiwan. The study found that work life balance was significantly related to job satisfaction, which in turn was significantly related to intentions to leave. These results suggest that work life imbalance can lead to negative outcomes such as job dissatisfaction and intentions to leave an organization.

Chen et al. (2014) conducted a study of job insecurity and its consequences among hotel employees in China. The study found that job insecurity was negatively related to both job satisfaction and organizational commitment. These results suggest that job insecurity can have negative impacts on employee retention in the hotel industry.

Smith et al. (2016) examined the relationship between work life balance, job satisfaction, and organizational commitment among hotel employees in the United States. The study found that work life balance was negatively related to both job satisfaction and organizational commitment. These results suggest that work life imbalance can have negative impacts on employee retention in the hotel industry.

In a study conducted by Wang et al. (2018), the impact of work-life balance on employee retention in the hotel industry in China was explored. The results showed that work-life balance had a positive and significant effect on employee retention. Additionally, the study found that work-life balance was positively and significantly associated with job satisfaction, suggesting that job satisfaction plays an important role in employee retention. In a study by Bong (2017), the effect of work-life balance on employee retention in the hotel industry in Malaysia was examined. The results showed that work-life balance had a positive and significant effect on employee retention. The study concluded that hotels should focus on providing employees with a positive work-life balance in order to increase employee retention.

A study by Chen and Chang (2019) examined the relationship between work-life balance, job satisfaction, and employee retention in the hotel industry in Taiwan. The results indicated that work-life balance had a significant positive effect on job satisfaction, which in turn had a significant positive effect on employee retention. Moreover, the study found that job satisfaction was more strongly related to employee retention than work-life balance. This finding suggests that while work-life balance is important for employee retention, job satisfaction is a more important factor.

The findings from the three studies suggest that work-life balance is an important factor in employee retention in the hotel industry. Furthermore, job satisfaction appears to be an important factor in employee retention and should not be overlooked. As such, it is important for hotels to ensure that their employees are provided with a positive work-life balance in order to increase employee retention.

Work-life balance is an important factor in employee retention in the hospitality industry, as employees are often asked to work long hours, with varying shifts, and in an environment that can be stressful. Several studies have been conducted to explore the impact of work-life balance on employee retention in the hospitality industry. One study conducted by Pires, de Sousa and Sousa (2019) looked at the relationship between work-life balance and employee job satisfaction and turnover intentions in the hotel industry. The study used a survey of 166 hotel employees in Portugal and found that work-life balance had a positive effect on employee job satisfaction, which in turn had a negative effect on turnover intentions. The study suggests that providing employees with a good work-life balance can help reduce turnover intentions and improve job satisfaction.

Another study by Chiang, Chang and Hsu (2017) looked at the impact of work-life balance on employee job satisfaction, organizational commitment, and turnover intentions in the hotel industry. The study surveyed 500 hotel employees in Taiwan and found that work-life balance had a positive effect on employee job satisfaction and organizational commitment, and a negative effect on turnover intentions. The study concluded that providing employees with a good work-life balance can help reduce turnover intentions and improve job satisfaction and organizational commitment.

A third study by Liu, Zhu and Guo (2017) examined the impact of work-life balance on employee job satisfaction and turnover intentions in the hotel industry in China. The study surveyed 400 hotel employees in Beijing and found that work-life balance had a positive effect on employee job satisfaction and a negative effect on turnover intentions. The study concluded that providing employees with a good work-life balance can help reduce turnover intentions and improve job satisfaction. Overall, the research suggests that providing employees with a good work-life balance can have a positive effect on employee job satisfaction, organizational commitment, and turnover intentions in the hospitality industry. The studies found that a good work-life balance can help reduce turnover intentions and improve job satisfaction and organizational commitment. Therefore, it is important for hotel managers to ensure that their employees have a good work-life balance in order to reduce turnover intentions and improve job satisfaction and organizational commitment.

Thus the empirical evidence for the effect of work-life balance on employee retention in the hotel industry remains limited. However, there are relatively recent studies which have explored the issue. A study by El-Rafie and El-Bassiouni (2013) explored the relationship between work-life balances, job satisfaction and employee retention in the hotel industry. The study found that there was a positive relationship between work-life balance and job satisfaction, which in turn had a positive effect on employee retention. Another study by Al-Basha and Al-Haddad (2015) examined the relationship between work-life balance, job satisfaction and employee retention in the hospitality industry. The study found that there was a positive relationship between work-life balance and job satisfaction, which increased employee retention.

The social life of employee working in hotel industry is very poor, hence employee decide to change their field (Dr. Surjeet Kumar 2015). Employee downsizing, organizational restructuring, longer hours and weekend work brings imbalance between a personal life and a work life (Kiruthiga.V.2015). Proper work load distribution must be carried out along with working hours so as to reduce stress level and maintain work life balance between family and work (Dr. AsmaFarooque 2015). The hotel industry is characterized with long working hours, shift pattern, hard work, and unpredictable weekly off leads to imbalance between work and life and negligence towards social life. The average working hours of employee in hotel industry is 12-14

hours which results of poor work-life balance and results to increase attrition rate of employee (Milind A. Peshave 2013)

### ***2.3.2 Empirical review on Job security and employee retention***

Wang et al. (2016) focused on the effects of job security on employee retention in the hotel industry. The study found that job security was associated with higher levels of employee retention. Furthermore, the study found that job security was an important factor in employee motivation and satisfaction. Overall, the current literature review has shown that job security is an important factor in employee retention in the hotel industry. Numerous studies have demonstrated that job security is associated with increased employee motivation, satisfaction, and retention. Therefore, it is important for hotel employers to provide their workers with job security in order to ensure employee retention and commitment.

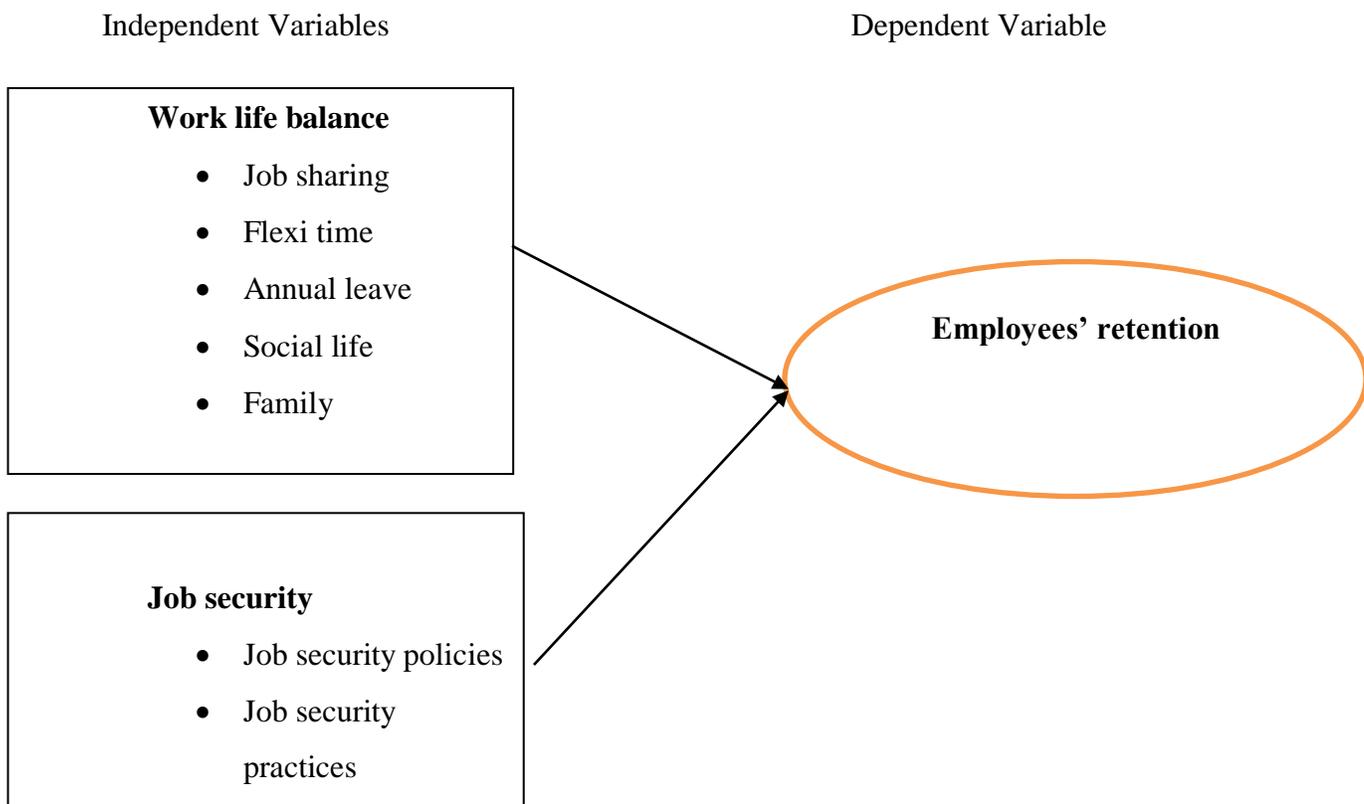
A study of hotels in China conducted by Wang and Chen (2018) found that job security was positively associated with employee retention. They found that employees who felt their job was secure were more likely to stay in their job longer than those who did not. Similarly, a study of hotel employees in the United Arab Emirates conducted by Alshawi (2018) found that job security was the most important factor influencing employee retention. They found that employees who felt secure in their job were more likely to stay in their job longer. In addition to these studies, a study of hotel employees in the United States conducted by Park and Shin (2016) found that job security was significantly associated with job satisfaction. They found that employees who felt secure in their job were more likely to have higher levels of job satisfaction and were more likely to stay with the hotel longer. Finally, a study of hotel employees in the United Kingdom conducted by Al-Fattah and El-Gohary (2015) found that job security was significantly associated with employee loyalty. They found that employees who felt secure in their job were more likely to be loyal to the hotel and were more likely to stay with the hotel longer.

In addition to these studies, there have been several other empirical research articles published in the 2010s that have explored the relationship between work life imbalance, job security, and employee retention in the hotel industry. These studies have generally found that both work life imbalance and job insecurity can have negative impacts on employee retention. However, there are some limitations to this research. Many of the studies have been conducted in specific geographical regions (e.g. Taiwan, China, United States), and it is unclear to what extent the findings can be generalized to other regions or countries. Additionally, most of the studies have been cross-sectional in nature, which limits the ability to establish cause-and-effect relationships between the variables of interest.

Overall, the empirical research on this topic suggests that work life imbalance can have a negative impact on employee retention in the hotel industry. It is important for hotel managers to consider ways to promote work life balance among their employees in order to improve retention and reduce turnover.

#### 2.4. Conceptual framework

The independent variables of this study were work life balance and Job security and the dependent variable is employee retention. The conceptual framework was derived from the related literature review covered.



Source: own conceptual framework

#### 2.4 Research Hypothesis

The hypothesis of the study is directly derived from the research objectives and questions put forward above. In the objective of the study, it is provided that this research will aim at testing How work life balance and job security as an independent variables affect employee retention as dependent variable in selected hotel found in Addis Ababa.

H1: Family has a significant positive effect on employee retention.

H2: Job sharing has a significant positive effect on employee retention.

H3: Flexi time has a significant positive effect on employee retention.

H4: Annual leave has a significant positive effect on employee retention.

H5: Social life has a significant positive effect on employee retention.

H6: Job security policies has a significant positive effect on employee retention.

H7: Job security practices has a significant positive effect on employee retention.

## Chapter three

### 3. Research methodology

#### 3.1 Research Design

The research follows both descriptive and explanatory research design. Descriptive study was used to describe existing situation under study. Descriptive statistics refers to statistically describing, aggregating, and presenting the constructs of interest or associations between these constructs. In this study, descriptive analysis were conducted to describe the effect of WLB and Job security on employee's retention. The study also used explanatory study design in order to explain and predict the cause and effect relationship between the dependent variable employee retention and the independent variable WLB and Job security as this is the appropriate research design (Bhattacharjee, 2012). Thus, in its design the study is both a descriptive and explanatory

#### 3.2 Target population

There are two populations: the target population and the population from whom data will be obtained (target population). The target population consists of all members of a legitimate or theoretical collection of people, events, or objects from whom a researcher wishes to generalize the findings of the research, whereas the accessible population consists of all persons who might theoretically be included in the sample (Gall, Gall, & Borg, 2014). This study's population consisted of middle-level management and front-line personnel from chosen five-star hotels in Addis Ababa. The target populations are Capital hotel and spa, Sapphire Addis hotel, Grand Palace hotel, Haile Grand hotel and Getfam Hotel. The total number of populations is 1010. Out of which 20 are middle level managers while the rest are line workers.

#### 3.3 Sampling technique and sample size

##### 3.3.1 Sampling technique

The study used a random stratified sample approach with proportionate allocation of each stratum. The stratified sampling approach will be utilized for data that does not belong to a homogeneous group but is diverse in character (Mugenda & Mugenda, 2014). The population will be separated into sub-groups based on similarities, and systematic sampling will be used to choose competitors from each sub-group.

The strata in this study were hotels since the employees in each hotel work under the identical conditions. The sample size per hotel will be determined using proportionate stratification. In proportionate stratification, a random sample was collected from each stratum in a number proportional to the size of the stratum as compared to the population (Greener, 2016). These stratum subgroups will then be pooled to generate the study's random sample.

### **3.3.2 Sampling size**

The sample size for this study included selected five-star hotels in Addis Ababa, namely the Capital Hotel and Spa, Sapphire Addis Hotel, Grand Palace Hotel, Haile Grand Hotel, and Getfam Hotel. According to Kothari (2020), the sample size chosen by the researcher should be large enough to provide sufficient information about the population while also being simple to analyze. According to Mugenda & Mugenda (2014), sample size must be large enough to be representative of the universe population. For this study the researcher used the following formula.

$$n = \frac{Z^2 * p (1-p)}{e^2}$$

n- Sample size

Z- Z score of corresponding confidence (95% z score is 1.96)

p- standard deviation (0.5)

e- Margin of error (0.05)

$$n = \frac{1.96^2 * 0.5 * (1-0.5)}{0.05^2}$$

n= 384

### **3.4 Data collection methods**

Primary and secondary data gathering approaches was employed to attain the targeted goal.

### ***3.4.1 Primary data collection***

Primary and secondary data gathering approaches was employed to attain the targeted goal. The primary data gathering approach included the use of a questionnaire and an interview. The surveys were prepared with research questions to collect data from respondents. According to Bryman and Bell (2015), a questionnaire with high consistency would yield identical results if repeated by additional researchers. The researcher will conduct structured and unstructured interviews.

### ***3.4.2 Secondary data collection***

The researcher used secondary data. Some of these sources included journals and text books on employee retention. The secondary sources will help to analyze, understand and appreciate what the previous scholars have documented. Thus, the secondary sources was used to support and understand the study findings on this study.

### **3.5 Data collection procedures**

The data which was obtained from the sample organizations will be analyzed according to the objective of the study. In order to ensure logical completeness and consistency of responses, data editing and coding will be carried by the researcher. Once editing is done, data was analyzed qualitatively and quantitatively, the data which was obtained through different data collection instruments. The qualitative data from structured interview, and qualitative (ordinal) obtained from questionnaires and secondary documents was analyzed by using different descriptive statistical techniques. While, Qualitative (ordinal) and quantitative data analysis was done by using frequency distribution, tabulate and percentages, and, with the help of SPSS software, which will be used to determine the proportion of respondents choosing the various responses. These will be done for each group of items relating to the research questions.

Depending on the responds from the target population the researcher will try to see whether those variables negatively or positively affect the performance of the organization and the effect of those variables on retaining of employees' in the selected hotels.

### **3.6 Data analysis and presentation**

Data was collected and analyzed quantitatively and qualitatively in this study. The Statistical Package for Social Science (SPSS) for Windows was used for data analysis. The following data types will be analyzed: rate counts, percentages, means, standard deviation, regression, and

correlation. Graphs, charts, and tables will be used to display the findings. Multiple regression analysis will be used in the study to demonstrate the effect and influence of the independent factors on the dependent variable.

### **3.7 Reliability and Validity research instrument**

#### ***3.7.1 Reliability of research instrument***

The internal consistency of the questionnaire and interview questions were statistically assessed using Cronbach's Alpha. Cronbach alpha, a measure of internal consistency, will be utilized to assess the measuring instrument's internal dependability. A reliability coefficient of 0.7 or above is typically considered adequate, and the higher the number, the more dependable it is (Adrian, 2013).

#### ***3.7.2 Validity of research instrument***

The validity of these research study tools was determined by the opinions of professionals, particularly the research supervisor, who is more knowledgeable. During the pilot research, it will also be tested. Before taking the questionnaire to the field for data collecting, any ambiguity or lack of clarity in the questionnaire items will be resolved. According to Kimberlin and Winterstein (2015), an instrument's validity is shown by the amount to which the test findings' interpretations are warranted. This study project will be directed by the categories of validity mentioned by Kimberlin and Winterstein: face, content, and criteria (2015). Face validity is not evaluated by statistical studies, but rather by the face value assessment of the person reviewing the instrument to see if it measured what it was designed to measure. Furthermore, content validity, also known as logical validity, refers to the extent to which a measure reflects all aspects of a given social construct as established by experts in the area in this study. Criterion validity determines the correlation of constructs that are expected to be correlated, which is what this study did.

## Chapter Four: Analysis and Results

### 4.1 Introduction

This chapter presents the analysis made on the data collected using the questioner which are descriptive analysis of the variables and the data, inferential analysis of the dependent and independent variable and correlational analysis of the variables. The first part includes descriptive statistics of the variables and the relations between the variables which provide preliminary information of the data collected and the variables studied which helps to have an idea or anticipation on the possible relation between the dependent and independent variable. In the second part of this chapter the inferential analysis which include simple correlation of variables and multiple regression analysis of the dependent and independent variables area presented.

In line with the sample size number determined in the research methodology part of the study, a total of two hundred thirty two questionnaires were distributed across all directorates of the Bank out of which two hundred twenty one were completed and retrieved successfully, representing 83.87% response rate.

### 4.2 Descriptive statistics

#### 4.2.1 Analysis of respondents' background

**Table 4. 1** Statistics on respondents' background

No.	Item	Frequency	Percent	
1	Gender of Respondents	Female	172	53.3%
		Male	151	46.7%
		<b>Total</b>	<b>323</b>	<b>100%</b>
2	Age of Respondents	18-30 years	256	79.3%
		31-40 years	66	20.4%
		41-50 years	1	0.3%
		51-60 years	0	0%
		<b>Total</b>	<b>323</b>	<b>100%</b>
3	Educational level	Certificate	17	5.3%
		Diploma	45	13.9%
		BA degree	241	74.6%
		Masters	20	6.2%
		PhD	0	0%
		<b>Total</b>	<b>323</b>	<b>100%</b>

4.	Work experience in current hotel	Below 1 year	20	6.2%
		1-3 years	268	83%
		4-6 years	21	6.5%
		Above 6 years	14	4.3%
		<b>Total</b>	<b>323</b>	<b>100.0%</b>
5	Specialization	Related to hospitality	150	46.4%
		Not related to hospitality industry	173	53.6%
		<b>Total</b>	<b>323</b>	<b>100.0%</b>
6.	Department	Front office	109	33.7%
		Housekeeping	13	4.0%
		Finance	35	10.8%
		Security	4	1.2%
		Engineering and maintenance	68	21.1%
		Sales and Marketing	53	16.4%
		Food and Beverage service/ preparation	41	12.7%
		<b>Total</b>	<b>323</b>	<b>100.0%</b>

Source: Author's computation, 2023

As presented in table 4.1 above item number 1 provides information on gender distribution of respondents whereby 53.3% of the respondents were female and the remaining 46.7% were male. This implies that the majority of the respondents were female.

The respondent's age is highly concentrated between 18 and 30 years which constitute 79.3% of the sample respondents. Specifically, 20.4% of the respondents are between the ages of 31-40 years; those between the ages of 41-50 years constitute 0.3% of the sample. There were no respondents aged between 51 and 60 years. It can be said that about 99.6% of the employees at the hotets are below the age of 40.

The educational background of the respondents is shown in item number 3. Accordingly, 5.3% of the repondentswere certificate holder, 13.9% were diploma holders, 74.6% of the respondents were BA degree holders, while 6.2% of the sample holds MA while there were no respondents

with PhD educational status. Therefore more than 80.8% of the sample sizes were with BA degree and post graduates. This is a good indicator of the hotel's staff strength.

The time the employees has worked in those case hotels are indicated in item number 4. According to the responses was those who worked for below a year were 6.2%, while those who stayed with the hotels 1 to 3 years were 83%, and those who have worked in the hotel from 4 to 6 years and above 6 years were 6.5% and 4.3 % respectively. This is an indicator showing that around 88.3% of the respondents have been working in the hotel in the range of 1 to 6 years.

The specialization of the sample respondents is indicated in item number 5. According to it, 46.4% of the respondents specialization or educational background was relation to the hotel industry while 53.6% of the respondents were from an educational background that is not related to the hotel industry.

The department where the respondents belong to is shown in item number 6. According to that, front office consisted 33.7% of the respondents, Housekeeping was 4%, those working in the Finance department 10.8%, the Security department was 1.2%, Engineering and Maintenance consisted 21.1% of the respondents, while sales and marketing was 16.4% and Food and Beverage Service and Preparation consisted 12.7% of the whole respondents.

### 4.3 Descriptive statistics of variables

Analysis on the descriptive statistics of selected measurement dimension of the dependent and independent variables are presented below based on the results indicated in table 4.2.

**Table 4. 2 Descriptive Statistics of Variables**

<b>Descriptive Statistics</b>			
	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Work life balance	323	3.3376	.34302
Job security	323	4.1996	.39484
Employee retention	323	3.4561	.51114

Source: Author's computation, 2023

Mean score of a five point Likert scale instrument below 3.39 is considered as low and score between 3.40 up to 3.79 are considered as moderate while mean score above 3.8 is considered as high (Zaidatol & Bagheri, 2009).

As observed above on table 4.2, the mean score for the two variables is above the standard 3.76 which is a moderate result and indicates that there is a relatively positive inclination in the respondents response towards the measures of the variables used and one variable with low mean score of 3.34.

When we examine the specifics of the variables, one can see that work life balnce has a low mean score when compared to the other variables. The mean score is 3.3376 with a low standard deviation of .34302 the lowest of deviation among the three variables. This is an indicator that respondets did not favor this variable.

We can see that job security has a mean score of 4.1996 which is considerably higher than the others. This suggests that a disproportionately higher percentage of respondents thought favorably of job security measures. It appears that job security has favorable impact on employee retention.

This assertion is further supported by the relatively low deviation of respondents' ratings of the measures from the mean, which is shown to be .39484 in Table 4.2 above.

There is also a moderate mean score for employee retention as indicated in table 4.2 above which is 3.4561. This implies that more than the average number of respondents favourable rated the scales used to measure the proper design of training. Besides, the deviation of the respondents' response about the mean is .5114 which is the. Hence on average majority of the respondents agree that there is a employee retention in the hotel they work at.

Although the overall descriptive analysis of the variables indicate the characteristics discussed above, a further look at the descriptive statistics of major component items of the variables may reveal another truth that could possibly indicate strength in some areas and weakness in some other areas of the overall training program of the Bank that warrant proper attention. Hence, a further look at the details of the three variables through a descriptive analysis of the major topic areas under the three variables are presented below based on the results indicated in table 4.3.

**Table 4. 3** Descriptive Statistics of major component parts of the Variables

Variables	Descriptive Statistics				
	N	Maximum	Minimum	Mean	Std. Deviation
Social life	323	4.50	1.40	2.6365	.71958
Job sharing	323	5.00	2.25	4.0697	.47958
Flexi time	323	4.50	1.75	3.1687	.58263
Family	323	4.33	1.67	3.4706	.50812
Annual leave	323	5.00	1.40	3.5220	.56446
Job security policies	323	5.00	2.00	4.5116	.68625
Job security practice	323	4.67	2.33	4.0609	.40014
Employee retention	323	5.00	1.33	3.4561	.51114

Source: Author's computation, 2023

Mean score of a five point Likert scale instrument below 3.39 is considered as low and score between 3.40 up to 3.79 are considered as moderate while mean score above 3.8 is considered as high (Zaidatol & Bagheri, 2009).

The mean score indicated for social life in table 4.3 above is 2.6365 which is a lower score indicating that hotels must give attention how their employees are managing their soacial life nad not facing a burn out. Similarly, mean score for job sharing with in the hotels was 4.0697 which is a high mean score impliyng ignificant number of respondents believe there is good job sharing with in the hotel and respective department they work in. The mean score of flexi time was 3.1687 that indicated their is a dissatisfaction from repondents when working flexible time. The mean score for family was 3.4706 indicating significant number of respondents agreed family has an effect on employee retention. As shown in table 4.3, the mean scores of annual leave affecting employee retention was 3.5220 which are a moderate one and indicative its effect of employee inetntion to stay or leave their job.

The respondents agreed that job security policies a good indicator with a high mean score of 4.5116 and also with a lower deviation indicating that job security polices have a a very significant effect on employees retention. Similar to the job security policies, job security practices also has a high mean score of 4.0609 and the lowest deviation which indicates that employees retention is highly in association with practcies of job security.

Finally, the mean score of the dependent variable employee retention was 3.4561 that implied more than avergae number of respondents agreed or showed their intention to stay in the hotel industry.

## **4.4 Inferential Analysis**

### **4.4.1 Bivariate correlation analysis of variables**

Simple correlation analysis like Pearson's helps to examine and analyse the relation between two variables (Bhattacharjee, 2012). In order to assess determine the relation between training design and employee performance as well as training delivery style and employee's performance a Pearson's Product Moment Correlation Coefficient was used. It is also applied to determine any complementary relation that exists between the two independent variables.

#### **Table 4. 4: Correlation between work life balance, job security and employees' retention**



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

\* . Correlation is significant at the 0.05 level (2-tailed).

**Source: Author's computation, 2024**

Value of coefficient relation between variables that lies between 0-0.19 refers to a very weak relation, 0.2-0.39 refers to low correlation, 0.4-0.59 refers to moderate correlation, 0.6-0.79 high correlation and 0.8-1 refers to very high correlation between variables (Mahiswaran et. al, 2020).

From the correlation table above, it shows the relationship between the eight variables. In the job sharing aspect, it displays the correlation of the relationship between employee retention and job sharing is 0.055. The correlation coefficient of job sharing and employee retention also shows a significant positive relationship since the r value is 0.055,  $P < 0.05$ . Based on the threshold value of the correlation coefficient strength discussed above, a value of 0.055 indicates a weak association. The implication of this result is that job sharing significantly influences the retention of employees' in hotels. It can be stated that job sharing can influence employee retention but since the correlation is weak, it shows that the hotels need to work on job sharing aspects for employees.

For the relation between social life and job retention, it can be interpreted that when social life is low the retention probability decreases. Social life and employee retention are negatively correlated displayed in the table above which is -0.061. which implies there is no correlation between the two variables.

The relationship between flexi time and employee retention is 0.253. The correlation of flexi time and employee retention show positive relationship since r value is 0.253,  $P < 0.05$ . Based on the threshold value of the correlation coefficient strength discussed above, a value of 0.253 indicates a low association. This implied that flexi time significantly influence employee retention in hotels. It can be said that flexi time is correlated to employee retention low hence hotels must work on that.

Annual leave was one variable believed to influence employee retention. From the table above it shows 0.376 indicating a low association with employee retention. The other independent variable family shows a correlation of 0.506 having a moderate relation with employee retention.

From the job security parameters namely job security practice ,based on the outcome, it shows that the employee retention has a moderate correlated relationship as the significant value shows 0.490. It is statistically significant as the p- value is less than 0.05.

The seven independent variables are complementary to one another. Job sharing with socail life, flexi time, aannual leave, family, job security practice and job security policy. This can be seen from the value of the correlation coefficient of the association between independent variables. The coefficient values are as follows 0.014, 0.284, 0.139,0.120, 0.150 and 0.194 which shows a low association.

#### **4.4.2 Model Diagnostic Test Results**

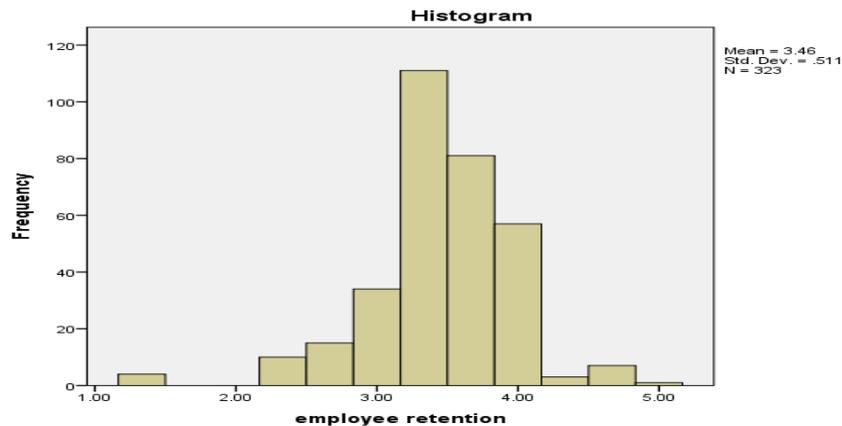
Ordinary Least Square (OLS) is the most widely used linear model estimation technique in both its simple and multiple regression types. As long as the model specified for the study satisfies the OLS assumptions for linear regression, it can be concluded that the model yields a best possible estimates of the relation between the dependent and independent variables.

In order to achieve this, in this study a test of the three major assumptions of the OLS namely the normality test, the auto-correlation test and the multicollinearity test that are highly relevant for a data collected from primary sources using questionnaire are conducted. The test results of the three assumptions are discussed below.

##### **4.4.2.1 Normality Test Result**

One of the assumptions of the OLS model is that the error terms follow the normal distribution. In the specific case of this study, the z value of the error terms is around 1.96 which is sufficient to establish normality of the data.

Figure 4.1 Normality distribution histogram



Source: own survey 2024

#### 4.4.2.2 Autocorrelation Test Result

Autocorrelation is commonly tested using the Durbin-Watson statistics. The Durbin-Watson is 1.805. A Durbin-Watson value between 1 to 3 indicates that there is no autocorrelation problem among the residuals (homoscedasticity). A test result which is closer to 0 implies a stronger positive autocorrelation, and a test result around 4 indicates a strong negative autocorrelation. Hence, it indicates that the independent error terms are not correlated. Apart from that, R square also plays a vital role in the model summary. The alphabet “R” refers to the strength of the relationship between the forecast and the result from this research study that has been measured. According to the table below, it shows that R square is 0.451 or 45.1%. It also means that 45.1% of the independent variable are directly affecting the dependent variable which is employee retention. At the same time, it also designates that 45.1% of the total variance in the dependent variable is explained by the independent variable. Therefore, the remaining 54.9% is accounted by other variables which are not involved in this study. When we come to the case at hand the autocorrelation test result of the error term exhibits a Durbin-Watson result of 1.805 which as discussed above indicates a very low autocorrelation which is in line with the OLS assumption.

#### **4.4.2.3 Multicollinearity test**

Multicollinearity is referred as a detected condition of high correlation between two and more independent variable. It can be interpreted that if there is a higher multicollinearity (above 0.70) between the independent variables, the lesser will the efficiency of the estimated relation between the independent variables and the dependent variables (Pallant, 2011). The reason for this is that in the presence of a higher multicollinearity between the independent variables in effect we are only talking about the predication capacity of essentially only one variable while having two variables in our model specification.

When we come to our case at hand the collinearity among the seven independent variables is lower than the recommended threshold value. It can also be detected using tolerance values and Variance Inflation Factor (VIF) for the independent variable of the study. Accordingly, we can say that multicollinearity is there if the tolerance is lower than 0.10 and the average VIF is higher than 9. In our case, the tolerance are 0.886, 0.821, 0.716, 0.611, 0.506, 0.792 and 0.545 for job sharing, flexi time, social life, annual leave, family, job security practice and job security policies which is above 0.1 and the average VIF for all variables is around 1.149 which are below 9. Thus, the model meets the OLS requirement and collinearity is not a problem.

#### ***4.4.3 Multiple regression analysis***

In this study multiple regression analysis is applied so as to determine the explanatory power of the independent variable the observed changes in the dependent variable. The estimation results to determine the statistical significance of the result are presented below in Table 4.5.

**Table 4. 5 Model Fitness Test and ANOVA Results**

<b>Model Summary<sup>b</sup></b>					
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>Durbin-Watson</b>
1	.67.1a	.451	.438	.38308	1.805
a. Predictors: (Constant), job security practice, social life, Job sharing, Annual leave, flexi time, Family					
b. Dependent Variable: employee retention					

<b>ANOVA<sup>a</sup></b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	37.902	7	5.415	36.897	.000b
	Residual	46.226	315	.149		
	Total	84.128	322			
a. Dependent Variable: employee retention						
b. Predictors: (Constant), job security practice, social life, Job sharing, Annual leave, flexi time, Family						

Source: Author’s computation, 2024

The model formulated above is estimated using ordinary least square estimation technique of multiple regression models. The estimation results are depicted in table 4.4 above. As indicated in table 4.5 the R-squared and Adjusted R-squared values of the model are more than 0.5.

The values of the R-squared and Adjusted R-squared of a model lie between 0 and 1. If the R-squared and Adjusted R-squared values of model is close to 1 it can be interpreted as the model is fit enough in explaining the data, on the other hand if the value is close to zero, it can be said that the model is not explaining the variability in the dependent variable in terms of the independent variable and can be said not fitting model.

The model is formulated to explain the variability of the dependent variable about its mean, thus if the model is not explaining the changes in the variables it can be concluded that the variability of the dependent variable is not explained by the variability of the independent variable.

Accordingly, 0.442 R-squared and Adjusted R-squared values of model can be interpreted as 44.2% of the variability in the dependent variable are explained by the variability in the independent variables which is more than the average bound. The F-statistic of 41.699 at 2 and 316 degrees of freedom is statistically significant at 95% confidence level.

In fact, if we further consider theoretical propositions, change in employee retention cannot be fully explained by job sharing, flexi time, social life, annual leave, family, job security policy and job security practices. There are number of other factors affecting employee retention and combined effect obviously explain changes in the dependent variable more than the effect of a single or two variables among them. Thus, the models fitness in explaining more than 40% of the variation in the dependent variable employee retention with the independent variables is acceptable.

**Table 4. 6 Regression results of Job sharing, flexi time, social life, annual leave, family, job security practice and job security policies as independent variable on employee retention as dependent variable**

**Coefficient estimates**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Toleranc	VIF
1	(Constant)	.223	.289		.772	.441		
	Job sharing	-.129	.047	-.121	-2.722	.007	.886	1.129
	Flexi time	.155	.040	.176	3.822	.000	.821	1.218
	social life	-.092	.035	-.130	-2.627	.009	.716	1.396
	Annual leave	.169	.048	.186	3.484	.001	.611	1.636

Family	.246	.059	.245	4.172	.000	.506	1.975
job security practice	.403	.060	.316	6.729	.000	.792	1.263
Job security policies	.094	.042	.126	2.225	.027	.545	1.836

a. Dependent Variable: Employee retention

Source: Author's computation, 2024

Based on table 4.6 above, the following equation is generated:

$$ER = 0.223 + (-0.129) [Jsharing] + 0.155[FT] + [-0.92 SL] + 0.169 [AL] + 0.246[F] + 0.403 [JSpractice] + 0.094[JSpolices]$$

Where as ER standing for employee retention while Jharing for job sharing, FT for flexi time, SL for social life, AL for annual leave, F for amily and Jspractice and Jspolices for job security practices and job security policies respectively.

#### 4.4.4 Results for independent variables

The coefficient for jobsharing indicates one unit in job sharing leads to -0.129 decrease in employee retention. Besides, the positive sign of the coefficient implies that job sharing negatively influence employee retention. Most importantly the coefficient estimate of the variable is statistically significant at less than 1% P-value which is lower than the conventional significance level of 5% P-value. The coefficient for flexi time shows one unit in flexitime leads to 0.155 increase in job retention. The positive sign of the coeffiecient shows that flexi time positively influences employee retention.

Socail life which is another variable influcing employee retention has a coefficient of -0.92. The sign being negative implies that socail life unit increase leads to a decrease in employee retention.

Annual leave as we can observe from table 4.6 indicates that a unit increase in annual leave lead to an increase of 0.169 in employee retention. This can be interpreted as a unit change in in the mean score of the independent variable causes 18.6% positive variation in the mean score of employee retention.

Family which is one of the independent variable indicates that a unit increase leads to an increase of 0.246 in employee retention.

The coefficient Job security practice in table 4.6 shows that a unit increase in job security leads to an increase of 0.403 in employee retention and job security policies being 0.94 increase in employee retention. This can be interpreted as a unit change or variation in the mean score of the independent variable Job security practice and job security policies causes 31.6% and 12.6 % positive variation in the mean score of the dependent variable employee retention respectively.

#### 4.4.6 Hypothesis result

Table 4.7 hypothesis table

Hypothesis	Sig	Result	Beta
H1: Family has a significant positive effect on employee retention.	.000	Accepted	0.246
H2: Job sharing has a significant positive effect on employee retention.	.007	Not accepted	-0.129
H3: Flexi time has a significant positive effect on employee retention.	.000	Accepted	0.155
H4: Annual leave has a significant positive effect on employee retention.	.001	Accepted	0.169
H5: Social life has a significant positive effect on employee retention.	.009	Not accepted	-0.92
H6: Job security policies has a significant positive effect on employee retention.	.027	Accepted	0.279
H7: Job security practices has a significant positive effect on employee retention.	.000	Accepted	0.617

The first independent variable which is work life balance has positive relation with the dependent variable as the significant value is 0.002 which is less than 0.05. Hence the hypothesis is accepted.

The second independent variable which is job security has a positive relation with the dependent variable, employee retention, as the significant value is at 0.000 which is less than 0.05. So, the most crucial factor in this research is job security because the Beta,  $\beta$  value is the highest which is 0.617 which followed by the Beta,  $\beta$  value for worklife balance is 0.279.

#### 4.5 Interview Questions analysis

The interview was conducted in order to figure out how employees felt about the work life balance, job security and employee retention at their work place. The interview also included questions on what motivates them to stay at their job and what could be improved. The following were the response received.

Employees replied that when considering to work at one work place their decision depends on how they will be able to balance their professional and personal life. Majority of the respondents aren't aware of the policies regarding worklife balance and those who knew were from the middle management level. Hence when hotels want to promote and support the work life balance of employees it is better to make the policies transparent and better communicated for employees. Some employees stated that the work life balance in the hotel industry when compared to other industries is better while others felt that it is low. The reason they have given for the hotel industry having a low work life balance was that the seasonality of the industry and that the industry is highly affected by external factors like unforeseen phenomena and the political stability of the country.

Most respondents stated that they were satisfied with the job security of the hotel they work at and a minority stated that they don't feel fully secured with their job. Job security was also one of the reasons that motivates them to stay at their work place however it was not the sole reason. They also stated that job security has a positive impact in their decision to remain in the hotel industry. The other reasons for employees to stay at their job along with a better work life balance were, competitive salary, training and development opportunities, compensation, working environment, the dynamic behavior of the industry, career growth/development and passion.

Employees stated that they must take the following issues into consideration to better the work life balance and job security. The points raised by respondents were setting clear expectations

and goals for employees can help them manage their workload and prioritize tasks effectively. Secondly, flexible work arrangements such as remote work and flexible hours can give employees more control over their schedules and reduce the stress of commuting. Additionally, offering benefits such as paid time off, mental health support, and family leave can help employees manage personal responsibilities and maintain a good work-life balance. The most pressing and one given stress was to come up with new work life balance policies and job security policies by conducting assessment and compiling a new policy and communicating to employees better in order to make them aware of it.

Respondents stated that to have a better retention strategy the hotel must work on offering better development opportunities, communicate efficiently, understand employees, encourage creativity, delegate responsibility to make the employees feel that they are engaged in the activities of the hotel and allowing them to make decision in their respective department which allow to increased employee engagement and job satisfaction which leads to retention.

#### **4.6 Findings**

Both Work life balance & Job security parameters have effect in retaining employees in the hotel industry but one of job security parameters which is job security practice has a higher contribution in retaining employees.

Job sharing and social life have zero to non effect on employee retention and does not need more attention given to it when compared to the other variables.

Job security practice positively affects employee retention and was observed to amount 31.6% figuratively.

Family also affects employee retention. If family time and work hours are balanced, employees are inclined to stay at their job.

Findings of this paper have theoretical implications for the literature and also practical implications for business management. From a theoretical point of view, it is confirmed that both work life balance parameters as well as job security parameters positively affects employee retention if and when implemented correctly.

## Chapter Five: Conclusion and Recommendation

### 5.1 Conclusion

This paper aims to analyse the effect of work life balance and job security on employees retention in the hotel industry: case of selected hotels in Addis Ababa. The study has been successful in accomplishing the research objectives.

Therefore, based on the finding of the study it can be concluded that employees of the selected hotel decision to stay or resign their work place is somewhat affected by their work life balance (flexi time, annual leave, family, social life and job sharing) and job security (job security policies and job security practices) of the current hotel they work at. However, they are less satisfied with both the work life balance as well as their job security and when comparing the two employee retention is highly affected by the job security.

As a result, all of the proposed relationships are verified, although the degree to which the two independent variables namely work life balance and job security, affect the dependent variable, employee retention. The former one does not highly affect the employee decision to retain or resign from their job while the latter one is affecting it highly.

Among the parameters to work life balance, job sharing is rated highly and have a high mean score, indicative of a wider acceptance of it being highly affecting worklife balance of employees. While social life was seen having the lowest mean score amongst the parameters.

The findings of this paper have theoretical implications for the literature and also practical implications for business management. From a theoretical point of view, it is confirmed that both work life balance as well as job security affects positively employee retention when implemented correctly.

These theoretical findings have important practical implications. Given the results obtained, It is recommend that hotels take care not only of the implementation of work life balance and job security policies but also making the policies better communicated to employees to make them

aware of it. Regarding the implementation of work life balance, management should pay more attention to social life of employees and family that are most valued by employees to balance work and family. Once hotels make the new policies regarding work life balance are in place, management should monitor that they are working correctly (e.g., using a balanced score-card or similar monitoring tool). Concerning the accessibility of flexi time, workers should perceive that the use of flexi time does not lead to retaliation or further damage or negation of work. Managers should show their express support for the use of it and spread a culture of acceptance of work-life balance. In addition, managers should be aware that employees with work-life balance problems could experience a reduction in their emotional well-being and also suffer from health problems. The latter, in turn, could increase turnover intention.

It is also observed that job security can affect employee retention positively if properly determined but needs more attention given especially the practical application of job security policies.

## **5.2 Recommendations**

Finally, I would recommend that organisations pay special attention to female employees. This group experiences greater difficulty in achieving work-life balance, compared to other groups.

Among the possible limitations of this study would be that the sample used belongs solely to selected hotels in Addis Ababa. Although the findings obtained are significant, this sample could suffer a particular bias that would limit the generalisation of its results at a regional, national and global levels as well as for other sectors. In this regard, a future line of work to overcome this limitation would be to replicate this study in other parts of Ethiopia in different socio-economic, demographic and cultural frameworks. This would allow us to overcome the bias and compare different sectoral, cultural, economic and socio-demographic contexts.

Comparison between groups considering hierarchy could also be a limitation of this work as the number of managers surveyed was much lower than the number of employees. We recommend expanding the sample of managers in future studies to allow confirmation of the results obtained here but comparing groups of similar size.

Other recommendations a better retention of employees from the study can be the following:

- Offer competitive compensation and benefits: Employees are more likely to stay with an organization that offers competitive compensation and benefits packages. This includes salary, bonuses, health insurance, retirement plans, and other perks such as flexible work arrangements or professional development opportunities.
- Foster a positive work culture: A positive work culture, where employees feel supported and respected, can be a key factor in retention. This can be achieved through open communication, transparency, and the promotion of inclusivity and diversity.
- Provide opportunities for growth and development: Employees are more likely to stay with an organization that offers opportunities for growth and development. This can include training and development programs, mentorship, and leadership development.
- Promote work-life balance: Work-life balance is important to many employees, and organizations that can facilitate this can improve retention. This can include offering flexible work arrangements, such as remote work or flexible hours, and promoting a culture that values work-life balance.
- Foster a sense of purpose and meaning in work: Employees are more likely to stay with an organization if they feel that their work is meaningful and has a positive impact. Organizations can promote a sense of purpose by clearly communicating the organization's mission and values, and by involving employees in decision-making processes that impact the organization's direction.
- Encourage open communication and feedback: Open communication and the opportunity for employees to provide feedback can foster a sense of belonging and ownership within the organization, leading to increased retention. Organizations can encourage this by regularly soliciting feedback from employees and actively listening to and addressing their concerns.
- Provide support for employee well-being: Organizations that prioritize the well-being of their employees are more likely to retain them. This can include offering resources such as wellness programs, mental health support, or assistance with work-life balance issues.

Finally, I would suggest another future line of research for analysis with , on the one hand, assessment of what the role of work life balance and job security could be in the theoretical model proposed in this paper and, on the other hand, assessment of whether there is a significant relationship between the existence and accessibility of work life balance policy

and practices as well as job security policies and practices along side with other factors influencing employee retention.

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## APPENDIX



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF MANAGEMENT- MBA

Dear Respondents,

You are invited to participate in this questionnaire on the effect of work life balance and job security on employees' retention in the hotel industry: case of selected hotels in Addis Ababa. This thesis is the fulfillment of completing my MBA from St. Mary's University. I would appreciate it if you could spare some time and thought in completing the questionnaires. I hope that you would cooperate in completing the questionnaire to the best of your ability.

The questionnaire consists of three sections. Section one consists of questions about your demographic profile; continue with part two about work life balance, job security and employee retention, the last part consists of interview questions. All information provided in this questionnaire will not reflect the identity of the participants. It will be kept strictly confidential and will be used merely for academic purposes.

I would like to thank you in advance for your cooperation and for sacrificing your time

Please note that:

1. You don't need to write your name.
2. It is scheduled to get the filled questionnaire back within three days.
3. In case you have queries on any of the questions, please do not hesitate to contact me through +251942099826 or bezaatalbachew@gmail.com

**Section I: General Information**

1. Sex

Female  Male

2. In which age group do you belong to

18-30  31-40  41-50  51-60

3. Education level

Certificate  Diploma  BA degree  Masters  PhD

4. How long have you worked in this hotel?

Below 1 year  1-3 years  4-6 years  Above 6 years

5. Your field of specialization for your highest educational status

Related to hospitality industry profession  Not related to hospitality industry profession

6. In which department are you currently working?

Front office  Housekeeping  Finance   
Security   
Engineering and Maintenance  Sales and Marketing



Food and beverage service/preparation

## Section II: General Information

Decide how you feel about the aspect of your work life balance, Job security and employee retention described by the statement. 1, Strongly Disagree 2, Disagree 3, Neutral 4, Agree and 5 Strongly Agree

No.		1	2	3	4	5
	<b>WLB and job sharing</b>					
1.	I feel more loyal to the hotel industry when I have a good work-life balance					
2.	Job sharing can be a successful strategy for achieving a better work-life balance?					
3.	There is ideal job sharing arrangement in my workplace					
4.	Job sharing has benefits in my department					
	<b>WLB and Flexi time</b>					
5.	I am able to work flexible hours to balance my work and personal responsibilities					
6.	I would recommend working in the hotel industry to others due to its work-life balance					
7.	There are areas that the organization can improve to boost work-life balance with a flexi-time setup					
8.	There are no issues faced in managing responsibility and job roles with a flexible time setup					
	<b>WLB and social life</b>					
9.	I am able to maintain a healthy balance between my work and social life					
10.	I am able to avoid work engagements when necessary to tend to my own social life					

11.	I manage to maintain a good balance between work and socializing					
12.	I am often able to take short breaks during my work day to spend time with my friends					
13.	I maintain a good work-life balance despite all the challenges					
	<b>WLB and annual leave</b>					
14.	I have adequate annual leave to maintain a healthy work-life balance					
15.	My annual leave allowance meets my work/life balance needs					
16.	My company offers an appropriate amount of annual leave					
17.	I have enough time to rest and take care of my health					
18.	I'm able to take time off to attend to personal commitments					
	<b>WLB and family</b>					
19.	My employer supports me in taking time off for personal or family commitments					
20.	My employer provides me with enough vacation time for personal and family commitments. Strongly agree					
21.	The hotel industry should prioritize Work-life balance to improve employee retention					
22.	I am given enough time to take care of personal needs outside of work					
23.	I feel that my work-life balance is respected by my employer					
24.	My job performance is higher when I have a good work-life balance					
	<b>Job security policies</b>					
25.	The implementation of job security policies in the hotel industry has improved employee retention					
26	Job security policies have been beneficial for both employees					

	and employers in the hotel industry					
27.	Job security policies have been successful in reducing the costs associated with employee turnover in the hotel industry.					
26.	Job security policies have led to increased job satisfaction among hotel workers.					
	<b>Job security and retention</b>					
28.	Job security plays a significant role in my decision to remain an employee in the hotel industry.					
29.	Job security in the hotel industry have a positive impact on employee morale					
30.	The job security at my workplace increases my motivation to stay in the hotel industry.					
31.	The lack of job security influences employee turnover in the hotel industry					
32.	Job security is important when considering employee retention in the hotel industry					
33.	Job security is critical in ensuring the long-term success of the hotel industry.					
34.	Job security is essential to enhancing employee loyalty in the hotel industry.					
35.	The hotel industry provides adequate compensation and benefits to retain employees					
36.	Job security is an important factor for mid-level managers in the hotel industry to consider when recruiting staff					
	<b>Employee Retention</b>					
37.	I plan to work at this hotel for a long time					
38.	If given opportunity, I would leave this position and change work					
39.	My reason to stay at this hotel is highly related to my					

	satisfaction					
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Section III: Interview question

1. How satisfied are you with the job security provided by your employer?
2. Do you believe that job security has been a factor in your decision to stay with your employer?
3. Do you feel that the hotel industry provides sufficient financial and emotional support to its employees?
4. What motivates you to remain employed in the hotel industry?
5. How important is work-life balance to you when considering employment in the hotel industry?
6. Are you aware of any policies your employer has in place that promote a better work-life balance?
7. Do you believe that having job security has a positive or negative effect on employee retention in the hotel industry?
8. Are there any other factors that have an impact on your decision to stay employed in the hotel industry?
9. What steps do you think employers should take in order to ensure that employees have a good work-life balance and job security?
10. How does the hotel industry compare to other industries in terms of job security and work-life balance?
11. What do you think could be improved in terms of work-life balance and job security in the hotel industry?
12. What would you suggest to improve job security and work-life balance in the hotel industry?
13. What do you think are the most effective ways to increase employee engagement and retention in the hotel industry?
14. What advice would you give to employers in the hotel industry to ensure they have a solid employee retention strategy?

15. What factors do you believe contribute most to employee satisfaction and retention in the hotel industry?

16. How do employers in the hotel industry support their employees to achieve a balance between their professional and personal lives?