

Employer Brand Image and Employee Turnover Intention in the Hospitality Industry in Delta State, Nigeria

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DOI: 10.56201/ijssmr.vol.11no2.2025.pg.132.161

Abstract

This study examined the relationship between employer brand image and employee turnover intention. The study used a survey research design to look at the connection between employee turnover intention and employer brand image. Consequently, a total number of two hundred and seventeen (217) copies of questionnaire were administered to the respondents of the study, out of which two hundred and twelve (212) were retrieved and properly filled. The data generated from the study respondents were analyzed using descriptive statistics, and regression analysis. Pearson product moment correlation coefficient was used to establish the relationship between the study variables while simple linear regression analysis was used to establish the combined effect of the study variables. Finding of this study showed that there is a significantly negative relationship between compensation and employee turnover intention. It was also revealed that a negative but insignificant relationship exists between workplace environment and employee turnover intention. Furthermore, the relationship between career development opportunities was found to be insignificantly negative. Finally the findings also unveiled that insignificantly weak positive relationships exist between organizational integrity and employee turnover intention. On the basis of these findings, it was recommended that organizations typically in the hospitality industry should have a compensation policy and method that is fair enough and portrays equity in compensation. Management should also cultivate a brand image by striving to make workplace environment one that is favorable and conducive for workers to exert their skills and talents towards achieving organizational set goal. Moreover, There should be opportunities for employees to develop themselves whether through on the job or off the job training. Finally, organizations should practice high level of integrity especially as it gets to do with marginalizing and micromanaging employees because these can make employees to want to leave the organization.

Keywords: Employer Brand Image, Compensation, Workplace Environment, Career Development Opportunities, Organizational Integrity, Employee Turnover Intention

INTRODUCTION

Organizations throughout the world have long had a significant and critical challenge with employee retention particularly in the hospitality sector. The retention of top performance employees has grown in importance for Nigerian organizations in the hospitality industry. Therefore, establishing an employer brand image approach comes with multiple advantages in terms of employee retention, particularly for an organization's long-term objectives. All organizations aspire to have outstanding workers and anticipate that these workers will be engaged, devoted, and stay with the business for long. This approach is crucial for organization in the hospitality sector, particularly given the fierce competition that exists in the business sector currently.

The rivalry for top talent has grown more intense among organizations as a result of technological advancements. An organization's ability to attract and retain employees is greatly aided by its employer brand image (Gracita& Anindita, 2023). Attracting and keeping skilled workers has become an important strategic concern for many businesses in this extremely competitive climate, as doing so may provide them a competitive edge and foster organizational success (Azmy, Wiadi&Risza, 2023; Arasanmi& Krishna, 2019). Intellectual assets are lost when highly qualified human capital is lost, which puts an organization's potential for competitiveness and financial success at risk (Maurya & Agarwal, 2018). Employee turnover has been found to be one of the biggest expenses for organizations since it frequently results in discouragement and decreased productivity among the present employees (Akpotu&Ozioko, 2020).

Employer brand image has become a strategic instrument for acquiring talent, development, and long-term retention in organizations seeking to retain a stable and competitive workforce. Ooko and Nzulwa (2017) also posited that employer brand image is another instrument in human capital management that helps a business achieves its strategic goals. Additionally, there is a number of factors associated with employer brand image that are thought to draw competent employees to particular positions and industries. According to Auditya and Hendarman, 2020; Kashyap and Verma (2018), the employer's image has a big impact on employees' intentions to leave.

In this current business environment different stakeholders with the employees inclusive, are interested in brands that are appealing to them. Customers value brands because they convey information about products, such as their quality. These days, services organizations, and employers are included in the scope of these concepts as brands. As cited by Näppä, (2023) the array of financial, psychological, and practical benefits that come with employment and are associated with the hiring organization is known as the employer brand. The ability of an organization (employer) to both retain and attract potential candidates for employment is referred to as its employer brand image. Candidates assess an organization's qualities to see whether they are a good fit for the position before joining such organization. The process of creating a distinctive brand identity is also known as employer branding, and it is overseen and carried out by human resource management and brand marketing department (Theurer, Tumasjan, Welpe, & Lievens, 2018). Talented employee attraction and retention is quite expensive and takes a lot of time, money, and effort. As a result, brand management becomes crucial, and employer branding appears to provide a way out. Research has shown that organizations with a strong employer brand

image have better employee relations, reduced employee turnover intentions, and cheaper recruitment expenses.

Good employer brand image also fosters employee commitment in the organization. This commitment leads to high level of performance, employee retention and job satisfaction (Igbomor&Ogbuma, 2024). As cited by Gracita and Anindita, (2023) Employer brand image can alter employee intention to leave through enhancing organizational strategic planning, retaining key personnel, and developing human resources that will aid organizational management in coming up with ways to lower employee intention to leave. As organizations makes promises to employees in the absence of an agreement between the employee and the organization, brands are actually included in the employer branding capability. Employee evaluations may suffer and the organization may experience a rise in employee turnover intention if the organization breaks its promise to be a brand employer (Karnadi& Baskoro, 2019).

Employers now have a more difficult job designing and implementing policies that make their organization an excellent place to work and a standout employer brand due to the constantly shifting expectations of employees in this modern era. Organizations in the hospitality sector in Nigeria must embrace and continuously improve on the best practices and policies that support employees in meeting their expectations in a highly competitive and dynamic environment. This may reduce turnover intent and improve employee retention. In addition to adhering to benchmark practices, organizations are increasingly adopting a recent trend of becoming the employer of choice and concentrating on the development of employer branding strategies (Kashyap & Rangnekar, 2016). Employers have recently become more aware of the importance of employer branding because employees prefer to work with organizations that offer the best benefits, which lowers employee turnover intent. Attracting and employing top talent, satisfying benefit requirements, fostering a happy work environment, offering the best resources for career development, upholding organizational integrity, and, most importantly, retaining outstanding employees are the keys to becoming the employer of choice. One of the primary goals of organizations is to cultivate a positive perception of their brand among current and prospective workers. This is because employees take pride in working for organizations that enjoy a positive public image, as opposed to organizations that are not thought to be desirable places to work. Organizations place a high priority on developing and promoting their employer brand image to both current and prospective workers. This process is part of their talent retention strategy (Mathew, 2015).

As cited by Kaiser and Regjepaj, (2019), an organization that has a strong employer brand can better address the demands of its workers and raise employee satisfaction. Offering adequate compensation, a favorable work atmosphere, chances for training and growth at work, organizational support, employee assistance programs can all help to boost employee satisfaction, commitment and performance (Aguke&Igbomor, 2024; Aruoren& Isiaka, 2023; Igbomor&Olisemenogor, 2023a; Aruoren&Erhuen, 2023). Additionally, an organization's capacity to retain and satisfy its workforce can be aided by its employer brand, which should support an environment that empowers employees and fosters a strong mentoring culture. Retention of employees can also be enhanced when an organization promotes competitive pay, incentives, a sufficient number of holidays, and suitable retirement benefits (Matongolo, Kasekende, & Mafabi, 2018). Furthermore, studies have shown that organizations with an

employer brand image that fosters a culture of respect, integrity, competence, and a strong sense of teamwork can decrease employee turnover intention and increase employee happiness (Matongolo et al., 2018).

Statement of the Problem

Every organization desires to make sure that they have robust resources to deal with the quick changes in the business environment. The human resource, however, is one of the most crucial resources. The human resource is thought to be the most dynamic resource when compared to other resources such as financial, physical, and technological resources. The reasons that every organization is interested in employing workers who can deal with change, identify with the organization's aims and objectives, and intention to remain are due to transformations in the business environment. Handling employee turnover intention, retention, commitment, and engagement is one of the toughest problems in HR management. A high intention of employee turnover poses a threat since it will increase the time and expense the organization must spend on orienting and instructing newly hired employees.

Enhancing and optimizing the human component is a crucial facet of an organization. Acknowledging the value of every worker and treating them like family will inspire them and boost job happiness, which will reduce the likelihood of employee turnover. Contented employees are considered as one of an organization's most valuable assets since they are less likely to plan to leave. Despite the fact that the factors that cause employee turnover intention have been extensively researched and their applications have been implemented, yet, employees still have the intention to leave their current employer. The prevalence of employer brand image among human resource professionals and the shortage of scholarly literature on the subject present pertinent issues for researchers and organizations, particularly in Nigeria. While a number of research have been carried out on the two constructs being studied, relatively few of these have been undertaken in Nigeria. Furthermore, to the best of the researcher's knowledge, no research has specifically examined the relationship between employer brand image (compensation, workplace environment, career development opportunity, organizational integrity) and employee turnover intention in the hospitality sector (hotels) in Nigeria. Therefore, by providing empirical evidence demonstrating the connection between employer brand image and employee turnover intention, this study aims to close this gap in the literature and expand the field of research in this area within the Nigerian setting.

Objectives of the study

The general objective of this study was to examine the relationship between employer brand image and employees turnover intention in the work place. More specifically, the specific objectives are to:

- 1 Examine the extent to which compensation and employee turnover intention are related.
- 2 Determine the extent to which workplace environment and employee turnover intention are related.
- 3 Highlight the extent to which career development opportunity and employee turnover intention are related.
- 4 Ascertain the extent to which organizations integrity and employee turnover intention are relate

Statement of Hypotheses

This study was guided by the following research hypotheses which were expressed in a null form.

1. **H₀₁:** There is no significant relationship between compensation and employee turnover intention
2. **H₀₂:** There is no significant relationship between workplace environment and employee turnover intention
3. **H₀₃:** There is no significant relationship between career development opportunity and employee turnover intention
4. **H₀₄:** There is no significant relationship between organizations integrity and employee turnover intention.

LITERATURE REVIEW

Conceptual Review

Employer brand image

The concept of a brand has always been associated with marketing experts and academics. A trademark represents a brand, which is a blend of material and immaterial characteristics that, when handled well, adds value and impact. But in recent years, the term's definition has expanded, leading to a greater understanding among scholars and industry professionals that branding is a concept that is not limited to the marketing field but can also be used in the human resource management field. Hence, most researchers explain the term based on their background of study that employer branding need to be viewed as an innovative approach to recruitment rather than as a short-term tool for enhancing an organization's reputation (Azmy, et al., 2023). They believed that employer branding should be taken into account as a method of conducting business, giving a true representation of what an organization stands for and does not. Consequently, organizations will have less difficulty finding and keeping the best employees. Since there is a strong correlation between high employee turnover rates and retention issues, retaining the appropriate individuals requires organizations to work toward reducing employee turnover.

Employer brand image is the perception that an organization has among its workforce, which can be influenced by its professionalism and reputation (Singh, 2021). Employer brand image was defined by Abubakar, Abdulqudir, and Idris (2020) as an organization's ability to retain its current workforce while also enticing in prospective candidates. In order to guarantee the loyalty and continuity of current employees, employer brand image is employed. The term "employer brand image" describes how an organization is seen and regarded as an employer, as well as its capacity to keep its employees and draw in new hires. It includes the perceptions that both present and prospective workers have about the organization's culture, values, working conditions, and general appeal as an employer. Having a good employer brand image can assist an organization draw in top talent, boost morale among its current employees, and improve its standing in the eyes of the labor market. Long-term employee retention of employees may be hindered by an organization with a negative employer brand image. As cited by Azmy , et, al, (2023) Employers can use employer brand image to assist retain current employees and make it easier for them to attract new, competent applicants. It can also effectively minimize the intention of employee turnover. Employer brand image is a culmination of how workers perceive the

financial, psychological, and functional advantages that the organization offers in accordance with their preferences. Employer brand image creates two important assets in brand equity, namely brand association and brand loyalty. Prospective applicants' interests will be influenced by their perception of an organization, which is formed through employer brand associations. The commitment of employees to their organization, known as employer brand loyalty, can have an impact on output. Organizations use both of these resources to attract and keep workers in the organization (Wowor, Purwana, & Suyatno, 2022).

Chiu, Fajardo, Lopez, and Miranda (2020) stated that employer brand image is a term that businesses are currently using to define their reputation on a broader scale. It increases the value of the organizations' expertise, know-how, and experience. It serves as a value proposition for both internal and external customers of the organization. This aids in promoting and drawing in job seekers as well as influencing the present workforce of the organization with relation to the organization's goal, vision, culture, values, and general benefits offered to its employees (Lybrand, 2018). Employer branding, according to Ahmad and Salina (2015), is an organization's attempt to convey to both present and potential workers that they are the ideal place to work. Employer brand image, according to Sokro (2012), entails promotion both inside and outside of the organization, as well as providing a clear understanding of what sets the organization apart from competitors. Since it works to create a favorable perception of the organization, employer branding is also known as human resource marketing (Urbancová, Richter, Kučírková, & Jarkovská, 2017). It aids in employee motivation to lower intention of quitting their job and raise engagement and job satisfaction. Numerous studies have demonstrated how organizations have used employer brand image to present their attractive workplace image to potential and current employees. Thus, employer brand image is seen as a focused, long-term approach to managing perception and awareness among connected stakeholders of the organization, including present and future personnel.

One of the things that may inspire employees to fully commit themselves to their organization is the employer brand image. Affective commitment is positively correlated with an organization's perception among its workforce as a means of employer branding; this can boost employees' inclination to remain with the organization (Alves, Santos, Reis, Martinho, Sampaio, Sousa, & Au-Yong-oliveira, 2020; Yousf & Kurshid, 2021). The best way to offer a welcoming environment and opportunities for professional development that can influence employee engagement is through employer brand image.

Dimensions of Employer Brand Image

Berthon, Ewing, and Hah, (2005) provide five dimensions of employer brand image measurements that are in the minds of employees. These includes: interest value, social value, economic value, development value and application value. Compensation, career development, diversity in work setting, organizational environment, organizational fame, organizational/corporate integrity has also been identified as dimensions of employer brand image (Abubakar, et, al, 2020). Other dimensions includes: brand identity, brand personality, brand association, brand competence and brand benefit. However, for the purpose of this study, only compensation, workplace environment, career development opportunity and organizational integrity will be used.

Compensation

Every organization offers a benefits package that consists of non-cash or prospective cash benefits like insurance and retirement plans, as well as cash benefits like compensation, paid time off, holidays with pay, and bonuses (Chepchumba & Kimutai, 2017). The entire payment that employees receive in exchange for their services rendered to an organization is known as compensation. Indirect compensation (benefit programs) and direct pay (wages and salaries) are examples of it. The most important factor in keeping and attracting talent is compensation (Igbomor, 2023). Employee turnover intention is increased by inadequate compensation and a lack of recognition from colleagues, management, and customers. As cited by Siregar and Maryati, (2020) all forms of payment made to employees that result from their working connection are included in employee compensation. It is a crucial component of the total rewards program of an organization and influences employee happiness, loyalty, and output.

According to Rana and Malik, (2018), compensation is the total sum of monetary and non-monetary benefits that employers provide to employees in exchange for their labor. Bonuses, commissions, payments, fringe perks, and expenditure allowances are all included.

As cited by Fatima, et al, (2023) Compensation has the ability to exert a considerable influence on an employee's intention to leave. Subsequently, it is crucial for organizations to provide significant and enough compensation in order to keep capable workers, attract productive individuals, encourage hard work, and meet the organization's goals. Employee behaviors such as absenteeism and intention to resign are often thought to be influenced by the extent to which employees are satisfied with their salary. Consequently, people are drawn to employment opportunities that offer higher financial benefits in the current work environment where earnings are shown to be a crucial factor. It's also critical to understand that employees' salary satisfaction at the time of hire does not guarantee that they will continue to be happy and satisfied with their compensation down the road (Rana & Malik, 2018). When employees are no longer satisfied with their pay, intention to quitting their current job becomes inevitable.

Workplace Environment

Sutrisno, (2009) defines work environment as every aspect of the infrastructure and facilities surrounding the employees as they perform their duties. This includes the location of the workplace, amenities, cleanliness, lighting, peace of mind, and interpersonal relationships amongst coworkers. According to Sazili, Ju'im, Sri, and Riyanto, (2022), a work environment is where employees perform their everyday duties and labor. External institutions or forces that have the capacity to impact organizational performance are another definition of the environment. Lighting, room temperature, air circulation, noise, mechanical vibration, smells, decorations, music, security, and the relationships between subordinates and colleagues are the factors that impact the work environment (Sazili, et, al, 2022).

Career Development Opportunity

The potential for employees to develop and prosper within their chosen professional pathways while also improving their knowledge, abilities, and experience is referred to as a career development opportunity. It consists of a number of efforts and programs that an organization offers to help employees advance their careers. These include educational support, mentorship programs, and chances for training and development. According to Rivai and Sagala (2009), career development is the process of enhancing individual job talents in order to accomplish the desired

career. A significant emphasis on career development opportunities can also encompass career planning and guidance, as well as opportunities for internal promotion and advancement (Arubayi&Igbomor, 2024). By offering these kinds of opportunities, organizations can enhance employee engagement, retention, recruitment and reduce turnover intent; additionally, career development opportunities can help create a workforce that is more skilled and adaptive, which in turn improves the organization's overall competitiveness and success; and finally, on an individual basis, it helps employees reach their career goals and feel more satisfied with their jobs.

According to Zacher, Rudolph, Todorovic, and Ammann (2018), career development is an intentional endeavor that involves structured activities or procedures that lead to cooperative planning efforts between organizations and their workforce. As quoted by Rahman and Syahrizal, (2018) in order to help employees reach their full potential for personal growth, career development is seen from an organizational perspective as a personnel activity that assists individuals in planning their future careers within the organization. Accordingly, career development can be defined as the process of improving a person's work skills to assist them in planning their future careers within the organization, whether in the form of reaching personal objectives or actual rewards like promotions in various fields of work.

Organizational integrity

According to Akpotu and Ozioko (2020) integrity is a virtue that fosters the ideal connection for social, strategic, and professional interactions. It is a behavioral trait that is demonstrated by a person's conscientious dedication to their work while maintaining empathy for others. As cited by Akpotu and Ozioko, (2020) integrity includes non-distortion of facts, honesty, transparency, dependability, consistency, and the ability to stop and deal with wrong behavior. As a result, the idea of organizational integrity refers to how consistently, truthfully, and openly an organization upholds a given standard. Thus, it is an essential component of organizational leadership. In order to lead, managers in work organizations must possess the integrity character as one of their social assets. Integrity fosters consistency in an organization's day-to-day interactions with its subordinates.

Employee Turnover Intention

The underlying desire to quit a job is referred to as "employee turnover intention". Brause (2021) defines turnover intention as an individual's perceived propensity to stay with or leave their current organization. It is the idea that an employee would eventually quit their current job permanently. Those who are eager to leave the organization assess how likely it is that they will do so soon.

As cited by Wijesekara (2023), Employee dissatisfaction with a particular aspect of their workplace, such as benefits and pay, poor career development opportunity, job design, coworkers, or job characteristics (promotions, or working conditions), or an organization's dissatisfaction with a particular employee, such as subpar performance or inconsistent attendance, can both contribute to employee turnover. So, an employee who really wants to leave the organization may decide to do so. Employee dissatisfaction and poor performance is caused by several factors in the organizations. This factors includes but not limited to leadership style (Igbomor & Olisemenogor, 2023b; Aruoren, 2020; Igbomor, 2024a), organizational integrity (Akpotu&Ozioko, 2020), organizational stress (Igbomor, 2024b), compensation (Bhatt & Sharma, 2019), work context (Sazili, et, al, 2022), career advancement opportunities (Rahman &Syahrizal, 2018).

This demands that organizations should put in place retention factors in order to prevent employee turnover and enhance employee retention in the organization (Igbomor, 2024c).

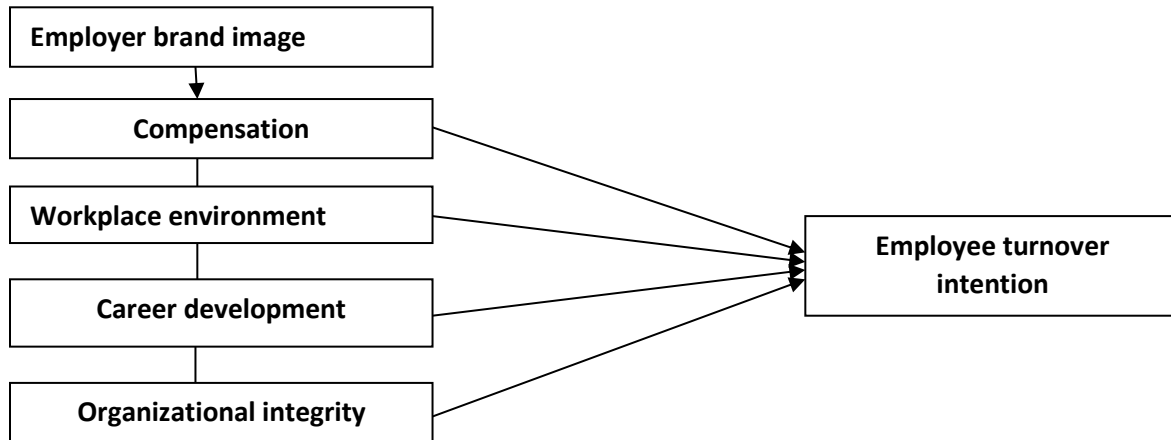


Figure 1: Conceptual framework

Empirical Literature

Dibia, Dialoke, Otuekere and Ikoro (2024) looked into how compensation strategies affect the retention of workers in the Nigerian customs agency. The study specifically looked at the impact of fringe benefits (salary and medical insurance) on career progression opportunities for Nigerian Customs Service employees in the South West Zone of Nigeria, as well as the influence of bonus payments (overtime payments) on self-evaluation. The Nigeria Customs Service was the target respondent group, and data was gathered from them using a well-designed questionnaire. The study population consisted of 1,096 individuals, and Taro Yamane formula was utilized to determine the 293 sample size. The research questions were addressed with descriptive statistics like mean and percentages, and the hypotheses were examined with a simple linear regression analysis model. The study found that monetary compensation has a major impact on employee retention in the Nigeria Customs Service and that vacation time and work schedule have an impact on employees' ability to grow in their careers.

Bello, Samuel, Musa, Daniya and Yakubu (2023) assessed the relationship between employee retention and a supportive work environment. The Small and Medium Enterprise Development Agency (SMEDAN) Headquarter in Abuja, Nigeria, was the study's primary focus. Data from 203 employees of the SMEDAN Headquarter were gathered for the study using a structured questionnaire and a descriptive research design. All of the 203 questionnaires was completed and returned back. Linear regression analysis was used to evaluate the hypotheses. The findings demonstrated that there is a substantial positive effects of supervisor support, the perceived work environment, and personal development possibilities on employee retention.

A study on employee turnover intentions and motivation practices was carried out in selected paramilitary agencies in South-West Nigeria by Adefulu, Amos and Ogunkanmi (2020). In this study, a cross-sectional research design was adopted. The study population was 22,235, who were officers and men from the selected Nigerian paramilitary groups. By utilizing the Krejcie and Morgan table, the sample size was 988. Respondents were surveyed using a validated questionnaire to get responses. Descriptive and inferential statistics (multiple regression

analysis) were used to analyze the data. The results of the data analysis showed that, employee turnover intentions were significantly impacted by motivation methods (training, reward, promotion, salary, and work environment).

In their study, Rana and Malik, (2018) investigate how compensation packages affect employees' intentions to leave their jobs in Pakistan, with organizational culture acting as a mediating factor. Three hundred questionnaires were issued in total, and primary and secondary data were used to assess the results. Regression analysis and correlation analysis were used to analyze the data. According to the research findings, compensation packages play a critical role in lowering employee turnover intentions in the organization. This study has determined the process by which an employee-beneficial compensation package system can be maintained in order to prevent excessive employee turnover. The findings unequivocally demonstrate that organizational culture has a major impact on compensation packages and employees' intentions to leave in the context of Pakistan's banking industry.

The study by Silaban and Syah, (2018) investigated the relationship between compensation and organizational commitment and employees' intention to leave their job. The study was carried out on survey-based data collected from employees of Ciputra Hospital CitraGarden City West Jakarta in January 2017 and used a descriptive analysis with causality model or influence relationship. A total of 120 questionnaires were distributed, of which 15 were not returned. The study used the Structural Equation Model (SEM) as the data analysis method.. The findings indicated that either greater compensation would reduce an employee's inclination to leave, or a lower compensation would raise an employee's intention to leave. Second, compensation that is suitable will boost organizational commitment; that is, compensation that is commensurate with performance will boost commitment. Third, employees with strong organizational commitment are less likely to plan to leave.

A study was conducted by Bhatt and Sharma, (2019) to investigate the impact of compensation on the intention of employee turnover. Data was gathered by the researchers from 200 BPO workers in Gujarat's Gandhinagar area, India. Turnover Intention was the dependent variable in the study, whereas Compensation served as the independent variable. The study employed linear regression analysis to determine how the independent variables affected the dependent variable. The outcome suggests that turnover intention is influenced by compensation.

Venisa and Brahmana, (2020) study used a sample of 130 people selected via a purposive sampling technique to examine the impact of the work environment and job insecurity on the interns' intention to leave PT Bank Central Asia Tbk Bandung Regional Office 1, Indonesia and its branch offices throughout the city. Likert scale questionnaires were distributed as part of the data collection process, and IBM SPSS (multivariate regression analysis) Statistics 26 was used to process the collected data. The work environment variable (X1) does not directly influence turnover intention (Y), according to the partial hypothesis test (t-test) results, while the job insecurity variable (X2) has a substantial impact (Y). F value is bigger than F table in the simultaneous hypothesis test (F-test) results, indicating a significant effect. Thus, we can conclude that PT Bank Central Asia Tbk Region Office 1 in Bandung's intention to leave is highly influenced by work environment and instability in employment.

The association between the work environment and employee turnover in Kenyan multipurpose training institutes was determined by Koikai, Were, and Odhiambo, (2019). The

intended audience consisted of 329 trainees and 119 lecturers working at Kenya's multipurpose institutes. Ninety instructors and trainees from Kenya's multipurpose institutes made up the sample size. The study selected the 67 trainees and 23 instructors from Kenya's multipurpose institutes using stratified random sampling. To choose the 90 instructors and trainees from Kenya's multipurpose institutes, stratified random sampling was employed in the study. Semi-structured questionnaires and the drop-and-pick approach were used to gather data. With the use of statistical software (SPSS), quantitative data was examined to produce a variety of relationships, frequencies, and comparisons by conducting cross-tabulations and correlations. Data was analyzed using descriptive and regression methods. The study puts forward that the organization develops a work environment and culture that everyone wants to be a part of, based on the results that work environment structures have an effect on employee turnover.

In Malang, Hariyanto, Soetjipto, and Sopiah, (2022) sought to examine how job satisfaction and organizational commitment relate to the impact of workload and work environment on intention to quit. 175 employees were selected using proportional random sampling to make up the research sample. Partial Least Square data analysis (PLS) was used. The results of the study demonstrate that workload directly influences organizational commitment, job satisfaction, and intention to leave the organization in a major positive way. While job satisfaction and organizational commitment have a strong positive impact, the work environment has a significant negative impact on the intention to leave the company. Organizational commitment has a strong positive impact on turnover intention, while job satisfaction has a significant negative impact. Turnover intention is significantly impacted negatively by organizational commitment. Workload has an indirect negative impact on the intention to leave the organization by affecting organizational commitment and job satisfaction. Through organizational commitment and job satisfaction, the work environment has a considerable negative impact on turnover intention, and job satisfaction has a strong negative impact on turnover intention through organizational commitment.

The study conducted by Sazili, Ju'im, Indart, and Efendi, (2022) aimed to investigate the impact of job satisfaction and work environment on turnover intention in Indonesia. The study employs a quantitative technique and causal associative methodology. There were 98 employees that participated in this survey. Multiple regression analysis is the data analysis method used in this investigation. The study's findings are 1. Turnover intention is positively impacted by the workplace environment, 2). Turnover intention is positively impacted by job satisfaction, 3). Workplace and work satisfaction together have an impact on turnover intention.

In Padang City, Indonesia, Meirina, Ferdian, Pasaribu and Suyuthie, (2018) examined how the work environment affects employees' intentions to leave in 4-star hotel. This research utilized a causal associative methodology and is quantitative descriptive. The 796 participants in this study were all staff members of Padang City's 4-star hotels. Using a proportionate random sampling technique, 251 people make up the sample. Simple linear regression analysis is the data analysis method employed. The study's findings indicate that the work environment variable has a considerable impact on employee turnover intention.

Rahman and Syahrizal, (2018) investigated how compensation and career advancement affect workers' intentions to leave their jobs, using work satisfaction as a mediating factor in Indonesia. Prior studies indicate that job satisfaction is positively and significantly impacted by

salary and career advancement. The study employed multiple regression analysis. However, findings showed that there is a strong and negative correlation between turnover intention and compensation, career growth, and work satisfaction put together.

Using a moderated mediation model, Ryan, Kasdorf, and Kayaalp, (2020) investigated employee career growth and turnover in the United States. In order to better understand how employees will react to these ideas, the current study's main goal is to look at employee perceptions of development (EPD) and intent to stay in relation to relevant intervening variables (such as job satisfaction and supervisor support). An extensive sample (n = 687) of survey replies from a medical facility was examined. The data set is from a poll on employee experiences that was given to workers after a year on the job. Hierarchical linear regression and correlation were used in the study's data analysis. The findings showed that job satisfaction acted as a mediating factor in the direct and positive association between employee career growth and intention to stay. These results add to the body of knowledge supporting the notion that improving employee development can lower turnover and boost work satisfaction.

Dewi and Nurhayati, (2021) used job satisfaction and organizational commitment as two mediators to examine the direct and indirect effects of career growth on the intention to leave an organization in Indonesia. With the use of purposive sampling and the SEM-PLS technique of analysis, 132 respondents were provided questionnaires containing the quantitative data for this study. The findings of this study demonstrate that career development has an adverse effect on intentions to leave the workforce, that career development is positively correlated with job satisfaction, that job satisfaction is not correlated with intentions to leave the workforce, that career development is positively correlated with organizational commitment, that organizational commitment is negatively correlated with intentions to leave the workforce, that job satisfaction is not able to mediate the relationship between career development and intentions to leave the workforce, and that organizational commitment plays a crucial role in mediating the relationship between career development and intentions to leave a trace.

In the Nigerian fast food and restaurant industries, Akpotu and Ozioko, (2020) looked into the empirical relationship between employee turnover intention and managerial integrity. Because the study used a cross-sectional survey approach, data from a sample of 138 respondents were collected using a standardized questionnaire instrument. The survey instrument's internal consistency was demonstrated by its 0.81 Cronbach alpha value. The results of the multiple regression analysis of the generated data indicated that, in the fast food and restaurant businesses under study, there is a substantial and positive correlation between employee turnover intention and managerial integrity. The results led to the conclusion that employee turnover intention in businesses is influenced by managerial integrity in terms of authenticity, dependability, and constructiveness. It was suggested that managers enhance their psycho-social resources, which foster employee trust in the employment contract, in light of these findings.

In their study, Karnadi and Baskoro, (2019) sought to understand the following: 1) how employer branding affected employee expectations at Vidio.com; 2) how employer branding affected turnover intentions at Vidio.com; and 3) how employee expectations affected turnover intentions at Vidio.com in Indonesia. The study employed a quantitative methodology that emphasized the cause-and-effect relationships between the variables. Purposive sampling was used in this study to select 66 employees from the population as samples, along with paperwork

and a questionnaire. With the aid of the Smart PLS application, the analysis method utilized in this study was descriptive analysis combined with partial least square (PLS)-SEM (structural equation modeling). The findings showed that employee expectations had a significant negative impact on turnover intention, employer branding had a significant positive effect on employee expectations and employer branding had a significant positive effect on turnover intention.

In their study, Kashyap and Rangnekar, (2016) examined the connections between Indian employees' perceptions of employer brands image, their trust in leaders, and their intentions to leave their jobs. 350 executives working in Indian organizations at junior, medium, and senior levels provided replies for this study. The study's conclusions show a negative correlation between turnover intention (TI) and employer brand perception (EBP) and subordinates' trust. Moreover, the mediating role of followers' faith in their leaders in forming the connections between EBP and TI was examined using Baron and Kenny's (1986) four-step regression technique. The findings showed that there was a significant indirect mediation effect of the subordinates' trust in their leaders in the connection between employer brand perception and turnover intention. According to the results of the current study, employee intention to leave was significantly predicted by employer brand perception.

Sokro, (2012) investigated whether or not companies utilize branding in their workplaces and how it affects recruitment and employee retention in Ghana's banking industry. For the investigation, a descriptive survey design was chosen. A convenient sample of eighty-seven personnel, comprising both junior and senior staff, was selected for the study. Both descriptive and inferential statistics (regression analysis) were used to analyze the data. The study's findings recommend that companies adopt employer branding strategies to draw in customers and workers. It was also discovered that an organization's brand image have a big impact on an employee's decision to join and remain there. As a result, it was recommended that companies establish a welcoming workplace with amenities that encourage workers to feel at home and stick around.

Ooko and Nzulwa, (2017) investigated the effects of employer image, job characteristics, reputation, and unique culture on employee retention in Kenya. Data was specifically gathered from Kenya's top five media companies. The survey design used in this study was descriptive. The top five media companies in Kenya comprised the study's target population. Employees in the broadcasting sector were the primary focus of the study because they are the most mobile. There were 96 employees in the study's sample. A sample of 96 respondents were selected at random from a population of 614 employees using random sampling. Additionally, the respondents in the sample were given questionnaire to fill. The characteristics of the variables under investigation were captured using descriptive statistics, such as the mean and standard deviation. The link between the dependent and independent variables was examined using inferential statistics regression coefficient and bivariate correlation. The results showed that there was a positive and significant correlation between company reputation, employer culture, and employer job attributes with employee retention. However, the multivariate regression model showed no significant correlation between employer image and employee retention.

The direct and indirect effects of the psychological contract, employer branding, and work environment on turnover intention in Indonesian IT start-up enterprises were examined by Azmy, Wiadi, and Risza, (2023). One moderating variable that was used was organizational commitment. The study, which focused on four business domains—educational technology, software and

hardware, IT infrastructure, and IT consulting—was carried out at a number of IT start-up enterprises in Jakarta. A purposive sample strategy was used to select 182 workers of IT start-up organizations who participated in the survey. This study used partial least square to find that turnover intention is both directly and indirectly impacted by the psychological contract, employer brands, and work environment. Turnover intention was found to be most significantly impacted directly by organizational commitment. Employer branding, however, showed the strongest indirect influence on the intention to leave. To lower high turnover, IT startups can strengthen the workplace environments, employer branding, and psychological contracts. IT startups need to support employee work processes by offering a positive work environment. This helps employees' psychological well-being so they can survive.

In the Nigerian cement industry, Abubakar, Abdulqudir, and Idris, (2020) investigated the connection between employee turnover intention and employer brand image. The primary data used in the study was gathered from 100 employees through the use of structured questionnaires. Regression analysis was performed on the data collected from the study participants, and SPSS was utilized for the analysis. The findings of the study revealed that work setting, compensation, career development and organizational environment significantly impact on turnover intention of employees in Nigerian cement industry and organizational fame was not significantly related to turnover intention of employees in Nigerian cement industry. The study concluded that development of adequate and sound brand image will reduce employee turnover in Nigerian cement industry as it is a means of attracting and retaining the employees.

In the pharmaceutical business, Gracita and Anindita, (2023) investigated the impact of employer branding on organizational commitment and turnover intention, taking into account the gap between generations. Workers in Indonesia's pharmaceutical industries belonging to Generations X, Y, and Z comprise the population sample. Purposive sampling combined with a non-probability sampling method is the sampling strategy used. This study used PLS-SEM to analyze data from 175 samples. The findings of the study demonstrate that employer branding lowers intention to leave the company and raises organizational commitment. Organizational dedication lowers the intention to leave. Furthermore, organizational commitment act as a mediating factor in the relationship between company branding and intention to leave. Since generation has no effect on turnover intention in the pharmaceutical sectors, the relationship between employer branding and turnover intention or organizational commitment and turnover intention cannot be moderated by generation. To boost organizational commitment and lower turnover intentions in the pharmaceutical sector, corporate leaders must create and cultivate an employer brand image.

Purwanti and Indradewa, (2022) investigate how job satisfaction and organizational culture affect turnover intention at a type B private hospital in Bekasi, Indonesia. The study employs a quantitative methodology, with data collected via online questionnaires to 275 health workers who are still employed in hospitals; SEM-PLS was utilized in conjunction with the SmartPLS software program for data analysis. Data collection took place between December 2021 and January 2022. According to the study's findings, health professionals in type B private hospitals who have more pleasant work environments report higher levels of job satisfaction. Additionally, favorable work environments can lessen the desire of health professionals to change careers. Health workers who

have high job satisfaction and a good organizational culture are less likely to want to leave their current place of employment.

Siregar and Maryati, (2020) investigated work satisfaction as a variable that mediates the relationship between compensation and turnover intention At PT. Madya Karya Putra in Indonesia. Path analysis was utilized for data analysis with 48 respondents. To investigate the relationship between the compensation variable and job satisfaction, simple linear regression analysis is used. The study employed multiple linear regression analysis to investigate the relationship between work satisfaction, salary variables and employees' desire to leave. The findings demonstrated that compensation has a substantial and positive impact on job satisfaction. Employee inclination to leave is significantly and negatively impacted by compensation. Desire to leave is negatively and significantly impacted by job satisfaction. The association between compensation and desire to quit is not mediated by job satisfaction.

METHODOLOGY

This study employed a survey design to look at the connection between employer brand image and employee turnover intention. The purpose of this design is to allow the researcher to use a self-administered questionnaire to collect data from the respondents.

Population refers to the entirety of the elements from which a researcher selects each of his sample. Put differently, it refers to the total number of elements being studied. The total population of this study comprised of all the hospitality firms in Delta State Nigeria. However, 21 hospitality firms were chosen due to the largeness of the population. The employees of the chosen hotels in Delta State, with a total population of (434) made up the research population. A sample size of 217 was determined using the Taro Yamane (1967) approach and Bowley's proportion technique was used in selecting respondents to whom questionnaire was administered to.

A structured questionnaire was given to the employees of the chosen hospitality firms from each of the three senatorial districts in Delta State in order to gather data for the study. Employer brand image (compensation, workplace environment, career development opportunity and organizational integrity) was measured by a modified version of compensation (5 items), workplace environment (6 items), career development opportunity (5 items) and organizational integrity (6 items) scale developed by Dockel, (2003), Akpotu and Ozioko (2020). Respondents responded via a 5 point Likert scale with (5) = strongly agree to (1) = strongly disagree. Employee turnover intention was measured by a modified version of Employee turnover intention scale developed by Cammann, Fichman, Jenkins, and Klesh, (1979) with 5 items on a 5 point likert scale ranging from (5) strongly agreed to (1) strongly disagreed.

Data were analyzed using descriptive statistics, Pearson product moment correlation coefficient and multiple regression analysis via SPSS 23.0 version. Pearson correlation was used to establish the relationship between the study variables while multiple regression analysis was used to establish the effect of the independent variables on the dependent variable.

Model Specification

This study will be guided by the model below:

$$eti = f(c, wpe, cdo, oi)$$

$$eti = \partial_0 + \partial_1c + \partial_2wpe + \partial_3cdo + \partial_4 oi + E_1 \dots \quad \text{model (i)}$$

Where eti = employee turnover intention

c = compensation

wpe= workplace environment
cdo= career development opportunity
oi= organizational integrity
E₁ = Error term

RESULTS AND DISCUSSION

This section presents and discusses the result gotten by the researcher. It is presented under four sections; demographic variables of the respondents, research questions, testing of hypotheses and discussion of findings. However, out of the 217 questionnaire distributed, 5 (about 2%) were not returned and only 212 was returned and used for the analysis. This represent 98% returns rate as tabulated Table 1.

Table1: Response Rate

Questionnaire	Number	Rate
Retrieved and valid	212	98%
Missing	5	2%
Total Administered	217	100%

Source: Researcher's Computation, 2025

Analysis of Demographic Data

In Table 2, the analysis of the respondents' personal data based on gender, marital status, age and length of service is presented.

Based on gender, the result shows that 68% of the hospitality employees are male, while 32% are female. This indicates that there are more male than female among the staff of the sampled hospitality organizations. In relation to marital status of the participants, the result shows that 78% of the staff are singles, while 21% of them are married and 1% are divorced. This suggests that the staffs in the sampled hospitality organizations are mostly unmarried people who may be younger and have more marital freedom and time to work in the hostility organizations.

In terms of age, Table 2 shows that; 54% of the participants are within the age bracket of 25 – 35years, 40% are within age of 36 – 45years, 5% are within the age of 46 – 55years, and 1% are within the age of 56 – 65years. This insinuates that majority of the employees in the sampled hospitality organizations are vibrant youths and young adults within the ages of 25-45years who expects to be or work under organization with a good brand image. In relation to length of service, the result shows that, 82% of the participants have below 6years of working experience (1-5years), 13% of them have within 6-10years working experience, 3% have between 11-15years of working experience, and 2% have above 15years of work experience. This indicates that majority of the staff in the selected hospitality organizations have above 4years of work experience (1-10years).

Table2: Analysis of Respondents Bio Data

Variables	Parameters	Frequency (F)	Percentages (%)
Gender	Male	144	68
	Female	68	32
	Total	212	100
Respondents Age in years	25 – 35	114	54
	36 – 45	85	40
	46 – 55	10	5
	56 – 65	3	1
	Total	212	100
Length of service	1- 5 years	174	82
	6-10years	27	13
	11-15years	6	3
	16-20years	5	2
	Total	212	100
Marital Status	Single	165	78
	Married	44	21
	Divorced	3	1
	Total	212	100

Source: Researcher's Computation, 2025

The technique that was employed by the researcher to test the reliability of the research instrument is the Cronbach's Alpha Coefficient Method. This was to determine the consistency of the questionnaire.. Cronbach's Alpha was used to analyze the responses that were obtained. According to Hinton, Brownlow, McMurray and Cozens, (2004) Cronbach's alpha value with a range of (0.5-0.7) is reliable and acceptable.

Table 3: Cronbach's Alpha Coefficient

SCALE	Cronbach's Alpha
Compensation	0.74
Workplace environment	0.74
Career development opportunity	0.60
Organizational integrity	0.76
Employee Turnover intention	0.73

Source: Researcher's Computation, 2025

Analysis of Data Related to research questions

The simple mean method was adopted to analyzed data relating to the research objective in order to give answers to the formulated questions of the study.

Decision Rule: A benchmark of **3.0** was used. Where the mean for each statement is lower than the benchmark of 3.0 such statement or item is termed as not been fully accepted, but if higher than the benchmark it indicates full acceptance and judged to be the opinion on majority of the participants.

Research Question One: To what extent does compensation and employee turnover intention are related?

Table 4 analyzed the items in the questionnaire used to examine the link between compensation as employer brand image and employees turnover intensions. From Table 4, all the items put forward were fully accepted as the ways compensation is linked to employees' intention to leave the organization. This is evident in the table as all the items had mean score above 3.0 i.e 4.29, 4.36, 4.45, 4.24, 4.24 are all greater than 3.0. This in a way suggests that compensation have some level of influence on employees turnover intention.

Table. 4: Result on the ways compensation and employee turnover intention are related

Compensation Indicators	SA	A	Und	D	SD	Total				
	Cou nt	Cou nt	Cou nt	Cou nt	Cou nt	Cou nt	Mea n	Std. Dev	Mini	Max i
Compensation 1	88	99	23	2	0	212	4.29	.69	2.00	5.00
Compensation 2	103	87	19	2	1	212	4.36	.73	1.00	5.00
Compensation 3	127	63	16	3	3	212	4.45	.81	1.00	5.00
Compensation 4	119	56	13	17	7	212	4.24	1.09	1.00	5.00
Compensation 5	85	104	15	4	4	212	4.24	.82	1.00	5.00

Source: Researcher's Computation, 2025

Research Question Two: To what extent does workplace environment and employee turnover intention are related?

Table 5 show the analyzed outcome of the items in the questionnaire used to examined the ways workplace environment as employer brand image is linked to employees turnover intensions. From the table, means scores of 4.04, 2.90, 4.36, 4.01, 4.18, 4.31 respectively were obtained in all the items. These shows full acceptance as all except item 2(2.90) are greater than 3.0, showing that workplace environment is to a great extent in some ways linked to employees intention to leave the organization.

Table 5: Result on the ways workplace environment and employee turnover intention are related

Workplace environment indicators	SA	A	Und	D	SD	Total				
	Cou nt	Cou nt	Cou nt	Cou nt	Cou nt	Cou nt	Mea n	Std. Dev	Mini	Max i
Workplace environment 1	47	139	18	4	4	212	4.04	.74	1.00	5.00

Workplace environment 2	12	69	35	78	18	212	2.90	1.12	1.00	5.00
Workplace environment 3	103	87	19	2	1	212	4.36	.73	1.00	5.00
Workplace environment 4	78	90	20	16	8	212	4.01	1.05	1.00	5.00
Workplace environment 5	79	107	16	5	5	212	4.18	.85	1.00	5.00
Workplace environment 6	91	100	16	5	0	212	4.31	.71	1.00	5.00

Source: Researcher's Computation, 2025

Research Question Three: To what extent does career development opportunity and employee turnover intention are related?

Table 6 shows the analyzed the result of data collected to examine the linked between career development opportunity in the organization and employees intention to leave the organization. From the table, all the items put forward in form of questionnaire content had acceptance rate of mean points above 3.0 (4.24, 3.93, 3.88, 4.18, 4.10 are all greater than 3.0) indicating that most of the participants accepted and concord to the indicators. This further show that career development opportunity and employee turnover intention are to a great extent related, meaning they can influence each other.

Table 6: Result on the ways career development opportunity and employee turnover intention are related

Career development opportunity indicators	SA	A	Unde	D	SD	Total				
	Coun t	Cou nt	Cou nt	Coun t	Cou nt	Coun t	Mea n	Std. Dev	Mini	Max i
Career development opportunity1	113	63	16	13	7	212	4.24	1.05	1.00	5.00
Career development opportunity 2	41	132	23	16	0	212	3.93	.78	2.00	5.00
Career development opportunity 3	41	127	24	18	2	212	3.88	.85	1.00	5.00
Career development opportunity 4	94	77	28	11	2	212	4.18	.92	1.00	5.00
Career development opportunity 5	111	52	16	26	7	212	4.10	1.18	1.00	5.00

Source: Researcher's Computation, 2025

Research Question Four: To what extent do organizations integrity and employee turnover intention are related?

Table 7 shows the result of the analyzed data on the ways organizations integrityis liked with employee turnover intention from the point of the employees in the hospitality organizations. From

the table, all indicators had mean score above 2.50 (4.22, 3.90, 4.22, 4.19, 4.33, 4.43 are all greater than 3.0) respectively. This shows full acceptance by majority of the participants and it suggests that organizations integrity in many ways is linked to employee turnover intention to a great extent. It infers that organizations integrity can exert some level of influence on employees' intention to leave the organization.

Table 7: Result on the ways organizations integrity and employee turnover intention are relate

Organizational integrity indicators	SA	A	UND	D	SD	Total				
	Count	Count	Count	Count	Count	Count	Mean	Std. Dev	Mini	Maxi
Organizational integrity 1	112	63	16	14	7	212	4.22	1.06	1.00	5.00
Organizational integrity 2	38	133	24	16	1	212	3.90	.79	1.00	5.00
Organizational integrity 3	116	58	14	17	7	212	4.22	1.09	1.00	5.00
Organizational integrity 4	81	105	16	5	5	212	4.19	.86	1.00	5.00
Organizational integrity 5	102	86	19	3	2	212	4.33	.78	1.00	5.00
Organizational integrity 6	120	68	20	3	1	212	4.43	.76	1.00	5.00

Source: Researcher's Computation, 2025

Questionnaire items analyzed in Table 8 were used to examine the employees turnover intentions in the organizations, thus, the statements were logically structured to achieve this. From the analyzed data, it shows that all the items except item 5, were rejected by majority participants hence mean scores of; 2.14, 2.22, 1.99, 2.06, 2.52 respectively which are less than the benchmark of 3.0. This suggests that there is very low employee's turnover intention in the organizations. This low intention of leaving perhaps could be influenced by the employers brand image variables.

Table 8: Measuring Employee Turnover Intention

Employee Turnover intention indicators	SA	A	UN	D	SD	Total				
	Count	Count	Count	Count	Count	Count	Mean	Std. Dev	Min	Max
Employee Turnover intention 1	3	22	36	91	60	212	2.14	.99	1.00	5.00
Employee Turnover intention 2	17	14	24	101	56	212	2.22	1.15	1.00	5.00
Employee Turnover intention 3	0	12	42	89	69	212	1.99	.87	1.00	4.00
Employee Turnover intention 4	1	9	53	88	61	212	2.06	.87	1.00	5.00
Employee Turnover intention 5	11	47	26	85	43	212	2.52	1.19	1.00	5.00

Source: Researcher's Computation, 2025

Hypotheses Testing

This aspect show the inferential statistic result of the Pearson correlation and regression statistics to show the level or the degree of effect the independent have on the dependent variable with aid of Statistical Package for Social Sciences (SPSS) version 23.0

Decision rule: if the Sig. (p-value) is less than 0.05 (p-value<0.05), we reject the null hypothesis, and accept the alternate hypothesis i.e there is significant effect of independent variables on the dependent variable. Also, if calculated F-value is greater than F-critical value, we reject the null hypothesis, and accept the alternate hypotheses

Pearson correlation

The Pearson correlation was employed to establish the relationship between the independent variables and the dependent variable as shown below

With the correlation coefficients in Table 9 above, it show that each of the dimensions of the independents has a relationship with the dependent variable. From the table, Compensation (C), workplace environment(WPE), and career development opportunity(CDO) showed negative correlation with employee turnover intention with correlation coefficients of -0.299, -0.009, -0.015 respectively. Organizational Integrity (OI) also had a coefficient of 0,055 which indicates a weak but positive correlation.

Table 9: Correlation Matrix

	C	WP E	CDO	OI	ETI
C	1 212				
WP E	.630 ** .000 212	1 212			
CD O	.173 ** .000 212	.376* * .000 212	1 212		
OI	.341 .012 212	-.598 .000 212	.707 .000 212	1 212	
ETI	-.299 .000 212	-.009 .891 212	-.015** .825 212	.05 5 4 212	1 212

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

KEY:

- Compensation (C)
- Workplace Environment(WPE)
- Career development opportunity(CDO)
- Organizational Integrity(OI)
- Employee Turnover Intention(ETI)

Table 10 showed a mean variance inflator factor (VIF) for all the independent variable Compensation (C), workplace environment (WPE), and career development opportunity (CDO). Thus, the variance inflator factor did not exceed the standardized variance inflator factor level ($2.17 < 10.0$). This result denotes the absence of multicollinearity.

Table 10: Variance Inflator Factor

Independent Variable	VIF	I/VIF
Compensation	1.67	0.598
workplace environment	2.29	0.436
Career development opportunity	2.02	0.494
Organizational Integrity	2.69	0.371
Mean VIF	2.17	

Source: Researcher's Computation, 2025

Multiple regression analysis

The regression coefficient in Table 11 gave a coefficient(r) of -0.491 and a t-value of -5.96 with a significance value i.e. p-value of $0.000 < 0.05$. This speaks of great negative impact of compensation on employee turnover intention. Based on these, the null hypothesis is rejected and the alternate accepted. Hence, there is significantly negative relationship between compensation and employee turnover intention. This means that increase/improvement in compensation standard will likely result in decrease in employees' intention to leave the organization.

From Table 11, it is shown that a negative and significant relationship exists between workplace environment and employee turnover intention with a regression coefficient (r) of -0.249 and a t-value of -2.58 with p-value (α) of $0.011 < 0.05$. As a result of this, the null hypothesis that no significant relationship exist between workplace environment and employee turnover intention is rejected because a negative and significant relationship exist. Thus, it can be said that a significant negative relationship exist between workplace environment and employee turnover intention. The implication is that, when workplace environment improves, employees' intention to leave the organization reduces.

Furthermore, a regression coefficient (r) of -0.153 which indicates a negative association between career development opportunity and employee turnover intention was obtained in Table 11. Also a t-value of -1.68 with a p-value of $0.094 > 0.05$ were obtained which suggests a negative and an insignificant association. Thus, the null hypothesis is accepted because a relationship exists but not a significant one. It can be said based on this that there is a negative relationship between career development opportunity and employee turnover intention though not significant. This implies that increase in opportunity for career development in an organization to some extent reduces the intention of employees to leave the organization.

Finally, a regression coefficient of 0.182 was obtained between organizational integrity and employee turnover intention which indicates a weak positive relationship. Also, a t-value of 1.74 with a p-value of 0.084 > 0.05 which indicate an insignificant relationship was found in Table 11. Based on the positivity of the coefficient and the p-value greater than 0.05, the null hypothesis is sustained and retained. Thus, there is a positive relationship between organizations integrity and employee turnover intention though the relationship is insignificant. The implication is that, the integrity of the organization has little or no influence or anything to do with the employee's intention to leave the organization.

Table 11. Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	12.505	1.558		8.028	.000	9.434	15.575
	Compensation (C)	-.341	.057	-.491	-5.956	.000	-.454	-.228
	workplace environment (WPE)	-.209	.081	-.249	-2.575	.011	.049	.370
	Career development opportunity (CDO)	-.145	.086	-.153	-1.681	.094	-.315	.025
	Organizational Integrity (OI)	.148	.085	.182	1.737	.084	-.020	.315

a. Dependent Variable: EMPLOYEE TURNOVER INTENTION(ETI)

From the regression result in table 12 above, it shows that there is a significant relationship between employer brand image and employees turnover intention in the observed hospitality organizations. This is judged based on; $R = 0.396^a$ and the coefficient of determination (R square) amounting to 0.157, $Adj R^2 0.141$, model fit $F(4, 207) = 9.635$, and sig. value of 0.000 i.e $P < .05$, which indicates that the independent variable (employers' brand image) through the observed dimension can influence up to 15.7% of employees turnover intention in the studied hospitality organizations.

Table 12: Multiple regression Model Summary

R					Change Statistics
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Model	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	0.396 ^a	0.157	2.10189	.157	9.635	4	207	.000

a. Predictors: (Constant), Organizational Integrity(OI), Compensation(C), Career development opportunity(CDO), workplace environment(WPE)

More so, from the ANOVA Table 12a, where F- calculated value of 9.635 greater than F-critical value of 0.396^a and a p-value of 0.000^b which is less than 0.05 showed that a significant relationship exists between the independent variable and the dependent variable. This further means that the independent variable (employers' brand image) has a significant influence on employees' turnover intention.

Table 12a ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	170.276	4	42.569	9.635	.000 ^b
	Residual	914.517	207	4.418		
	Total	1084.792	211			

a. Dependent Variable: employee turnover intention(ETI)

b. Predictors: (Constant), Organizational Integrity(OI), Compensation(C), Career development opportunity(CDO), workplace environment(WPE)

Discussion of Findings

This study on the relationships between employer brand image and employees turnover intention in the work place with focus on compensation, workplace environment, organizational integrity and career development opportunity as dimensions of employees brand image sought scholarly literature, collected and analyzed primary data from employees of the hospitality firms and observed the following findings which logically proffers answers to the research question and objectives of the study:

Compensation as employers' brand image and employee turnover intention

The result of this study revealed that compensation as a dimension of employer brand image is related to employee turnover intention. Morse so, with the regression coefficient of -0.491 and a p.value of 0.000 < 0.05 showed that the relationship is significantly negative. This finding is in line with; Siregar and Maryati, (2020) who in their study found that employee inclination to leave is significantly and negatively impacted by compensation method of the organization. Silaban and Syah, (2018) who reported compensation as having a significantly negative impact on turnover intention with the explanation that greater compensation would reduce an employee's inclination to leave, or a lower compensation would raise an employee's intention to leave. To Bhatt and Sharma (2019) who based on their study noted that turnover intention is influenced negatively by compensation. Rahman and Syahrizal, (2018) also found a strong and negative correlation between turnover intention and compensation

Workplace environment as employers' brand image and employee turnover intention

The result showed that Workplace environment as an aspect of employers' brand image is linked to employee turnover intention. That is, workplace environment to a great extent influence employee turnover intention. Also, with regression coefficient of -0.249 and a p.value of $0.011 < 0.05$ showed that the relationship is significantly negative. Implying that improvement in workplace environment can result in reduction of employees intention to leave the organization. Thus, the study found that workplace environment as employers' brand image negatively influences employee turnover intention. This finding is in agreement with Koikai, Were, and Odhiambo (2019) who found in their study that work environment structures have an effect on employee turnover. It is in concordance with Purwanti and Indradewa (2022) who in their study among health professional reported that favorable work environments can lessen the desire of health professionals to change careers. However, this finding is in contrast and opposite with Sazili, Ju'im, Indart, and Efendi, (2022) who reported based on findings from their study that workplace environment positively impacted employees turnover intention. It confirms the position of Sutrisno, (2009) that a work environment that makes workers feel valued, respected, and appreciated can lead to higher job satisfaction, and employees who are satisfied with their job are less likely to have turnover intention.

Career development opportunity as employers' brand image and employee turnover intention

This study revealed that a relationship exist between career development opportunity as dimension of employers' brand image and employee turnover intention based on the result obtained from the analysis. Also, it was revealed that the relationship is insignificant and negative based on the regression result ($0.825 > 0.05$). Thus, a negative and insignificant relationship exists between career development opportunity and employee turnover intention implying that the more employees see opportunity for career development in an organization, the more their intention to leave the organization reduces but minimally. This is somehow a confirmation to the result of Dewi and Nurhayati, (2021) that career development has an adverse effect on intentions to leave the workforce. It is slightly similar with Karnadi and Baskoro, (2019) who found that employee expectations had a negative impact on turnover intention but disagrees in terms of gravity as this study found an insignificant negative relationship and theirs found a significant negative relationship.

Organizations integrity as employers' brand image and employee turnover intention

The result of this study revealed that organizations integrity to a low extent is associated with employee turnover intention. Morse so, with the regression coefficient that was obtained showed that the relationship is positive and insignificant. Thus, revealing that an insignificantly positive relationship exists between organizations integrity and employee turnover intention. This finding is similar to Akpotu and Ozioko, (2020) who found a substantial and positive correlation between managerial integrity and employee turnover intention.

On a general note, it was found that employers' brand image is linked to employees turnover intention. This finding is at variance with Ooko and Nzulwa, (2017)'s report that no significant correlation exist between employer image and employee retention. It is in tandem with Sokro, (2012) study that showed organization's brand image as having a big (significant) impact on an employees' decision to join and remain in the organization. Also it is related to the study of

Gracita and Anindita, (2023) who found that employer branding lowers employees' intention to leave the company and raises organizational commitment. More so, it is in agreement with Abubakar, Abdulqudir, and Idris, (2020) whose study combined all the variables and showed that Work setting, compensation, career development and organizational environment significantly impact on turnover intention of employees.

Conclusion and Recommendations

In the course of the study scholarly literatures both empirically and conceptually were sought, primary data was also collected and analyzed using various statistical tools and based on the findings of the study, it can be concluded that employers brand image (in terms of compensation, providing conducive work environment, creating opportunity for employees career development and organizational integrity) is a strong determinant of the rate of workforce retention and turnover in any organization. It can also be concluded based on the outcome of the study that employees who have intention to leave or even left an organization could have done that due to poor employers brand image as a major contributing factor. Thus, any organization especially in the service industry like the hospitality that wants to retain its employees should inculcate positive and attracting brand image. Based on the outcome of the study, it is recommended generally that employers of labour should adopt and portray a positive employer brand image (compensation, workplace environment, career development opportunity and organization integrity) that is capable of influencing employees to want to and continue to be in the organization and even stay committed.

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