

## African Journal of Tourism and Hospitality Management

[ajthm.eanso.org](http://ajthm.eanso.org)

Volume 4, Issue 1, 2025

Print ISSN: 2790-9603 | Online ISSN: 2790-9611

Title DOI: <https://doi.org/10.37284/2790-9611>



Original Article

### An Analysis of How Work-Life Balance Impacts on Employee Performance and Turnover in the Hotel Industry in Uganda

Musoke Aggrey<sup>1</sup>, Twagirayezu Jean Pierre<sup>2</sup>, Ingabire Stella<sup>2</sup> & Kalulu Ronald<sup>1\*</sup>

<sup>1</sup> Mountains of the Moon University, P. O. Box 837, Fort Portal, Uganda.

<sup>2</sup> Mt. Kigali University, KK 575, Kigali, Rwanda.

\* Author for Correspondence ORCID ID; <https://orcid.org/0000-0003-0142-0018>; Email: [kronald.phdscholar@lincoln.edu.my](mailto:kronald.phdscholar@lincoln.edu.my)

Article DOI: <https://doi.org/10.37284/ajthm.4.1.2931>

#### Date Published: ABSTRACT

01 May 2025

#### Keywords:

Organizational  
Culture,  
Work-Life Balance,  
Employee Turnover,  
Hotel and Hospitality.

**Purpose-** The study explored the relationship between organizational work culture, work-life balance and employee turnover in selected hotels in Uganda and was prompted by the increasing employee turnover in hotels. **Method-** It purposively sampled employees from selected hotels in Kampala. A cross-sectional survey design was used with a sample size of 278 out of the total population of 1000 hotel employees. **Findings-** Findings indicated that organizational culture and work-life balance significantly predicted 70% employee turnover. The study recommendations were that hotels in Uganda should improve organizational work culture and work-life balance so as to reduce employee turnover. **Originality of the research –** While previous research has extensively explored work-life balance in corporate settings, there is limited insight into its interaction with organizational culture within small and medium-sized enterprises (SMEs), which this study addresses. This study uniquely combines social identity theory and organizational support theory to examine how organizational culture influences work-life balance perceptions among diverse employee groups. Employing a mixed-methods approach, this study integrates quantitative surveys with in-depth interviews, allowing for a more comprehensive understanding of how organizational culture impacts employee work-life balance. By offering insights into the link between flexible work arrangements and organizational culture, this research provides actionable recommendations for HR managers to improve employee engagement and retention. In the context of increased remote work and shifting workplace expectations post-COVID-19, this study offers fresh insights into how flexible organizational cultures can better support employee work-life balance.

#### APA CITATION

Aggrey, M., Pierre, T. J., Ingabire, S. & Kalulu, R. (2025). An Analysis of How Work-Life Balance Impacts on Employee Performance and Turnover in the Hotel Industry in Uganda. *African Journal of Tourism and Hospitality Management*, 4(1), 94-114. <https://doi.org/10.37284/ajthm.4.1.2931>.

#### CHICAGO CITATION

Aggrey, Musoke, Twagirayezu Jean Pierre, Stella Ingabire and Ronald Kalulu. 2025. "An Analysis of How Work-Life Balance Impacts on Employee Performance and Turnover in the Hotel Industry in Uganda". *African Journal of Tourism and Hospitality Management* 4 (1), 94-114. <https://doi.org/10.37284/ajthm.4.1.2931>.

#### HARVARD CITATION

Aggrey, M., Pierre, T. J., Ingabire, S. & Kalulu, R. (2025) "An Analysis of How Work-Life Balance Impacts on Employee Performance and Turnover in the Hotel Industry in Uganda" *African Journal of Tourism and Hospitality Management*, 4(1), pp. 94-114. doi: 10.37284/ajthm.4.1.2931

#### IEEE CITATION

M. Aggrey, T. J. Pierre, S. Ingabire & R. Kalulu "An Analysis of How Work-Life Balance Impacts on Employee Performance and Turnover in the Hotel Industry in Uganda", *AJTHM*, vol. 4, no. 1, pp. 94-114, May. 2025.

#### MLA CITATION

Aggrey, Musoke, Twagirayezu Jean Pierre, Stella Ingabire & Ronald Kalulu. "An Analysis of How Work-Life Balance Impacts on Employee Performance and Turnover in the Hotel Industry in Uganda". *African Journal of Tourism and Hospitality Management*, Vol. 4, no. 1, May. 2025, pp. 94-114, doi:10.37284/ajthm.4.1.2931

## INTRODUCTION

The hotel industry is among the fastest-growing sectors globally, contributing approximately 10.4% to the world's GDP and accounting for around 319 million jobs, or 10% of total global employment, as of recent World Travel & Tourism Council (WTTC) reports (WTTC, 2023). The current global employment in the hotel and hospitality sector exceeds 127 million, reflecting the sector's capacity to absorb a substantial workforce in both developed and developing economies (ILO, 2021; WTTC, 2022). This high demand for labour within Uganda's hotel sector aligns with international trends and continues to support local employment and drive economic growth (Ministry of Tourism, Wildlife, and Antiquities, 2022). The hotel sector is a vital economic contributor, contributing to about 7.7% of the nation's GDP and accounting for approximately 6.3% of employment as of the latest Uganda Bureau of Statistics (UBOS) data (UBOS, 2022; WTTC, 2022). However, what is surprising is that this industry is notably labour-intensive in that staff are needed in almost every aspect, from culinary services, housekeeping, and garden maintenance to front-office operations and restaurant services, creating diverse employment opportunities at various skill levels.

### Work-Life Balance in the Hotel Sector

The hospitality industry demands long hours, irregular shifts, and operates in a high-pressure environment, all of which make achieving work-life

balance (WLB) a challenge (Karatepe, 2013). Front-line staff in hotels, including those in roles like housekeeping, reception, and food and beverage services, often work weekends, nights, and holidays, placing significant strain on their personal lives and well-being. In many hotels, limited staffing increases workloads and intensifies shift demands, while lower compensation and limited benefits for junior staff reduce flexibility and make work-life balance even more difficult (Namagembe & Ssali, 2021). These conditions can lead to burnout, low job satisfaction, and increased turnover among employees which eventually lead to increased turnover.

Employee turnover is a major issue in the hotel industry, stemming from the demanding nature of the work, limited career advancement opportunities, and generally low compensation (Davidson, McPhail, & Barry, 2011). High turnover disrupts service consistency, leading to increased recruitment, training, and productivity costs (Goh & Okumus, 2020). Factors such as insufficient compensation, limited career progression, and poor work-life balance exacerbate turnover rates, particularly among younger employees and entry-level staff who often see limited long-term career potential in the sector (Namagembe & Ssali, 2021). Additionally, the absence of structured HR practices in some hotels contributes to employee disengagement, further accelerating turnover (Tumwine, Akisimire, & Kawooya, 2020). To address this, some hotels have started implementing

measures like career development programs, employee recognition initiatives, and adjustments to scheduling to improve employee satisfaction and reduce turnover. Furthermore, creating a supportive organizational culture that values employee contributions fosters a sense of belonging and motivation, and can help decrease turnover rates (Nkundabanyanga, Muhwezi, & Arach, 2019).

### **Organizational Culture in the Hospitality Sector**

Organizational culture reflects the values, beliefs, and norms that shape employee interactions, decision-making, and role engagement within an organization (Schein, 2010). A positive organizational culture is essential because it directly influences service quality, guest satisfaction, and employee morale, which are key drivers of success in a highly competitive sector (Kusluvan et al., 2010). Like many global markets, Uganda's hotel industry faces complex challenges related to organizational culture, work-life balance, and employee turnover, which are closely interlinked and impact both employee experience and organizational performance (Tumwine, Akisimire, & Kawooya, 2020). Ugandan hotels often embed traditional hospitality values within their culture, with a strong focus on service excellence and guest satisfaction. However, the sector tends to be hierarchical, maintaining clear distinctions between managerial and front-line roles, which can sometimes create communication gaps that hinder teamwork and effective service delivery (Nkundabanyanga, Muhwezi, & Arach, 2019). Thus, fostering a supportive organizational culture and prioritizing work-life balance are essential strategies to retain employees, reduce turnover, and ultimately enhance hotel performance. Research shows that hotels with strong, supportive cultures experience higher employee engagement and lower turnover rates (Tsaur & Lin, 2004). Thus, fostering an inclusive and supportive culture in hotels can be challenging due to resource constraints and frequent turnover, but it is key to delivering consistent guest experiences and maintaining staff morale.

### **Interconnections Between Culture, Work-Life Balance, and Turnover**

Work-life balance, which Parkes and Langford (2008) define as "an individual's ability to meet both work and family commitments, along with other non-work responsibilities and activities," remains essential yet challenging to achieve in the sector. In response, the hospitality industry now employs a diverse workforce, including working parents, students balancing studies with employment, and older workers who need time off to fulfil family obligations. In contemporary hospitality research, organizational culture is increasingly conceptualized as a strategic asset that shapes not only operational dynamics but also employee well-being and retention. Within this context, the Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2017) provides a compelling theoretical framework for understanding how workplace characteristics influence employee outcomes. The model posits that while job demands (e.g., long hours, emotional labour) can deplete energy and increase burnout, job resources (e.g., managerial support, autonomy, and work-life balance initiatives) foster engagement and mitigate turnover. When applied to the hotel sector, particularly in labour-intensive and emotionally demanding contexts such as Uganda, the JD-R model elucidates why organizational cultures that prioritize employee well-being are better positioned to retain talent.

Moreover, Affective Events Theory (AET) (Weiss & Cropanzano, 1996) further enhances this perspective by emphasizing the role of workplace experiences in shaping employees' emotional responses and subsequent behaviours. In hotel environments where service encounters are frequent and intense, daily micro-events such as supportive feedback or flexibility in shift scheduling, can significantly influence employee affect, job satisfaction, and turnover intentions. Hence, an organizational culture that embeds effective support into its structure is not merely enhancing morale but actively shaping long-term retention trajectories.

Empirical studies for instance, Tumwine, Akisimire, and Kawooya (2020) found that Ugandan hotels with work cultures emphasizing employee wellness through flexible scheduling, sufficient rest periods, and staff assistance programs reported enhanced job satisfaction and reduced staff turnover. Similarly, Nkundabanyanga, Muhwezi, and Arach (2019) argued that employee satisfaction is not merely a by-product of effective HR practices, but a core driver of organizational sustainability in Uganda's hospitality sector. These findings align with Davidson, McPhail, and Barry's (2011) observation that poor work-life balance remains a principal cause of turnover in hospitality, especially in developing economies where organizational support mechanisms are often underdeveloped. Despite substantial investments in employee recruitment, training, and development, many hotels continue to grapple with chronic turnover. This paradox underscores the need to transcend traditional HR approaches and reframe employee retention as a function of organizational affectivity and resource balance. Schein's (2010) classic insights into organizational culture remain relevant but must now be interpreted through contemporary theoretical lenses that account for the emotional and cognitive dimensions of work. A culture overly skewed toward guest satisfaction i.e., without an equivalent focus on employee well-being, may erode workforce stability, leading to diminished service quality and increased operational costs. Therefore, if hotels are to maintain competitive advantage, they must operationalize culture as a dynamic, responsive system one that leverages both structural resources and effective practices to sustain engagement. Embedding work-life balance initiatives into the fabric of organizational life is not merely a moral imperative but a strategic necessity for long-term resilience in an industry defined by human interaction and service excellence.

Recent studies indicate that hotel employees frequently move from one establishment to another, particularly in Kampala's business district, due to a combination of organizational and personal factors (Nakiwala & Katongole, 2021). According to

Hofstede's framework, companies lacking motivational policies or failing to create a supportive work culture are at a greater risk of losing employees (Hofstede Insights, 2020). Hotel work environments are often characterized by long, unpaid hours, low wages that do not meet family needs, limited rest days, missed holidays, rare annual leave, and slow career progression (Deery & Jago, 2015; Nakiwala, 2021). These stressors create work-life conflicts, with many hotel employees reporting challenges in balancing family responsibilities due to the demands of their jobs.

Globally, turnover rates in the hospitality industry are alarmingly high, with recent data from the American Hotel & Lodging Association (AHLA, 2023) indicating average annual turnover rates of 70–80%, and as high as 93% for non-managerial positions. Managerial roles are not exempt, averaging a 30% turnover rate. These figures are corroborated by the U.S. Bureau of Labor Statistics (2023), which consistently ranks the hospitality industry among the top sectors for voluntary quits and short job tenures. High employee turnover remains a persistent and costly challenge within Uganda's hotel industry and the global hospitality sector at large. According to Kalulu et al. (2019), frequent staff departures in Uganda's hotel sector are often rooted in structural and managerial deficiencies, particularly regarding work-life balance and employee welfare. For example, the Uganda Tourism Board (2022) reports that Kampala Serena Hotel lost 55 employees between 2004 and 2021, Hotel Africana 120, and Dolphin Suites 30—primarily due to the absence of flexible scheduling, inadequate rest time, and limited psychosocial support systems.

Empirical studies further highlight the economic and operational costs of turnover. Kysilka and Csaba (2020) demonstrate that high turnover significantly reduces productivity due to the loss of institutional knowledge and continuity. Moreover, training replacements, particularly in customer-facing roles, not only incur direct financial costs but also affect service consistency and guest satisfaction



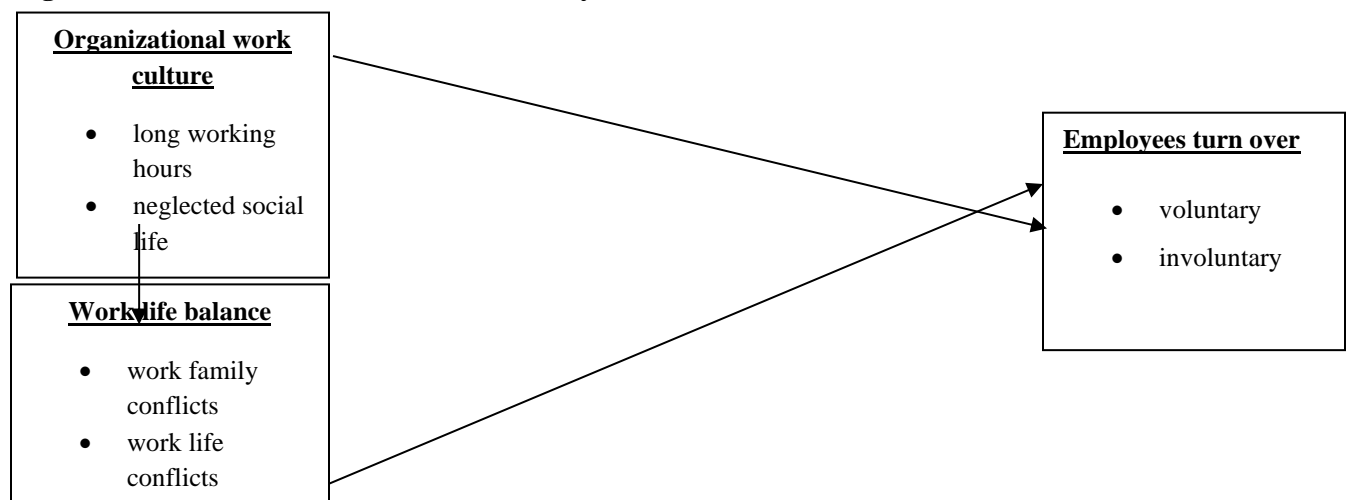
(Walsh & Taylor, 2007). In a study of East African hotels, Mugisha et al. (2021) found that every 10% increase in turnover correlated with a 5–8% decline in monthly sales revenue, primarily due to operational disruptions and the erosion of guest loyalty. Additionally, excessive turnover is associated with deteriorating team cohesion and morale among remaining staff, who often experience increased workloads and burnout (Kim & Jogaratnam, 2010). In some cases, departing employees, especially in senior or guest-relations roles, may even take loyal clientele with them, further impacting brand equity and repeat business (Chiang & Jang, 2008; UNDP Uganda, 2022).

Therefore, reducing turnover must be positioned not merely as a human resources objective but as a strategic imperative, requiring robust work-life

balance policies, supportive leadership, and a culture that prioritizes employee retention as a pathway to service excellence and business sustainability.

This study aimed to explore the influence of organizational culture, work-life balance, and employee turnover in selected Ugandan hotels. The specific objectives included (i) analyzing the relationship between organizational culture and employee turnover, (ii) examining how work-life balance influences turnover, and (iii) investigating the interconnections between organizational culture and work-life balance in selected hotels within Kampala's business district. The research followed a structured theoretical framework, as illustrated in Figure 1.

**Figure 1: Theoretical Framework of the Study**



**Source:** (Deery & Jago, 2015; Nakiwala & Katongole, 2021)

Creating a theoretical framework for understanding the relationship between organizational work culture and work-life balance in hotels involves integrating various concepts and theories from organizational behaviour, management, and human resource management. This theoretical framework illustrates the interconnectedness of organizational culture, work-life balance, and employee turnover in hotels. By prioritizing a positive culture and supporting work-life balance, hotels can improve

employee satisfaction and retention, ultimately enhancing organizational performance. The above figure describes how organizational work culture (neglected social life, low pay, extended working hours and slow career growth), tends to influence work-life balance (work-life conflict and work-family conflict) and if not managed well, they lead to employee turnover in the hotel industry.

## LITERATURE REVIEW

### Organizational Culture

Numerous scholars have investigated organizational culture through various lenses shaped by their academic disciplines and backgrounds (Hofstede, Hofstede, & Minkov, 1991). Hofstede defines organizational culture as *"the collective programming of the mind that differentiates members of one organization from others."* Similarly, organizational culture has been described as "the observable norms and values that characterize an organization, influencing which aspects of its operations and members become prominent, and shaping how members perceive and interact with one another, approach decisions, and solve problems" (Chatman & Jehn, 1994; Chatman, Polzer, Barsade, & Neale, 1998). Deshpandé and Farley (2004) characterize it as "the pattern of shared values and beliefs that aid individuals in understanding how the organization functions, thereby providing norms for behaviour within it."

Most studies converge on the idea that organizational culture comprises a blend of values, beliefs, and assumptions that guide members toward acceptable behaviour within the organization. This culture consists of key values, assumptions, understandings, and norms shared by its members and conveyed to newcomers as the correct way to operate (Huey Yiing & Zaman Bin Ahmad, 2009). Weick and Quinn (1999) further elucidate that culture embodies the core values, assumptions, interpretations, and approaches that define an organization. They argue that organizational culture is closely linked to a company's sense of uniqueness, its values, mission, goals, and methods of cultivating shared values. Moreover, organizational culture functions as a system of intangible beliefs that rationalize organizational behaviour. Consequently, grasping the concept of organizational culture is vital for leaders due to its significant impact on various aspects of organizational behaviour. Neglecting organizational culture when planning changes can lead to unforeseen and detrimental consequences

(Cameron & Caza, 2002). Daft and Lengel (1983) identify multiple facets of work culture, which can be categorized into adaptability, achievement, bureaucracy, adhocracy, and hierarchy.

The four primary types of organizational culture are as follows: **Hierarchy Culture**, which Weber (1996) identifies through seven characteristics known as the classical attributes of bureaucracy (rules, specialization, meritocracy, hierarchy, separate ownership, impersonality, and accountability). Cameron and Caza (2002) describe the organizational culture associated with this type as formalized and structured. **Market Culture** focuses on interactions with external stakeholders, such as suppliers, guests, contractors, and regulators. Its core values emphasize competitiveness and productivity, with fundamental assumptions suggesting that the external environment is hostile, consumers are discerning, and the organization aims to enhance its competitive edge. **Clan Culture** is characterized by teamwork, employee engagement initiatives, and a corporate commitment to employees.

Key assumptions in a clan culture include the belief that the environment is best managed through collaboration and employee development, viewing guests as partners, and fostering a supportive work environment (Schein, 2010). Organizations with clan culture prioritize loyalty and tradition, emphasizing long-term individual development while maintaining high cohesion and morale (Cameron & Caza, 2002). **Adhocracy Culture** encourages adaptability, flexibility, and creativity, often in environments marked by uncertainty, ambiguity, and information overload. These organizations face the challenge of producing innovative products and services while swiftly adapting to new opportunities. Individuals in an adhocracy typically engage in production, client relations, and research and development, emphasizing individuality and risk-taking. In the hotel industry, work culture significantly impacts employee behaviour, often leading to neglected social lives, low wages, limited career

advancement, and extended working hours (Charlesworth, Strazdins, O'Brien, & Sims, 2011).

### **Work-Life Balance**

This refers to “an individual’s ability to meet their work and family commitments, as well as other non-work responsibilities and activities. In addition, (Clark, 2001), asserts that work-life balance is a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life (Parkes & Langford, 2008). There are four types of work-life balance; beneficial, harmful, active, and passive. Furthermore, active and passive work-life balances are considered to represent the opposite ends of the spectrum of role engagement, based on the theory of role balance by Marks and (Hughes & Bozionelos, 2007; Marks & MacDermid, 1996). Marks and MacDermid (1996) suggest that active balance in the present typology refers to the proposition that individuals may be highly engaged in their life roles both by choice (will to succeed and achieve happiness in different life spheres) and/or by necessity (due to tough demands from different life spheres). Passive balance, on the other hand, refers to the proposition that the simultaneous absence of work-non-work conflict and enhancement experiences may reflect low engagement across life roles (conflicting role demands are perhaps avoided but also rewards are not gained) or a composition of life roles that are less demanding or challenging. (Marks & MacDermid, 1996) investigated the psychological distress connected to the balance of rewards and concerns generated by an individual’s multiple roles. They found that positive role quality rewards more than concerns experienced in a given role related to low levels of role overload, role conflict and anxiety.

Work-life balance can be seen in two ways as Work-family conflict (Lewis, Gambles, & Rapoport, 2007) and Work-life conflict. Work-family conflict can be described by (Rantanen, Kinnunen, Mauno, & Tillemann, 2011) and (Kalliath & Brough, 2008) as a form of inter-role conflict in which the role pressures from the work and family domains are

mutually incompatible. Furthermore (Kalliath & Brough (2008) show that work-family conflict occurs in two directions: family can interfere with work and work can interfere with family. Inter-role conflict will lead to poor work-family balance which may cause work-family conflict (Benedict, 1934). On the other hand (Hughes & Bozionelos, 2007) argue that work-life conflict is a form of inter-role conflict in which work and other life domains such as family are mutually incompatible whereby participation in one role makes participation in the other difficult and meeting demands of both domains is difficult. (Marks & MacDermid, 1996) comments that societal developments such as the increase in the number of women and dual-earner couples entering the paid labour force in the hotel industry with higher numbers of work hours create consequences on employee work-life balance (Marks & MacDermid, 1996). During the past few years, the number of work-family conflicts or family-work conflicts in Western countries has increased dramatically which currently is reflected in the Ugandan context, primarily among women but nowadays among men, too (Rantanen et al., 2011). An important antecedent of work-family conflict is workplace flexibility (Marks & MacDermid, 1996).

### **Employee Turnover**

Employee turnover in the hospitality industry has been well-documented over the last two decades (Yang et al., 2012; Zhou et al., 2012; Wells & Peachey, 2011; Slatten et al., 2011; Blomme et al., 2010; Yang, 2010; Cho et al., 2009). Employee turnover involves the movement of workers around the labour market. Employees can between hotels, jobs and occupations; or from one organization to another in search of suitability in life. Gberville, (2008) refers to frequent labour turnover as a state of affairs in an organization whereby employees for reasons best known to them based on their perception of personnel policies and practices of an organization resign or leave their job. Mobley’s (1977) definition of employee turnover involves an employee engaged in a certain position in a

company who leaves that position after a certain period. He also points out that staff turnover behaviour involves a complete termination of the employee-employer relationship.

Wanous, 1979 and Taylor (1998) classify turnover into two categories: voluntary turnover and involuntary turnover. The former involves staff who voluntarily ask to end the employer-employee relationship due to factors such as employee dissatisfaction with remuneration, benefits and work environment. Involuntary turnover involves uncontrollable factors such as the death or inability of a worker, resignation or retirement. This is in agreement with Price (1979) who stated that turnover can be voluntary or involuntary, functional or dysfunctional for an organization's performance and avoidable or unavoidable in terms of an organization's ability to influence the decision. From the organization's perspective, voluntary turnover (the employee has made the decision to leave) is undesirable as it represents the employee initiating the separation which the organization has not requested or desired. Staff who do not leave voluntarily; the most common example is when an employee is fired or given severance pay.

Voluntary turnover can lead to a loss of human capital and relational capital for the company, as well as a loss of employee expertise. Researchers in various studies have empirically studied employee turnover in various domains including causes and consequences of employee turnover, and workplace retention strategies. The costs of employee turnover can directly degrade organizational performance as a whole. For example, in an empirical study carried out by Darr et al. (1995) revealed that in 36 US pizza stores, turnover led to poor production and knowledge depreciation. Argote (1999) emphasizes that turnover might result in a dysfunctional organizational climate, particularly with regard to reduced employee morale at the workgroup level and poor guest service due to new personnel not being familiar with operations (Alonso & O'Neill, 2009; Dickerson, 2009). Chalkiti and Carson (2010)

claim that turnover has a deleterious effect on the concentration of remaining employees.

### **The Relationship between Organizational Work Culture and Employee Turnover**

Deery (1999) suggests that the work culture in hotels promotes a high degree of employee versatility, which can lead to increased turnover. Kalolina (2009) echoes this sentiment, emphasizing that the hotel work environment significantly impacts turnover rates. Additionally, Kalolina points out that hotel employees often receive lower pay compared to those in other industries, and this inadequate financial compensation contributes to higher turnover rates. Numerous studies highlight salary and benefits as primary factors influencing employee turnover in the hospitality sector (Neiderman & Sumner, 2004). Moreover, salary is often identified as a key predictor of life satisfaction and role conflict (Berta, 2002; Ghiselli, La Lopa, & Bai, 2001). Macintosh and Doherty (2010) argue that organizational culture plays a crucial role in shaping employee turnover, particularly through cultural aspects like long working hours and a neglected social life. Their research underscores the unique contribution of organizational work culture to understanding employee behaviours within organizations.

Lee and Kamarul (2009) further assert that organizational work culture, encompassing bureaucratic, innovative, and supportive elements, serves as a moderator related to employee turnover. They find that both innovative and supportive cultures significantly reduce turnover rates, whereas rigid bureaucratic or excessively aggressive innovative cultures can exacerbate the issue. Research by O'Reilly et al. (1991) highlights the importance of interpersonal relationships within organizational work culture, suggesting that strong perceived cultural support correlates with lower turnover. A positive organizational culture fosters motivated and cooperative behaviours among employees, which is likely to decrease turnover rates (Glisson et al., 2006). Recent studies continue to affirm that cultivating a supportive and positive



work environment is essential for retaining employees in the hotel industry (Kim & Jogaratnam, 2021; Deery & Jago, 2015).

Numerous studies have highlighted the significant impact of organizational culture on employee turnover and performance effectiveness (Cameron & Quinn, 2011; Deal & Kennedy, 2000; Frost, Moore, Louis, Lundberg, & Martin, 1985; Schein, 1985). Beyond its influence on overall employee turnover, the literature also indicates that organizational culture affects individual attitudes and behaviours (MacIntosh & Doherty, 2010). Silverthorne (2004) investigated the relationship between organizational culture and employee turnover using a typology of three culture types: supportive, innovative, and bureaucratic. The findings revealed that bureaucratic cultures are associated with the highest levels of employee turnover, whereas supportive cultures lead to the lowest turnover rates, with innovative cultures falling in between. Lund (2003) examined the relationship between four types of organizational culture and employee turnover. His research indicated a negative correlation between clan culture, which emphasizes flexibility and internal orientation, and adhocracy culture, which focuses on innovation and adaptability. Conversely, employee turnover exhibited a negative relationship with both hierarchy culture, which prioritizes control and efficiency, and market culture, which is oriented toward goal achievement and surpassing competitors (Ma, L. 2005).

Recent studies reinforce these findings, showing that a supportive organizational culture can significantly enhance employee retention and job satisfaction (Kim & Jogaratnam, 2021). Additionally, a meta-analysis conducted by Zheng et al. (2022) confirmed that cultures fostering collaboration and innovation positively correlate with reduced turnover intentions among employees. This underscores the importance of understanding and nurturing the right organizational culture to improve both employee retention and overall performance.

### **The Relationship between Work-Life Balance and Employee Turnover**

The existing literature indicates that improving work-life balance is essential for lowering employee turnover in the hotel industry. By adopting supportive policies and practices, hotels can create a more fulfilling work environment that promotes employee retention. Numerous studies have demonstrated that a healthy work-life balance is vital for reducing turnover rates in the hospitality sector. For instance, Wong and Ko (2019) found that employees with an effective work-life balance report greater job satisfaction, which correlates with lower turnover. Those who believe their work obligations do not unduly disrupt their personal lives are less inclined to look for new employment opportunities. Kelliher and Anderson (2010) emphasize that organizational backing for work-life balance initiatives such as flexible hours and support for family duties can significantly reduce turnover. Their research indicates that employees who view their organization as supportive tend to be more committed and less likely to leave. Bakker et al. (2014) focus on the impact of stress on the relationship between work-life balance and turnover. In the hospitality industry, high-stress levels stemming from long hours and demanding schedules can lead to burnout, causing employees to resign. Their findings suggest that organizations should adopt effective work-life balance strategies to reduce stress and enhance job satisfaction.

Chen and Choi (2021) investigated the cultural aspects of work-life balance in the hotel sector. They discovered that cultural perspectives on work and family responsibilities greatly affect how employees perceive their work-life balance. In cultures where long working hours are commonplace, employees may feel pressured to prioritize work over personal commitments, resulting in higher turnover rates. Deery and Jago (2015) outline several retention strategies that hotels can implement to promote work-life balance, including offering childcare assistance, mental health resources, and encouraging time off. Their

research suggests that such initiatives can lead to improved retention rates among employees. Additionally, a comparative study by Kim and Lee (2022) analyzed work-life balance practices across various regions in the hospitality industry. The results indicated that hotels in areas with more progressive work-life policies tend to experience lower turnover rates compared to those with more traditional practices.

Margret et al., (2011) discussed the antecedents of work-life balance as time pressures, lack of flexibility, financial pressure; employer practices, supervisor practices and lack of communication to staff are responsible for employee turnover in the hotel industry. In the hospitality industry, poor work-family balance is among the reasons to leave the hospitality industry (Walsh and Taylor, 2007; Blomme et al. 2008). Walsh and Taylor, 2007; Blomme et al. 2008) further argue that long working hours, low job security, a high need for coordination with others and working shifts at irregular hours are reasons why hotel employees find it difficult to maintain a healthy balance between work and family, and eventually turnover. Redmond et al. (2006) state that work-life balance encompasses “adjusting work patterns so that everyone, regardless of age, race or gender can find a rhythm that enables them to combine work and their other responsibilities.

Redmond et al., 2006) further argue that the hotel workforce has a high level of temporary workers, substantial female employment, gender segregation, extended working hours and work overload making employee turnover unavoidable. Butler, Grzywacz, Bass, & Linney, (2005) argue that conflicts due to work and family demands affect turnover and one’s career as well as happiness in one’s fulfilment of marital role and accelerates employee turnover in the hotel industry. The analysis of the relationship between work-family conflict (work-life balance) and employee turnover needs to take the effect of the families constitute on personal decision-making and the work-relevant variables in particular to the hotel industry. Boyar et al. (2003) further examined

the effect of work-family conflict and family-work conflict on employee turnover separately and found that both were significant in predicting turnover.

Jyothi and Jyothi (2012) state that human resource policies designed to help employees balance their work and family lives can also affect turnover. Work-family conflict is an inter-role conflict that has arisen due to conflicting roles required by the organization and family but severe contradictory roles resulted in turnover of most precious with personal life. The factor that was attributed to the work-life asset of the organization is human resources Aslam, (2011). Elizabeth (2007) observed that a significant proportion of women exited the workforce to assume full-time caregiving roles at home, primarily due to challenges in balancing work, family, and personal life commitments. This phenomenon has been widely documented in the work-family literature, where scholars have linked work-life imbalance to diminished psychological and physical well-being (Frone et al., 1997; Thomas & Ganster, 1995). For many women, especially those in demanding sectors such as hospitality, the persistent struggle to reconcile professional responsibilities with non-work roles leads to chronic stress and eventual workforce withdrawal (Felstead et al., 2002).

Furthermore, empirical studies underscore that without adequate institutional support such as flexible work arrangements, family-friendly policies, and psychosocial assistance, women are more likely to perceive the cost of employment as outweighing its benefits (Allen et al., 2000). This is particularly pronounced in contexts where gender norms continue to position women as primary caregivers, thereby intensifying the pressures of dual-role conflict (Greenhaus & Beutell, 1985; Eby et al., 2005). As a result, failure to manage work-life integration not only leads to individual burnout but also contributes to the underrepresentation of women in long-term employment trajectories, especially in managerial and leadership roles.

Empirical research in the UK (Hyman et al., 2003) indicated that intrusion of work demands into personal life (e.g., working during the weekend) was related to the reports of heightened stress and emotional exhaustion for employees. In addition, employees perceived intrusion to balance the demands of paid work and work obligations into their personal lives negatively affected personal lives which can be in the form of workplace flexibility or health (Hyman et al., 2003). Furthermore, in the study of Blomme & Tramp (2010), participants made a clear connection between problems with work-life balance and withdrawal behaviours, including turnover and non-genuine sick working time, work-life programs offer a win-win situation for employers and employees.

### **Relationship between Organizational Work Culture and Work-Life Balance**

Research conducted on the relationship between work-life balance and workplace culture in New Zealand by the Department of Labor 2006 survey on employees found that unsupportive workplace culture was associated with poor work-life balance. Almost 60% of employees asserted that their workplace culture made work-life balance harder to achieve, particularly as expressed in the expectations and attitudes of managers, supervisors, colleagues and workmates. In cultures, where there is interference between work and non-work responsibilities, a number of negative outcomes have emerged in terms of job attitudes (Anderson, et al., 2002; Wayne, et al., 2004). Behavioural outcomes such as reduced work effort, lower performance, and increased absenteeism are closely linked to poor organizational culture and inadequate work-life balance support (Anderson, et al., 2002; Wayne, et al., 2004). Recent studies confirm that inflexible work environments exacerbate employee stress and disengagement, ultimately harming productivity and retention (Choi, 2020; Haar et al., 2019). Wash and Taylor (2007) found that employers sometimes promoted employees to take on more job responsibilities instead of giving them

the authority to delegate and make decisions. Employees are given more job tasks with increased working hours and more job demands bearing excessive workloads with less time for their families and slow career growth for the juniors.

Thompson (1998) states that hotel establishments often encourage employees to work for long hours as possible and an emerging body of evidence suggests that those working within the culture of the hospitality industry are exposed to a range of stressors which increase the risk of poor work-life balance. Such stressors include long working hours (Love & Edwards, 2005), high workload (Haynes & Love, 2004), lack of job security due to the project-based culture (Loosemore et al., 2003), low sense of professional worth and poor work-life balance (Lingard, 2003). Neiderman and Sumner (2004) suggest that one of the top reasons for improving employee work-life balance in organizations is salary and benefits these factors play an important role in an employee's life both in family and work-related issues. Nadeem and Abbas (2009) tested a relationship between work-life conflict and organizational culture and revealed a negative relationship between the variables. Nadeem and Abbas (2009) suggested that supportive management can minimize work-life conflict and enhance satisfaction among employees. Thompson et al. (1999) argue that organizations contribute to tensions in employees' personal lives which lead to negative effects for both the employees and the organization.

Research suggests that long working hours are detrimental to achieving work-life balance (Allan et al., 2007; Dex & Bond, 2005; Moore, 2007; Pocock, 2005; Pocock, Skinner et al., 2007). For instance, Dex and Bond (2005) found that long working hours (48 hours per week) had the largest effect on work-life imbalance, and similarly, Pocock, Skinner et al. (2007) found that long (45–49 hours per week) and very long hours (60+) were consistently associated with poorer work-life outcomes. Allan et al. (2007) show that supportive organizational culture gives 'employee's ability to make decisions about how

and when they perform their work, as well as the extent to which their job entails using their skills' thus showing a reduction in work-life conflict when employees had such control (Allan et al., 2007). Within the context of Australian organizations, a survey by Skinner & Pocock (2008) reported that nearly 50% of employees had low flexibility in their jobs, leading to poorer work-life interaction compared to those with higher job flexibility.

Research has shown that where employees perceive that there is a positive work-life balance environment at work; employees are more likely to use work-life balance initiatives (Allen, 2001; Thompson et al., 1999). Furthermore, employees who perceive the organization's culture as supportive of work-life balance initiative use experience less work-life conflict (Allen, 2001; Smith & Gardner, 2007; Thompson et al., 1999), higher levels of job satisfaction (Allen, 2001; Forsyth & Polzer-Debruyne, 2007), increased organization commitment (Allen, 2001; Thompson et al., 1999), and have lower turnover intentions (Allen, 2001; Forsyth & Polzer-Debruyne, 2007; Thompson et al., 1999). Similarly, in controlling for the effects of benefit availability, studies by both Allen (2001) and Thompson et al. (1999) showed that employees' perceptions of how supportive organization culture was in relation to work-life balance were strongly related to high levels of organizational work culture, intentions to leave and work-life conflict among employees.

## RESEARCH METHODOLOGY

The target population in this research covered employees from Kampala Serena Hotel with 574 workers; Dolphin Suites with 102 workers, and Hotel Africana Ltd with 324 workers all located in Kampala district. The population had a total number of 1000 employees (Human Resource Kampala Serena Hotel, (2012), Dolphin Suites, (2013) and Hotel Africana, (2013). These were selected to answer the questionnaires that were designed in accordance with the study objectives. All questionnaires were self-administered and consisted of closed-ended questions and a few open-

ended questions for purposes of clarity. The study used a cross-sectional survey approach with the aim of establishing the relationship between organisational work cultures, work-life balance and employee turnover in selected hotels in Kampala city hotels. Both qualitative and quantitative methods were used in data collection and analysis for purposes of drawing valid conclusions. The management of each of these hotels was contacted to give their opinions about work culture, employee turnover and work-life balance. Random sampling technique was used according to Krejcie & Morgan (1970) and out of 574 employees working in Kampala Serena hotel, 159 employees were considered, out of 102 employees from Dolphin Suites, 86 employees were considered and in Hotel Africana Ltd out of 324 employees, 181 employees were considered and questionnaires were distributed according to the number of selected employees in each hotel.

Therefore, the sample size of the study according to Krejcie & Morgan (1970) was 278 respondents. The study used both primary and secondary sources of data. Primary data was obtained from frontline employee managers of the three hotels. Secondary data was obtained from the review of literature in journals and books obtained from the internet as well as libraries. The study also used observation method where the researchers independently observed staff behaviours, guest responses and feelings as well as the structural and physical set-up of hotels. A 5-point Likert Scale was used to assess the study variables. Each item is anchored on a five-point Likert scale format ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach's Alpha Coefficient was used to measure the consistency of the items and the reliability of the instruments. According to (Kamukama and Natamba 2005), an alpha of 0.6 or higher is sufficient to show reliability. The closer the alpha is to one, the higher the internal consistency reliability; (NEWMAN 1978; Dhillon 1980). The reliability was calculated for the measurement sets which assess organization work cultures, work-life balance and employee turnover in selected hotels.



**Table 1: Reliability Analysis**

	<b>Anchor</b>	<b>Cronbach's Alpha</b>
Organizational work culture	26	.82
Work-life balance	10	.78
Employee turn over	6	.70

The research questionnaire was subjected to a reliability test and according to the Cronbach's Alpha statistic in Table 1, all variable items were found to be reliable since they had a coefficient above 0.70. This implies that the items would on average elicit similar responses when administered by the same respondents several times. Before the analysis of collected data began, data had to be prepared depending on the outline laid down at the time of developing the research plan. This ensured that the researcher had cleaned up all relevant data for making a contemplated analysis (Basheka, 2009). In data analysis, order, structure and meaning of the mass information collected was done. Quantitative data was obtained through data coding in order to get numbers. Coded data was then analyzed using SPSS (Statistical Package for Social Sciences) to establish the correlation among the variables. A factor analysis (FA) was conducted to assess the validity of each construct in the model while the reliability of the variable was assessed using Cronbach's alpha, Cross tabulations which describe the sample characteristics and Analysis of Variable (ANOVA) Tests were carried out to determine the differences in perception about the variables. Regression was used to determine the strength of the relationship between variables. Pearson regression analysis was used to find out how the dependent variable depends on the two independent variables.

## FINDINGS

A frequency distribution analysis included gender, marital status, age group, education level and the monthly income of the respondents. The findings showed that a greater percentage of the respondents were earning between UGX 200,000 to 301000 (33.8%), followed by those earning between UGX 301000 to 400000 (26.7 %), Those that earned UGX 401,000 to 500,000 were 31 (14.8%), those who

were earning from UGX 501000 to 600,000 /= were 25 (11.9%) and the lesser number of respondents were earning above UGX 600, 000/= (2.5%). The majority of the respondents were male (53.8%) and the lesser were the females (46.2%) aged between 25 to 30 (42.9%), followed by the age group between 31 to 36 (28.6). Those below 25 years of age were 49 (23.3) and the lesser were the age group above 36 were 11 (5.2%). The majority of the respondents worked in the hotel industry for a good number of years and thus were more conversant with hotel experience.

The greater percentage of the respondents' Level of education were A-level (33.5%), followed by certificate (25.2 %), Diploma (24.8%), O Level (10.5%), Bachelors (8.1%) and the lesser number of respondents 'education level were masters (1.0%). The greater percentage of the respondents' organization tenure was 2 to 3 years (33.3%), followed by 4 to 5 years (30.0 %), 6 to 7 years (20.0%), less than 2 years (15.2%) and the lesser number of respondents 'organization tenure were 8 to 9 years (1.4%). The respondents' number of hours spent at work was 8 to 12 hours (46.7%), followed by 12 hours and above (30.0 %), and the lesser number of hours spent at work by the respondents were not more than 8 hours (23.3%). The greater percentage of the respondents were married (56.2%), followed by single respondents (38.1%) and the lesser were the separated (5.7%). The greater percentage of the number of respondents were from food and beverage service (31.4%), followed by those from Food and beverage production (28.1 %), Housekeeping (16.7%), Front Office (16.2%), Maintenance (7.1%) and lesser number were from Accounts and stores (0.5%). This means that serving staff are more often overworked than others like from store and accounts offices respectively.

The factor structure of organisational culture was ascertained so as to bring out the influence that each of the variables has on its variation.

### Correlation Analysis

The table below shows the zero-order Pearson correlation used to examine the relationships between the study variables.

**Table 2: Pearson Correlation**

Variables	Organization Culture	Work-life Balance	Employee Turnover
Organization Culture	1.		
Work-life Balance	.18*	1.	
Employee Turnover	-.28**	-.27**	1.

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

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

Source: Primary data

### *The Relationship between Organizational Work Culture and Employee Turnover*

According to Table 9 above, there is a significant negative relationship between Organizational Culture and Employee Turnover ( $r = -.28^{**}$ ,  $p \leq .01$ ). This shows that when organizational culture improves employee turnover reduces.

### *The Relationship between Work-Life Balance and Employee Turnover*

From Table 9 above, work-life balance has a significant negative relationship with employee turnover ( $r = -.27^{**}$ ,  $P \leq 0.05$ ). This means that as work-life balance strengthens employee turnover goes down. These findings are in line with the previous findings that there is a negative significant

relationship between work-life balance and Employee turnover (Margret et al 2011, Walsh & Taylor, 2007; Blomme et al, 2008).

### *The Relationship between Organization Culture and Work-Life Balance*

From Table 9 above, it is noted that Organizational culture positively and significantly correlates with work-life balance ( $r = .18^*$ ,  $P \leq 0.05$ ). This means that as organizational culture strengthens, work-life balance strengthens.

### Regression Analysis

The multiple linear regressions were used to indicate the changes in the model when another variable was introduced.

**Table 3: Regression Model**

	Model I Beta	Model II Beta	Model III Beta	Colinearity tests Tolerance VIF	
(Turnover) Constant	2.90**	2.21**	1.65**		
Gender	- 0.40			0.94	1.07
Marital status	-. 0.06	-0.02	-0.02	0.89	1.13
Age	0.04	0.06	-0.02	0.80	1.25
Monthly income	-0.11	-0.13	0.05	0.76	1.31
Educational level	0.37**	0.30**	0.14**	0.75	1.33
Organization tenure	0.08	0.06	0.30	0.75	1.33
Hours spent at work	0.19**	0.16*	0.18*	0.89	1.12
Department	- 0.04	- 0.05	-0.07	0.95	1.05
Organizational culture		-0.20**	-0.16*		
Work-life balance			0.21**		
R squared	0.18	0.21	0.25	n	n

	<b>Model 1 Beta</b>	<b>Model II Beta</b>	<b>Model III Beta</b>	<b>Colinearity tests Tolerance</b>	
Adjusted R squared	0.15	0.19	0.26		
R squared change	-----	0.03	0.04		
Df	201	200	199		
F	5.63	7.68	10.6	n	n
Sig	0.00	0.00	0.00		

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

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

Dependent variable: Employee turnover

**Source:** Primary data

To test the predictive power of the independent variables on the dependent variable hierarchical multiple linear regression was adopted. From Table 10, In model I, demographic characteristics were entered and only education level (Beta = 0.37, P = 0.01) and number of working hours (Beta = 0.19, P = 0.01) significantly predicts change in employee turnover, accounting for 18.3 percent change (R-squared change = 0.183) in employee turnover. In model II organizational culture was added and was a significant predictor of employee turnover, increasing the prediction of the model from 18.3 percent to 21.3 percent. Showing that organizational culture accounts for a 3 percent change in employee turnover (Beta = 0.20, P = 0.01, R-squared change = 0.03). In model III as indicated in Table 10 above, work-life balance was added and was a significant predictor of employee turnover, increasing the prediction of the model from 21.3 percent to 25.3 percent. It means that Work-life balance accounts for a 4 percent change in employee turnover (Beta = 0.25, P = 0.01, R-squared change = 0.04). Overall, the model predicts a 25.3 percent (R-squared = 25.3) change in employee turnover and the adjusted R-squared is 21.5 percent.

## DISCUSSION AND CONCLUSIONS

This study tested the relationship between organizational work culture, work-life balance and employee turnover and the results indicate that there is a significant relationship between organizational work culture, work-life balance and employee turnover. Table 3, clearly indicates a negative significant relationship between Organizational

Culture and Employee Turnover. This is evident that when organizational work culture improves the working hours, social life, career growth, payment system, norms, values and the way things are done employee turnover reduces. A positive organizational culture that supports, and motivates positive behaviours tends to encourage employees to cooperate more fully with each other in performing their work tasks. Therefore, a positive organizational work culture decreases employee turnover (Glisson et al., 2006).

The implication is that when an organization has flexible and reasonable working hours within which employees are expected to perform their duties, then this shall negatively impact the Employee Turnover. The reduced employee turnover will be observed in terms of a reduction in seeking employment (job search) in other organizations among the employees and an increased desire to stay within the organization. Further, a willingness to share information among the employees, will lead to an increased level of contentment with the hotel and therefore a decline in the desire to leave, and active involvement in every activity of the establishment. This is in line with Deery (1999), Macintosh and Doherty (2010), who urged that organizational work culture influences employee turnover where long working hours and neglected social life will propel a strong employee turnover and the reverse is true. The findings in this study still relate to a study by O'Reilly et al. (1991) where they stated that organizational work culture emphasizes interpersonal relationships among employees and is considered valuable as a way of understanding the

work required. Implying that when the organizational work culture support towards employees is high, turnover is low. Table 9, indicates that work-life balance is negatively and significantly associated with employee turnover. This means that as work-life balance strengthens, this is in terms of work-life balance strategies and policies, employee turnover goes down. This implies that in organizations with work-life policies where home life does not interfere with employees' responsibilities at work, and where the demands of work do not interfere with employees' life away from work employee turnover reduces. This is in line with the previous findings that there is a negative significant relationship between work-life balance and employee turnover (Margret et al 2011, Walsh & Taylor, 2007; Blomme et al, 2008, Butler; Grzywacz, Bass & Linney, 2005).

Furthermore, Walsh and Taylor, 2007; Blomme et al. 2008), said that poor work-family balance, long working hours, and working shifts at irregular hours are reasons why hotel employees find it difficult to maintain a healthy balance between work and family, and eventually turnover. From Table 9, organizational work culture positively and significantly correlates with work-life balance. This means that as organizational work culture strengthens in terms of social life, working hours, payments and career growth, work-life balance on the side of the employee strengthens as there will be reduced work-family conflicts and work-life conflicts. The study supports the previous findings that there is a positive significant relationship between organizational culture and work-life balance (Walsh & Taylor, 2007; Parkes & Langford, 2008; Abbas & Nedeem, 2009; Basker, Jerina & Vimal 2013). To test the predictive power of the independent variables, education level and number of working hours in the regression analysis model explain predictive changes in the independent variable and the implication is that the higher the level of education and longer the hours spent at work, the employees seek for better working conditions in terms of payment and favourable working hours among which

significantly predicts change in employee turnover, the longer an employee stays at work it interferes with personal and family life thus neglected social life that triggers employee turnover. This study supports the empirical findings by Thompson (1998) who states that hotel establishments often encourage employees to work for long hours exposed to a range of stressors which increase the risk of poor work-life balance. Such stressors include long working hours (Love and Edwards, 2005), high workload (Haynes and Love, 2004), lack of job security due to the project-based culture (Loosemore et al., 2003), low sense of professional worth and poor work-life balance (Lingard, 2003).

Organizational culture is a significant predictor and accounts for a 3 percent change in employee turnover. This is in line with the previous studies by Lee and Kamarul (2009) which suggest that organizational work culture (bureaucratic, innovative and supportive) is moderator and associated with employee turnover. Work-life balance predicts employee turnover by 4 percent, the implication is that work-life balance strategies and policies in an organization will affect employee turnover as supportive organizational culture retains employees and motivates excellent job performance offers collaborative communication, financial incentives, increased benefits and recognition demonstrate healthy work-life balances, as employees may be more engaged in the office if they feel equally as engaged in their personal lives. Empirical evidence shows that employees with flexible work schedules and options may produce a higher-quality work performance (Cowan & Hoffman, 2007; Drago, Wooden & Black, 2009), which may indicate that employees place a high value on successfully completing their work tasks so they have time to focus on their personal tasks. The regression analysis model explains that a 25.3 percent change in employee turnover can change organizational work culture and work-life balance and eventually employee turnover.

## CONCLUSION



This study offers critical empirical evidence on the interconnectedness of organizational work culture, work-life balance, and employee turnover within Uganda's hospitality sector. The results demonstrate that a positive and supportive work culture, coupled with effective work-life balance initiatives, significantly mitigates employee turnover. These findings provide hotel managers with a strategic lens through which to address persistent workforce instability by fostering environments that prioritize employee well-being and engagement. The study introduces a conceptual framework comparable to a "graphic equalizer", that enables managers to assess and harmonize the internal dynamics between organizational culture, work-life practices, and turnover trends. This model serves as both a diagnostic and planning tool, guiding strategic human resource decisions and informing long-term operational policies. The strength of this contribution is grounded in responses from employees across leading hotel establishments, including Kampala Serena Hotel, Hotel Africana, and Dolphin Suites. Their insights reinforce the practical relevance of aligning organizational practices with employee needs to enhance retention and service performance in the hospitality industry.

### Recommendations

These recommendations are made to assist hotel establishments, managers and supervisors reduce employee turnover and retaining their talented staff and to not only retain them but to provide a more holistic experience in their work environment and their home life. First, there should be the creation of a good working climate with career advancement, on-time payments, competitive salaries and salary increments and flexible working hours for employees that enable social life, this will help in reducing employee turnover. Secondly, employees should be promoted, engaged and empowered in areas of managerial thinking and at the same time engage staff in decision-making, sharing of information and most importantly in the process of allowing flexible work arrangements. Third,

managers of hospitality establishments should place significant emphasis on training, sharing information, rewards and recognition in terms of career advancement, skill, job knowledge and specialization. Fourth, workable strategies in balancing work-life and family-life should be adopted to provide workers with flexible working hours such as giving day offs, family-friendly shifts and allowing adequate breaks during the working day.

Granting various types of leave such as career's leave and "time-out" sabbatical types of leave; rewarding staff for completing their tasks not merely for presentism. Staff functions should be arranged that involve families, providing if possible health and well-being opportunities such as access to gymnasiums or at least time to exercise and encouraging sound management practices. Last but not least, hotel establishments in Uganda should adopt work-life balance programs that are flexible to meet the changing needs of employees. The needs of staff and the organization should be regularly analyzed to reflect changes in staff circumstances, such as age and lifestyle, and organizational circumstances, such as restructuring. Such recognition will ensure that work-life balance initiatives remain relevant and add value to both parties. As work-life balance benefits employees and employers, and can result in changes to working patterns, it is important that all parties, including unions, participate actively in this process to be effective, work-life programs need to be developed through an inclusive process.

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