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Editor's Message

Dear Reader(s),

I have the privilege to welcome all of you to this maiden issue of Ilorin Journal of Marketing (IJM). Ilorin Journal of Marketing (IJM) is a publication of Department of Marketing, Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria. The intention of the IJM is to provide an academic medium and create an atmosphere that stimulates creativeness, research and growth in the area of marketing management and related discipline. IJM deems it fit to provide research papers in the field of marketing in view of increasing interest in, and relevance of marketing in today's global economy.

The development and growth of the mankind is the consequence of brilliant researches done by researchers in every field. IJM provides an outlet for research findings and reviews in the areas of marketing management and related discipline found to be relevant for local, national and international development. The aim and scope of the journal is to provide an academic medium and an important reference for the advancement and dissemination of research results that support high-level learning, teaching and research in the domain of marketing management and related discipline. Also, the journal intends to become a virtual knowledge grid for researchers, scholars, students (both undergraduate and postgraduate), developments and innovators in the field of marketing management and related discipline.

Finally, I express my sincere gratitude to the Editorial Advisory Board Members and Editorial Team for their continuous support to make this issue of IJM possible and bring it to its present form. Undoubtedly we could not produce an outstanding journal without the amazing efforts of our reviewers. Papers are selected with utmost care and circumspection. The present issue of IJM epitomizes journals as its collections are diverse in nature and well researched. The motivation and expertise of the professionals who serve as reviewers are necessary in the maintenance of technical and editorial standards. So, it is with great pleasure that I offer my thanks to each of the peer reviewers. I hope you will enjoy reading this maiden issue while we welcome your feedback on any aspect of the journal.

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Acknowledgments

I give gratitude to God who has made it possible for the Department of Marketing to conceive the idea of this Journal (Ilorin Journal of Marketing) and nurture it to the point of producing the maiden Edition. Special appreciation to Prof J. O. Olujide – Pioneer Dean, Faculty of Management Sciences, University of Ilorin who exposed me to the rudiments of marketing management subject. I have an inner feeling that he will be proud of his Ph.D. Product. I must not fail to thank and appreciate the First Acting Head, Department of Marketing – Dr. R. A. Gbadeyan for his moral support, loyalty, cooperation and confidence in me and for putting the Department on the map of productivity and vibrancy. I thank all the entire staff in the Department of Marketing and Business Administration and all contributors for making the dream of the Department of Marketing to produce Ilorin Journal of Marketing a reality.

Instruction to Contributors

Ilorin Journal of Marketing (IJM) is double blind peer-reviewed journal published bi-annually by the Department of Marketing, Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria. Ilorin Journal of Marketing is dedicated to increase the depth of knowledge about marketing and related disciplines with the ultimate aim of adding value to knowledge. The Journal gives focus to all (but not restricted) areas of marketing management

Guide lines for paper submission

All submissions should be original papers that have not been accepted for publication or undergoing review process from other journal outlets.

Organization of Manuscript

Manuscripts should be arranged in the following sequence:

Title Page - This should contain the following information: A concise title of the paper, Name (s) of Author (s), Institutional Address, e-mail and GSM Nos of all the authors. Please indicate the corresponding author in case of multiple authors. All these should be in the first page of the manuscript. The next page should begin with the title of the paper followed by an Abstract (The abstract should be written in English and must not exceed 250 words and a maximum of 7 key words). The latest edition of American Psychological Association (APA) 6th reference format should be followed.

Submission of Manuscripts

All papers should be clear and concise (MicroSoft Word), double space on A4-size paper (210mm x 297mm) on one side of the paper only; allowing 1 inch margin on all sides. The font size should be 12 point and the font style is Times New Roman. No paper should exceed 15 pages including references, tables and illustrations.

Ilorin Journal of Marketing welcomes the submission of manuscripts that meet the general criteria of significance and scientific excellence.

Authors are invited to submit electronic copy of their manuscripts as attachment to: ijm@unilorin.edu.ng, and aremuilalaa@yahoo.com. Our objective is to inform authors of the decision on their manuscript(s) within four weeks of submission.

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EMPLOYEES' TRAINING, WORK COMMITMENT AND TURNOVER INTENTION: A SURVEY OF EMPLOYEES IN SELECTED HOTELS IN ABUJA METROPOLIS

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Abstract

In this present century, strive for competitive advantage is one of the most important trends among the business organizations. However, this cannot be achieved without having competent employees. Furthermore, employee's commitment and turnover rate may be a barrier. Therefore, this study examined the relationship between training, employee's commitment, and turn over intention. The study used primary data which were sourced using questionnaire. Simple random sampling technique was used to select the respondents. Frequency tables and charts were used to present the data, and chi – square was used to test the hypothesis. Findings from the study indicate that 29% of the respondents agree and 12% of them strongly agree that they will remain with the organization for over 10 years after being trained. Also, the result of the test of hypothesis shows that employee's commitment and turnover intention depends on training. The study therefore concludes based on its findings that employee's training, apart from its potentials for increasing performance can also reduce employee's turnover rate. It was thus recommended that hotel managers should make training of employees a major priority.

Keywords: commitment, employee, organization, turnover, work

Introduction

Maintaining competitive edge over other organization is the current global trend among business organizations. Employee's commitment and retaining competent employees is a key to achieving competitive advantage (Hiltrop, 1999). However, employees' commitment and retention can best be achieved through training programs. Employee turnover is very costly and detrimental to an organization because it will cost the company much money to employ and train new employees to fill the gap. Employee training and development investment is an investment that is profitable to the firm - trained employees will in turn apply the knowledge and skills they have acquired from the training on their job, as a means to reciprocating the training given to them by the organization. Furthermore, employees feel satisfied when they are being trained on how to perform their job easily and in a better way. Employees who feel that their input to the organization or contribution is of great importance will be committed to the organization and may stay with the company for a longer period.

However, while much has been written on the effect of training on performance, the effect of training on employee's commitment and turn over intention has not received adequate attention. More so, even many business organizations especially in Nigeria have failed to realize the importance of training and development in relation to employees' commitment to work and turnover intention. Most private organizations especially like hotels in Nigeria usually employ cheap labour with low level of education. The reason is that, like hotel managers, most of them believe that the job does not require much technicality since it is a service oriented work. Furthermore, most people take up such jobs as casual jobs which they believe it lacks security. Thus, the issue of whether or not hotel managers in Abuja metropolis train their employees, and whether or not their employees are committed to their job and willing to work for a long time has not been empirically investigated.

As a result of the importance attached to turnover intention in existing literature and the contextual reality of work environment in the Nigeria's hotel and tourism industry – especially hotels in Abuja metropolis being the nation's capital, it is imperative to study the relationship among the contexts: employee training, work commitment and turnover intention.

Research Questions

- i. What is the relationship between training and employee's commitment in hotels in Abuja metropolis?
- ii. What is the relationship between training and turnover intention of employees in hotels in Abuja metropolis?

Objectives of the Study

The objectives of this study are to:

- i. examine the relationship between training and employee's commitment of employees in hotels in Abuja metropolis; and
- ii. investigate the relationship between training and turnover intention of employees in hotels in Abuja metropolis.

Conceptual Framework

Concept of Training

There is no universal definition of the concept of employee's training. In simple words, training has to do with obtaining body of knowledge and skills which can be applied directly to a specific work. On a comprehensive note, Meister, as cited in Jehanzeb and Bashir (2012) define Training as a planned education component and with exceptional method for sharing the culture of the organization, which moves from one job skills to understand the workplace skill, developing leadership, innovative thinking and problem resolving. This may include a series of teaching technique, schedule, and helping learning

environment that ensure employees improve their skills and later apply on their jobs (Gerbamn in Jehanzeb & Bashir, 2012).

There is no particular method for developing the employee training (Jehanzeb & Bashir, 2012). A perfect employee training and development program must be the mixture of knowledge, career development and goal setting.

Work Commitment

Like many other terms, work commitment has been a difficult concept to define (Meyer, Becker & Vandenberghe, 2004). Work commitment has been defined as both the willingness to persist in a course of action and reluctance to change plans, often owing to a sense of obligation to stay the course (Vance, 2006). In other words, commitment can be seen as a force that binds an individual to a particular course of action that is of relevance to an identified goal (Meyer & Herscovitch cited in Meyer et al., 2004).

According to Meyer and Allen cited in Vance (2006) commitment has an emotional component and as well as a rational element. These authors posit that people always experience and express positive feelings toward an organization or individual to whom they have made a commitment, and that most people are very conscious in deciding to make commitments. These according to Vance (2006) make them to thoughtfully plan and carry out any action they feel is required to fulfill the commitment.

The importance of employee's commitment cannot be over emphasized, because it determines whether or not an employee is likely to remain on the job or leave the job (Lee & Chen, 2013). However, in order to enhance commitment, organizations need to provide employees with opportunity for growth and advancement (Vance, 2006).

Turnover Intention

Turnover is referred as individuals' estimated probability that they will stay with an employing organization (Cotton and Tuttle cited in Samad, 2006). Tett and Meyer (1993) defined turnover intentions as conscious wilfulness to seek for other alternatives in other organization. Jehanzeb, Rasheed and Raheed (2013) Turnover intention may be define as employee's decision to quit the present job. According to these authors workers may leave the organization in two ways: firstly, by voluntary means – that is due to adverse work environment or they have other job opportunities. Secondly, involuntary means – that is when the employer is not longer in need of their services either as a result of incompetency or misconduct.

Theoretical Framework

The study adopted Theory of Reasoning Action (TRA) developed in 1967 by Ajzen and Fisher and Theory of Planned Behavior (TPB) developed in 1988 by Ajzen as its theoretical base. These theories were based on the assumption that

human beings are rational and make systematic use of information available to them, and people will definitely consider the implications of their actions before they decide to engage or not engage in certain behaviours or having an intention (Ajzen, & Fishbein, 1980). Generally, TRA and TPB are useful in predicting intention, because it involves a person's cognition evaluation and judgement (Ajzen, 1991). These theories have been applied in different fields such as health (Nguyen, 1997), marketing (Kurland, 1996), political science (Hinkle, 1996) organizational behaviour, particularly with respect to turnover intention (see Oluwafemi, 2013) etc. The key elements in both TRA and TPB behavioural model include: (see Ajzen, 1991):

- Behaviour: which is seen as the translation of intention into action
- Behavioural intention: signifies how hard people are willing to try and of how much an effort they are planning to exert, in order to perform the behaviour
- Attitude: the extent to which the person has a favourable or unfavourable evaluation of the behaviour in question, and is seen as the first determinant of behavioural intention
- Subjective norm: the influence of social pressure that is perceived by an individual either to perform or not perform certain behaviour. This weighted by the individual's motivation to comply with those perceived expectations
- Perceived behavioural control: defined as the individual's perception concerning how easy or difficult performing a particular behaviour will be.

In linking the present study with TRA and TPB, it is assumed that an employees' turnover intention will depend on their attitude towards the effort of their organizations in giving the necessary training. In addition, their perception about generosity of their organization in giving them training will make them to be more committed to their work and will be willing to reciprocate the gesture by staying with the organization for a long time.

However, this is based on the assumption that hotels in Abuja metropolis are committed in providing adequate training to their employees, and are giving equal opportunity for training to all the employees irrespective of their units or department.

Empirical Framework

Many studies have examined turnover intention (Lee, Huang & Zhao nd; Adeboye & Adegroye, 2012; Rahman & Iqbal 2013; Oluwafemi, 2013; Har, 2008). However, these authors studied turnover intention in relation to different variables in the organization. While Lee et al (nd) focus on factors other than training such as salary, work environment, job satisfaction and co-worker relationship that can affect turnover intention, Adeboye and Adegroye (2012)

on the other hand focus on the relationship between career progression and turnover intention. Similarly, Rahman and Iqbal (2013) focus on the relationship between job satisfaction and turnover intention. Others (Oluwafemi, 2013) used traits factors - Conscientiousness, Agreeableness, and Emotional Stability, as well as other organizational factors - Distributive Justice, Interactional Justice, and Procedural Justice to examine turnover intention. Har (2008) studied effect of managerial coaching on employees' organizational commitment and turnover intention.

However, it is important to mention that only Lee et al (nd) directed their study towards turnover intention of hotel employees. Others (Rahman & Iqbal 2013; Adeboye & Adegoroye, 2012; Oluwafemi, 2013) studied turnover intention of bank employees.

Similarly, many studies have examined employee's training in relation to performance (Gunu, Oni, Tsado & Ajayi, 2013), turnover intention (Ashar, Ghafoor, Munir & Hafeez, 2013; Jehanzeb, Rasheed & Raheed, 2013; Verhees, 2012; Newman, Thanacoody & Hui 2011), employee's commitment and turnover intention (Brum, 2007).

Thus, the present study tries to build on the existing work of many scholars including Lee et al (nd); Ashar, et al (2013); Jehanzeb et al (2013); Verhees, (2012); Newman et al (2011) and Brum, (2007). While comparing these works, this study focuses on hotels being a service providing sector and which does not involve too much technical knowledge. Thus, it tries to establish whether or not hotels provide training for their employees, and if they do, owing to the nature of this job which does not provide opportunities for career advancement, does such training has any effect on the employee's commitment to work and turnover intention?

In an earlier study (Oluwafemi, 2013) provides justification for studying turnover intention and its antecedents that it serves as a proactive approach to tracking and tackling likely turnover problem in an organization. Although existing literature (Ashar, Ghafoor, Munir & Hafeez, 2013) indicates that employees that are frequently expose to getting more training opportunities have less intention to leave organization. There are many factors that can affect work commitment and turnover intention of employees in an organization. Lee et al (nd) observe that Factors affecting employee turnover in the present day century have become increasingly complex. However, it is important to state that the context of present study is limited to training as it affects employees' commitment to work and their turnover intention.

Asha, et al. (2013) views turnover intentions in the perspective of commitment.

Organizational commitment is defined as identification with organization and its goal while wishing to remain member of that organization (Reichers in Asha et al, 2013). On the contrary, Newman et al. (2011) argue that previous research in China had found strong evidence that turnover intentions are negatively related with both affective and work commitment. Similarly, the same results were obtained in America, Middle East and Malaysia (see Jehanzeb et al., 2013, pp, 82).

This means that an employee may be committed to work, but still have turnover intention. However, Asha et al (2013) further made their point clear by stating that such relationship is based on contingencies that intrinsic motivation acted as a moderator According to Jehanzeb et al (2013) the low rate of training programs in organizations may lead to poor job performance and higher employee turnover rate. On the other side, organizations which have proper training program for the development of their employees, enjoys high success ratio and lower level of employee turnover Employees might have a feeling of gratefulness which will make them show greater commitment and less encouragement to leave the organization. Similarly, Bartlett in Jehanzeb et al (2013) in his earlier studies states that those employees that have the opportunity for training are more committed to their organization.

Present study argues that this situation as posted by Jehanzeb et al (2013) may only hold in manufacturing or high level service companies like GSM organizations, because of the technicalities involved in such work. But it may be difficult for small service organizations like hotels; these are organizations that do not require much training and do not provide opportunities for carrier advancement. However, many previous studies investigating training – turnover intention relationship have submitted different results. While Gouldnier in Verhees (2012) observes that training leads to less turnover intentions because employees act reciprocally towards the firm's investment and therefore show increased commitment to the firm, Becker in Verhees (2012) on the other hand argues that training also leads to better skilled employees, who are more employable. in other firms. This means that employees may tend to look for better opportunities elsewhere when they feel high sense of competency.

In order to retain the employee after training, Brum (2007) suggests that employers should develop a strategy that fosters employees' commitment. The author further argues that training that attempts to increase employee commitment can help counters both the direct and indirect costs associated with employee turnover.

Sydney (2008) also suggests that during the course of training managers or the

trainers need to encourage the employees as this will influence their (i.e. employees') sense of attachment to the organization, and feelings of moral obligation to remain with the organization after the training. No matter how wonderful an organization is, people will not stay if their front-line supervisor is an "untrained jerk" with poor people skills. Thus, educating managers on coaching and mentoring skills will go a long way towards improving employee retention rate (Har, 2008).

In the same vein, Johnson in Har (2008, pp. 8) posits that employee retention is highly dependent upon two key factors: leadership skills of management and human resource strategy. Reciprocity or commitment essentially means that an employee will give back to the organization; because the organization has first given him or her. This signifies the notion of the employee having a "sense of debt" toward the organization which is described by Jehanzeb et al (2013) as a psychological attachment that employee has for his or her organization.

According to Newman, et al (2011) training and development provision is taken as a sign by employees that their organization desires to enter into a social exchange with them. Research on work commitment and turnover intention indicates that training can play an integral role in building a sense of satisfaction and debt to the organization.

Barrett and O'Connell, (2001) further buttress the idea of reciprocity in their empirical work of organizations in Ireland. These authors report that as a result of the transferability of skills that training generally offers, employees devoted greater effort and energy to training. They however, contend that the outcome of training (commitment or turnover intention) may also depend on the effort that the participants put into it. The greater the sense of debt incurred with the training program, the more of a return on the investment that organizations will secure from the employee.

Methodology

The study employed a survey research design, thus it made use of primary data. A sample of 110 was drawn using simple random sampling technique. Questionnaire was used as an instrument to collect data from the respondents. All the items in the questionnaire were measured on a five point Likert's scale ranging from Strongly Disagree = 1, Disagree = 2, Undecided = 3, Agree = 4, to Strongly Agree = 5.

However, only a total of 87 questionnaires were returned, and out of the returned questionnaires, only 62 were filled correctly and used for the analysis.

Frequency tables and charts were used to present the data, while chi – square was used to test the hypothesis.

Hypotheses

Ho1: Employee's commitment in hotels in Abuja metropolis does not depend on training

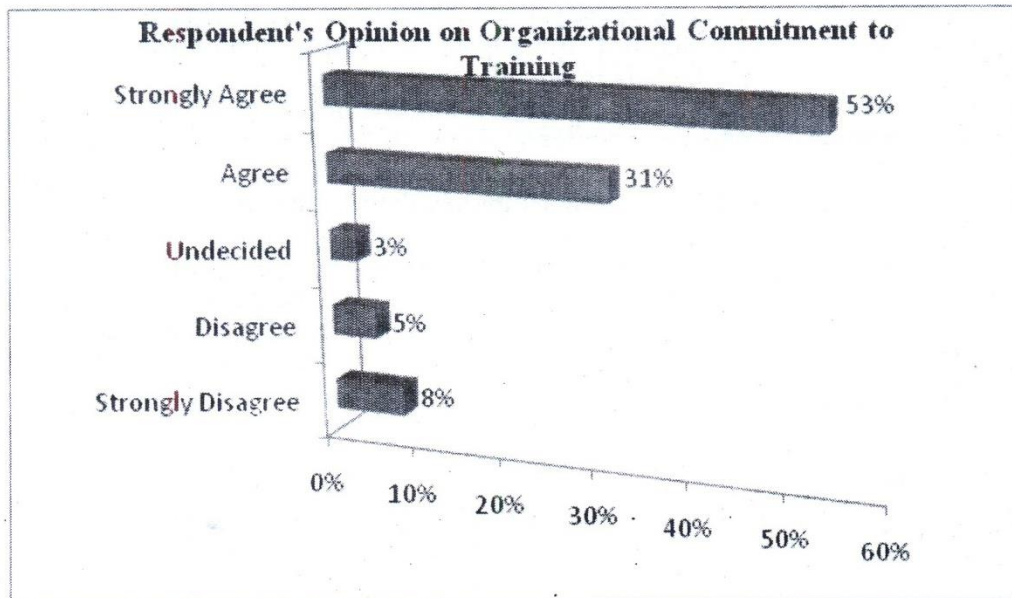
Ho2: There is no significant relationship between training and turnover intentions of employees of hotels in Abuja metropolis

Result and Analysis

Table 1: Respondents' view on Organizational Commitment to Training of Employees

Response	Frequency	Percentage
Strongly Disagree	5	8%
Disagree	3	5%
Undecided	2	3%
Agree	19	31%
Strongly Agree	33	53%
Total	62	100%

Source: Field Survey, 2014



The table and chart above present the result of respondents' view on organizational commitment to training and development of employees. The analysis shows that 5 of the respondents (8%) strongly disagree, 3 of them (5%) disagree and 2 of them (3%) were neutral, while 19 of them representing (32%) agree and 33 of them representing (53%) strongly agree with the statement that their organization is committed to training of her employees.

Table 2: Respondents' Opinion on Equal Opportunity for Training

Source: Field Survey, 2014

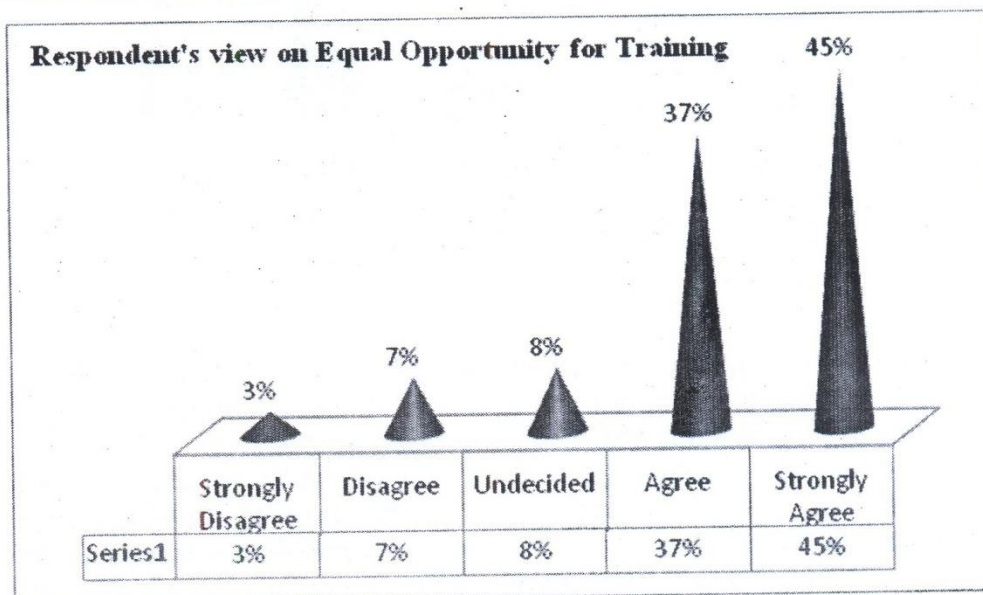
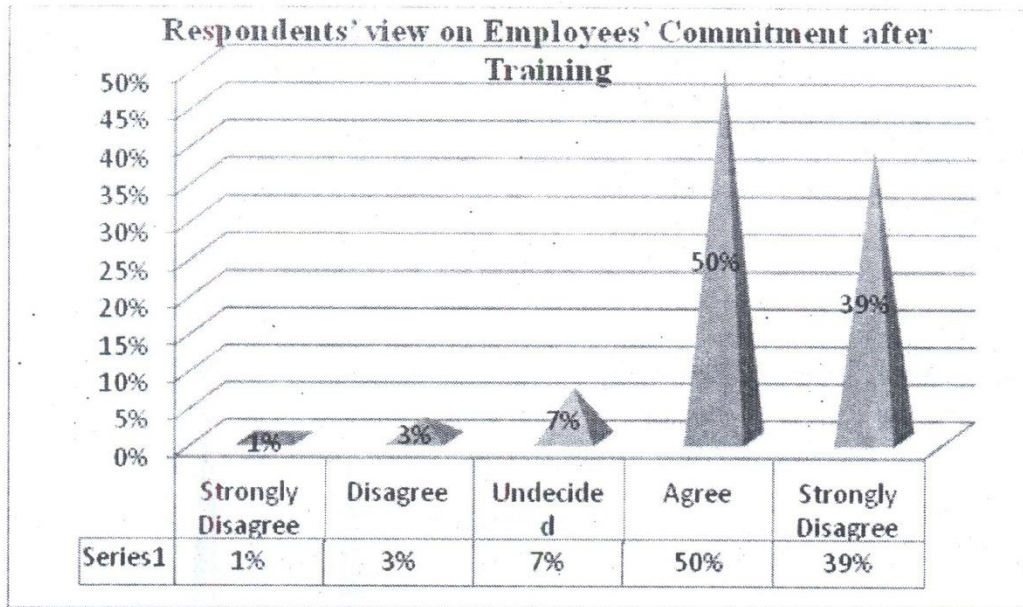


Table 2 above presents the result of the respondent's view on equal opportunity for training. Out of all the respondents, 2 of them (3%) strongly disagree, 4 of them (7%) disagree and 5 of them (8%) were neutral, while 23 of them (37%) agree and 28 of them (45%) strongly agree that their organizations offer equal opportunity for training to all the employees.

Table 3: Respondents' view on Increase in Employees' Work Commitment after Training

Response	Frequency	Percentage
Strongly Disagree	1	1%
Disagree	2	3%
Undecided	4	7%
Agree	31	50%
Strongly Agree	24	39%
Total	62	100%

Source: Field Survey, 2014

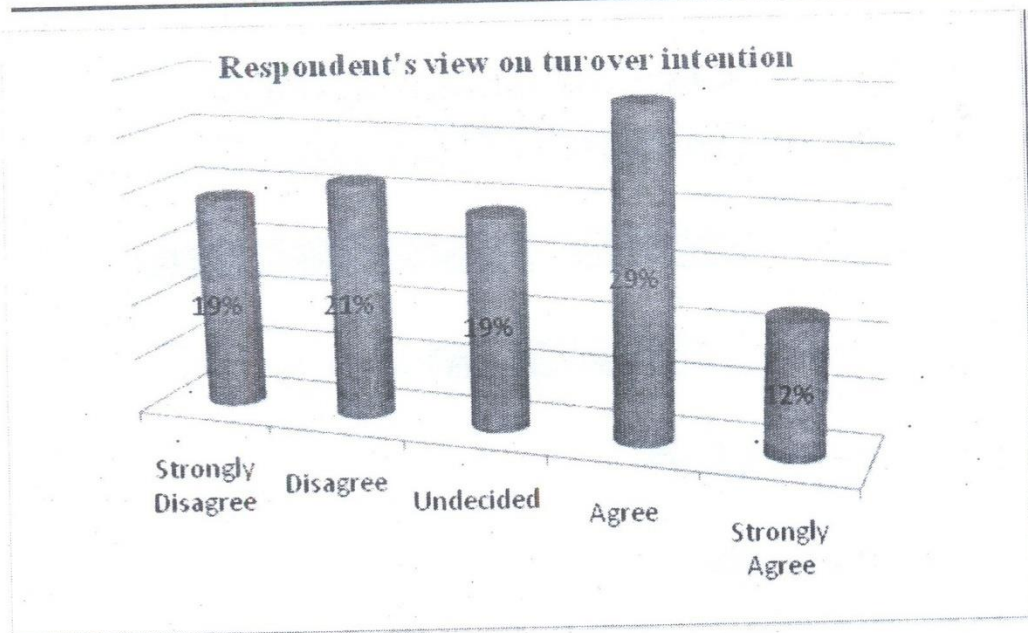


Respondents' view on work commitment after training is presented in the above table and chart. Its analysis indicates that 1% of the respondents strongly disagree, 3% of them disagree and 7% of them being neutral, while 50% of them agree and 39% of them strongly agree that employees' work commitment will increase when they are trained. Employees' commitment is an important factor determining whether employees will stay with and remain committed to the organization. This result further shows that if training is increase, the commitment of employees to their work will equally increase.

Table 4: Respondents' view on whether they will remain with the Organization for at least 10 years after Training

Response	Frequency	Percentage
Strongly Disagree	12	19%
Disagree	13	21%
Undecided	12	19%
Agree	18	29%
Strongly Agree	7	12%
Total	62	100%

Source: Field Survey, 2014



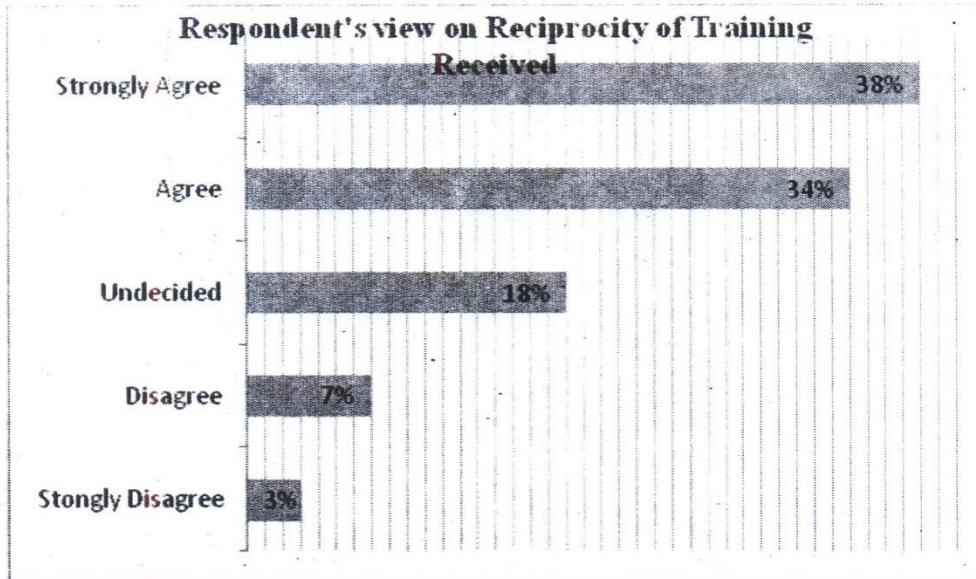
On the above table and chart, respondents were asked to rate the extent of their agreement on whether or not they will remain with their organizations for at least 10 years after training.

The responses show that 19% of the respondents strongly disagree, 21% of them disagree and 19% of them were neutral, while 29% of them agree and 12% of them strongly agree that they will remain with the organization for over 10 years.

Table 5: Respondents' Opinion on Reciprocity of Employees' for Training Received By Remaining with and Giving their Best to the Organization

Response	Frequency	Percentage
Strongly Disagree	3	3%
Disagree	4	7%
Undecided	11	18%
Agree	21	34%
Strongly Agree	23	38%
Total	62	100%

Source: Field Survey, 2014



As presented in the table 5 and chart, 3 of the respondents representing 3% strongly disagree, 4 of them representing 7% disagree and 11 of them representing 18% were neutral, while 21 of them representing 34% agree and 23 of them representing 38% of the total sample strongly agree that trained employees will reciprocate for the training received by remaining and giving their best to the organization.

Table 6: Chi-Square Table

Options	Questions			Total
	2	3	4	
Strongly disagree	1 ₁	12 ₆	3 ₁₁	16
Disagree	2 ₂	13 ₇	4 ₁₂	19
Undecided	4 ₃	12 ₈	11 ₁₃	27
Agree	31 ₄	18 ₉	21 ₁₄	70
Strongly agree	24 ₅	7 ₁₀	23 ₁₅	54
Total	62	62	62	186

Source: Author's Computation, 2014

$$X^2 = 42.18$$

Using a 5% level of significance, when $df = 8$, the value of X^2 from the table of critical values = 15.51.

Since the calculated value of X^2 (42.18) is greater than the critical value of X^2 (15.51), the null hypothesis is rejected and alternative is accepted. This means

that employee's commitment and turnover intentions of employees in hotels in Abuja metropolis depends on training and development.

Discussion of findings

Our result is in line with the findings of Jehanzeb et al (2013). These authors found out in their study that availability of training and organizational commitment is positively correlated. Their results depicted positive correlation between both variables ($r = 0.192, p < .05$).

More so, contrary to the argument raised in the literature on whether hotels provide training for their employees or not, and whether their employees will be willing to work with them or not, the study found that hotels in Abuja metropolis do provide training to their employees as indicated in table 1. It is therefore not a surprise to find out that turnover intention of their employees is relatively low as shown in table 4.

Furthermore, the equal opportunity giving for training (table 2) may be the reason why most of the employees are committed to their work. This may also contribute to their expression of willingness to remain with their organizations for a long time. These findings were also supported by the result of the test of hypothesis (table 6) which shows significant relationship between training and work commitment and turnover intentions of these employees.

Conclusion and Recommendations

Every organization seeks to do its work in a most effective way in order to have an edge over its competitors. However, employees can only carry out their duties properly when they are trained in a way they should do it. In addition, business organizations are holistic in nature - they are made up of several units and departments, but they are interdependent. In other words, the performance of one department or unit can affect the other. Therefore, it is very important that organizations give equal opportunity for training to all her employees.

Our study examined the turnover intention of the employees after training, as it argues that despite the claims by previous studies (Gunu et al, 2013) that employee's training has positive significant relationship with organizational performance, the relationship may be negative if the employees are not committed to their job and if the turnover rate becomes high after the training. Thus, based on the major findings, the study concludes that employee's training, apart from its potentials of increasing performance as claimed by previous studies (Jehanzeb and Bashir, 2012) can also reduce employee's turnover rate. It was thus recommended that organizations- hotel managers should make training of employees a major priority.

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