

**EFFECT OF EMPLOYEES' WORK EXPERIENCE ON
PERFORMANCE WITHIN HOTEL INDUSTRY: A CASE OF
AMBER HOTEL, KENYA.**

BY

IDA WAIRIMU NJOGU

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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**A Research Project Report Submitted to the Chandaria School of
Business in Partial Fulfillment of the Requirements for the Degree of
Masters in Business Administration (MBA)**

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SUMMER 2017

STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed _____

Date _____

Ida Wairimu Njogu (647596)

This project has been presented for examination with my approval as the appointed supervisor.

Signed _____

Date _____

Dr. Caren Ouma

Signed _____

Date _____

Dean, Chandaria School of Business

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I am most indebted to the United States International University – Africa and the fraternity for the support and guidance they have provided to me during the research period, and it goes without say that all this was a meaningful journey and for that am grateful

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I would also like to pass my gratitude to my parents and brothers for the support all through and may the Lord bless them always.

Finally, I am most grateful for the grace of the Lord throughout the whole period and His blessings upon my life through the challenges.

DEDICATION

This research proposal is dedicated to my parents, Mr. & Mrs George Muhuhu and my brothers Robert Muhuhu and James Murigi for their unwavering support.

ABSTRACT

The aim of the study was to investigate the effect of prior work experience on employees at Amber Hotel. The research questions that guided the study are; what is the effect of employee work experience on efficiency and effectiveness? What is the effect of employee work experience on quality of products and services? What is the effect of employee work experience on job performance? And what is the effect of employee work experience on employee's turnover?

The research design adopted in the study was descriptive design. Further, the study population were 125 Amber Hotel employees from different departments who were selected using stratified sampling design. The final sample selected using this design were 76 employees who were to take part in the study. However, only 64 out of 76 questions were fully filled valid. The questions were prepared using questionnaire data collection techniques. Further, the fully filled information was gathered and analysed using the SPSS statistical tool. The findings from the study were further presented in the form of frequency tables and figures using percentages, mean, standard deviations and correlation analysis.

The study investigated the effect of work experience on effectiveness and efficiency. From the study, The employee work experience was found to enhance the ability to create organisational which relies upon the ability of the organisation to acquire experienced employees who not only ensure efficiency in the processes but also ensure that they are effective in what they do at Amber Hotel. It was recommended that the management at Amber Hotel hire employees that are more experienced. Such employees are important in the organisation as they are motivated and are familiar with the tasks assigned. As such, it would be advised that amber hotels hire experienced employees. This would ensure that the efficiency and effectiveness of the organisation is enhanced.

The study also investigated the effect of work experience on quality of products and services. Further, hiring experienced employees helps improve the quality of services and products because they already know the desired results and ways in which to achieve the desired results which uses the learnt knowledge and skills in delivering quality services to the customers. In enhancing the quality of products and services as a result of work experience, Amber hotels management should help employees in realizing their skills

learnt so that they can use them in the production process in the organisation. This is important because employee using the prior work experience feel it simple to perform the current tasks assigned without any problems, but they would also require being encouraged to use the prior experience in the present tasks.

In addition, the study investigated the effect of work experience on job performance. There was to a great extent which experienced employees have internalised values, beliefs as well as job expectations and allows employees to efficiently perform their tasks without repeats or errors. Amber hotels management should coach its employees the importance of using work experience in performing their tasks. This is important because employee using the prior work experience feel it simple to perform the current tasks assigned without any problems, creating not only job satisfaction but also enhanced performance.

Finally, the study established the effect of work experience on turn over. Employees had mixed reactions to the study questions relating to employees work experience. However, it disagreed that employees with lower levels of experience have the perception that they cannot be able to perform challenging tasks and thus would leave the organisation to look for satisfactory alternatives and employee experience is the one that creates job satisfaction or dissatisfaction.

Therefore, Amber hotel management should identify the areas of employees' dissatisfaction, which would make them leave the organisation even with the high experience that they have. As such, this would make these experienced employees continue staying in the organisation.

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CHAPTER 1

1.0. INTRODUCTION

1.1. Background to the Study

Rich growth of the economy and the increased domestic entrepreneurship led by the economic reforms in Kenya has been a key contributor to the unique challenges for the organisation such as unstable employees' relationships and employee mobility (Uppal, Mishra & Vohra, 2014). Thus, the total work experience of employees has a high likelihood to accumulate work experience from the different or multiple organisations, which brings about an advantage to the organisation that experienced employees' works in. Hiring employees who are experienced is a natural outcome of career partner as noted by Dokko, Wilk and Rothbard (2009). Work experience is not only occupational but is also industry-specific rather than the firm-specific and leads to improvement of the employee's job-related outcomes which as a result impacts the performance of the organisation. For instance, IRDA (2011) noted that employee's work experience has a direct relationship with the quality of services they offer, employee's stability, seriousness in work attitude, reduced negative work behaviour like absenteeism and nature of judgement which may lead to the improved performance of an organisation. It is suggested by the theory of human capital that, the difference between the job performances reflects the variances in the endowments of human capital and factors like the amount of time invested in a particular occupation or industry (Hsiung & Wang, 2012).

Further, the skills and knowledge gained by the employees from the previous work that they have done are positively associated with the positive employee's productivity, job satisfaction as well as self-efficiency which is a contributor to the enhanced job and organisational performance. Evidently, the study by Globalforce (2016) indicated that experienced employees possess beliefs that are internalised, values as well as unique job expectation to their occupation which result in effective socialisation. As a result, such employees are in a better position to perform in a better and enhanced way than inexperienced employees because they have no prior experience to a work situation that they face. It is estimated by Globalforce (2016) that a single employee has an average of 7-10 employers in their work lifetime. This work experience has mainly been required by

hiring organisations where each employer requires employees to have worked in a similar work environment but in a different organisation for a specific period of time. For instance, Tesco is one of the companies that have a work policy that requires employees to have prior work experience. In fact, for employees to be hired in a supervision level of management, they must have relevant work experience in the same field from the organisation or in a different organisation. According to Al-Dujaili (2012), the argument of Tesco in hiring experienced workers is because corollary to a more mobile workforce is the employment of more experienced workers. The organisation looks at what they gain from hiring more experienced workers. In Tesco, the management believes that by hiring more experienced workers, they are able to get diverse knowledge that enables employees to be more innovative, enhancing their performance and the overall performance of the organisation. Further, it is noted by Al-Dujaili (2012), that when the company is hiring expatriate managers, the company gets employees who are very experienced at the management levels. The reason for this is to have experienced management who can be able to deal with the work challenges, job dissatisfactions considering the challenges that the expatriate managers faces in the foreign country and deliver results by the end of the day.

Further, it is evident that organisations hire experienced employees because they are able to produce better results. Indeed, IBM (2014) associated prior work experience with the employee's knowledge and skills to perform assigned tasks contributing to effectiveness and efficiency of the organisational processes. Besides, IBM (2014) treated the experience as the proxy of knowledge and links job knowledge with job satisfaction. The scholar found out that satisfied workers are more likely to contribute to the performance of the organisation because they are satisfied with what they do, considering that they are already aware of the job expectations. Besides, job satisfaction is a key contributor to the reduced rates of employee turnover. WorkTrends (2016) argued that dissatisfied employees are ones who are not able to meet the performance expectations or feel that they do not have the working knowledge to meet the required performance goals and may leave the organisation because they feel like they are not part of the organisation. However, satisfied employees are engaged and committed to meeting the performance objectives by offering quality products and services.

In fact, this is evident from the case of IBM where it is found out that employee experience can be linked to retention and performance. In the study by WorkTrend (2016) about IBM Company, the researcher investigated how the work experience enhances the job performance and reduces employees' turnover rate. It was revealed by the company's study that employee's experience enhances the sense of purpose, belonging, happiness, achievement and vigour making the employees to perform at higher levels and contribute beyond the expectations (WorkTrend, 2016). This explains the reason IBM Company hires experienced workforce. In addition, the study by WorkTrend (2016) indicated that the work performance at IBM as the HRM indicated for the 25% most experienced and 25% least experienced showed that the most experienced workers had a 96% work performance compared to the inexperienced workers who has a 63% work performance. This is evident that work experience has a positive relationship with better work performance at the IBM. In addition, experienced employees showed more effort to work of 95% compared to the least experienced employees of the IBM who reflected discretionary efforts of 55%. Further, the turnover rate of the experienced employees at 21% compared to the turnover rate of inexperienced employees which was at 44% (WorkTrend, 2016). Thus, it is evident that in the international context, the work experience contributed to the organisational performance evident from IBM and Tesco.

From the regional context, Kotur and Anbazhagan (2015) found out that openness has the ability to display tolerance when confronted with the hard situation at the workplace. Employees with more work experience are found to be more curious to find innovative solutions when faced with hard job situation and are less vulnerable to the stressful work environment. Openness has a positive relationship with adaptability as found by Plouffe and Fgoire (2011). With this adaptability, such employees are able to reflect high levels of performance regardless of the situation they are faced in as they are able to use their previous work experience to deal with the current job situation. Thus, with work experience, the quality of services and products produced by such employees remains to be the same. For instance, consider a case of Chevron Company that operates in Congo where there are many hardships including civil war and lack of access to workers. The policy by the company to hire experienced employees has been key in the adaptability of the employees. According to Chevron HR Manager, the key to having a resilient workforce that has helped enhance the performance of the company has been built upon hiring experienced managers and senior employees who quickly adapt to hard situations

in the area (Schwartz, 2015). Such managers are innovative when faced with difficult job situations and are less vulnerable to the stressful work environment in the country. Further, Deloitte (2016) indicated that in this stressful environment, the turnover rate of inexperienced employees is higher compared to employees who have job experienced from a similar environment. Thus, the company prefers hiring employees with work experience.

Locally, the trend is similar as the global and the regional context, every HR manager wants employees who have relevant work experience. According to Dragoni et al. (2011), the reason for this is because such employees have high levels of conscientiousness which is positively related to the motivation achievement, which is further related to the enhancement of individual adaptability. Conscientiousness is a personal characteristic that relates with time efficiency, active problem solving, and organising skills, hence lower levels of vulnerability to stresses which are work related (Bipp, 2010). Evidently, companies such as banks have been found to hire employees who have previous work experience in critical parts in order to ensure that efficiency and quality of customer service are maintained. For instance, for any employee to work at the management levels of Kenya Commercial Banks (KCB), they are required to have prior working experience in the same level as the one they are seeking employment position. The company believes that hiring experienced employees is better than inexperienced ones because such employees are able to easily adapt to the new work environment and also bring new work knowledge which enhances the performance of the company. Further, in critical positions such as the auditing, finance, and credit control departments, Al-Dujaili (2012) indicated that the bank hires experienced employees who can innovate solutions when faced with problems and are not vulnerable to work stress. Thus, it is evident that work experience is positively related to the desired outcomes of the organisation such as efficiency and effectiveness in the processes as well as the quality of products and services.

In the hotel industry, World Bank Group (2012) identified that there is a relationship between employees experience and performance. For instance, the author noted that experienced employees are already aware of most of the production processes from the former employer which enhances the organisational efficiency and effectiveness. Furthermore, an experienced employee reflects more job commitment than the inexperienced ones as noted by Globoforce (2016), a factor that contributed to high

quality of goods and services in the hotel industry. Besides, IBM (2014) noted positive relationship between employees work experience and job satisfaction. Considering that the employees are already aware of the employer expectations unlike the inexperienced employees, they feel more satisfied with the new jobs, which increase their intention to stay in the organisation. The findings were supported by IRDA (2012) who noted that experienced employees have higher intentions to stay in the organisation than the inexperienced peers, which makes their turnover rates lower than the inexperienced peers.

Evidently, Amber Hotel hires employees who have relevant work experience to ensure that they produce the quality of goods and services and well as reducing the turnover rates of the employees. According to the Amber Hotel (2016) recruitment and selection policy, the company hires employees with appropriate skills, both technical and personal skills, so that they can be able to meet their current and future needs. Also, the company hires employees who are experienced in order to enhance their public image as a quality provider of comfort and convenient hospitality. Thus, they ensure that the employees are qualified through experience to carry out the tasks assigned to the required qualities efficiently (Amber Hotel, 2017). Considering that Amber Hotel has been in operation for only one year, having experienced employees is important, as they understand the challenges faced in the hospitality industry based on the prior work experience. As such, the employees can provide innovative solutions and are less vulnerable to the work stress, thus reducing their turnover rates and enhancing their job satisfaction.

Therefore, in order to understand the impacts of work experience on the organisational performance, the study focused on Amber Hotel. The reason for the choice of company is because it is a new hotel and most of the employees hired in the organisation have prior working experience and can help identify the performance variables that relates to the work experience. Amber Hotel was established in 2016 and has 125 permanent employees. The company is located at Ngong road next to Prestige Plaza and has a total of 109 accommodation rooms, 5 conference halls, 1 restaurant and a bar and lounge. At the moment the company has only one outlet at the stated location with a total of 8 departments that include Housekeeping, kitchen, food and beverage, sales and marketing, front office, security, finance and admin as well as engineering and maintenance (Amber Hotel, 2017). Using these departments, the research has been conducted investigating the impacts of employees experience on the organisational performance, specifically, process

effectiveness and efficiency, quality of goods and services, job satisfaction and employees turnover rate. The information will help provide are commendations to Amber Hotel giving reasons for hiring experienced employees in the company.

1.2. Problem Statement

There has been a common perception that educated people have the ability to perform tasks efficiently and easily compared to uneducated people or those with lesser education. This is in accordance with the dictum “knowledge is power.” This implies that a knowledgeable person has the ability to perform tasks better when they have the required relevant knowledge (Assocham, 2012). Besides, to efficiently perform a task, it is a requirement that not only that a person is required to have the specialised knowledge but is also required to have common experience so that they can be able to handle the task. In fact, lack of knowledge or education about the Job makes an individual inefficient or crippled. In this case, education does not mean formal university or college education literary but means more knowledge of work through previous work experience. Though a person might be educated, possession of knowledge about the work through working is important in making them efficient (Al-Dujaili (2012). Knowledge about work is the one that differentiates between skilled and unskilled workers. A worker with job experience can become a leader because of their work experience which is considered as a special gift that is acquired in the course of working. Such a case is the one of Tesco which we identified that the company is keen on hiring experienced people in the management and expatriate position as they are critical to the growth of the company.

Different studies have been conducted to investigate the relationship between employees work experience and the organisational performance. The study by Dokko, Wilk and Rothbard (2009) found out that hiring experienced employee by an organisation impacts the job outcomes such as the overall performance of the organisation. Thus, the overall work experience of the employees is highly likely to be influenced by their accumulated work experience. The global context investigated the impacts of work experience on the job performance. While some studies such as Hunter and Thatcher (2007); Carr et al. (2006) and Dragoni, Vankatwyk and Tesluk (2011) identified a negative relationship between work experience and the job performance, other studies found a positive relationship. Such studies include the study by Dokka et al. (2009); World Bank Group

(2012) and Assocham (2012) who found out that the total work experience affects the job performance. However, in the global context, there still exist a research gap of the impact of employees work experience on the organisational performance such as quality of goods and services, efficiency and effectiveness of the organisational processes as well as employees' job satisfaction and turnover rate. In addition, there is no local study that has been conducted relating the work experience on organisational performance. Most of the local studies such as the study by Githinji (2014), evaluated the impacts of the level of education and training on organisational performance. This study did not also focus on the hotel industry.

Besides, with the increased growth and competition in the hotel industry, the players source of leverage lies in having highly experienced and competitive employees who can drive the performance goals of the company (Schwartz, 2015). In addition, in the hotel industry, there had been increasing need for competent employees who can offer high-end customer services. Therefore, the need for having experienced employees in this industry was growing by day as noted by Deloitte (2016). Thus, to address the current demand in the hotel industry and the local and global research gap, this study was conducted to investigate the impact of employees' work experience on the organisational performance using a case of Amber Hotel in the Hotel industry. Amber hotel being a new company, success in its operations is essential for their competitive advantage in a very competitive hotel industry of Kenya. At the present, Amber hotel as noted by Amber (2017) hired experienced employees in their move to enhance the organisational performance. As such, the study needed to be conducted to understand the effect of hiring these experienced employees on the organisational performance as well as their tasks performance. In addition, would help provide literature that shows the relevance of having experienced employees in an organisation in providing quality goods and services, improving efficiency and effectiveness of the organisational processes and increasing employees' job satisfaction and reducing turnover rates of the employees.

1.3. Purpose of the study

The aim of this study was to investigate the Effect of Employees work Experience within Hotel Industry using a Case of Amber Hotel, Kenya.

1.4. Research Questions

The study sought to answer the following questions of the research:

- 1.4.1.** What is the effect of employees' work experience on the effectiveness and efficiency of Amber Hotel processes?
- 1.4.2.** What is the effect of employees' work experience on the quality of services and products produced by the Amber Hotel?
- 1.4.3.** What is the effect of employees' work experience on employee's job performance at Amber Hotel?
- 1.4.4.** What is the effect of employees' work experience on employees' turnover at Amber Hotel?

1.5. Significance of the study

The study was significant to a number of parties; this includes Amber Hotel, Other players in the industry, scholars, customers as well as the government.

1.5.1. Amber Hotel

The study can be useful to the Amber Hotel's managers and other strategic decision makers such as the strategic human resource management. Upon successfully completing the study, it gives information upon which Strategic HRM can rely upon in establishing their HR policies such as the promotional, reward and hiring policies. Specifically, the research sheds some light to the Hotel managers on how different aspects of work experience improve the overall performance of the organisation. Thus, the study gives Amber Hotel's management a foundation upon which they can establish better strategic HR policies for future achievement of the strategic goals of the company.

1.5.2. Other Companies

Work experience cuts across the board; every strategic human resource manager needs to understand the importance of having employees on board who have relevant work experience for enhanced organisational performance. The quality of goods and services, employees' job satisfaction and low turnover rates, as well as efficiency and effectiveness

of the hospitality industry, plays a critical role in the satisfaction of customers and their retention. Thus, upon completing this study, it also helps the companies in the hospitality industry of Kenya understand the important role played by having experienced workers in the achievement of their strategic goals through improved performance.

1.5.3. Customers

This study was also significant to the customers. The customers are always concerned about how the products and services produced satisfies their needs through the production of high-quality services and products. Thus, by conducting this study, the researcher enlightened the customers on the benefits generated by companies who hire employees with work experience especially in producing high-quality products that best meets their needs.

1.5.4. Scholars and Students

This study played an important role in improving and building upon the existing literature. After successfully conducting the study, the researcher intends to build new knowledge in addition to what is already known about the impacts of work experience on the organisational performance. Thus, the research provided an empirical study that can be used by future scholars for their studies. In addition, this study played a significant role for the students who are studying hospitality and intends to work in the hospitality industry as managers or in other levels of the organisation as it helps them understand the importance of work experience on the performance of the organisation.

1.5.5. Government

Finally, this study played an important role in the government as they are important stakeholders in the Hospitality industry. The government benefits from this information as it could use it in establishing employment regulations. For instance, using the information provided by the study, the government can understand the important role played by the experienced employees in enhancing the performance of the organisation. Such information can determine government decisions such as minimum wage decisions among others.

1.6. Scope of the Study

As indicated, the aim of the study was to find out the impact of employees' work experience on the organisational performance. The problem statement identified that there was no local context on the impacts of employees experience on the organisational performance. Thus, the study scope looked at the local context of the impacts of employees' experience on the organisational performance, specifically in the Hospitality industry of Kenya. The study focused on big hotels in Nairobi in order to select the most appropriate company that can be used for this study. Some of the big hotels that were identified include the Stanley Salova Hotel, Hilton Hotel, Laico Regency Hotel, and Amber Hotel among others. For the qualification of the hotels, the researcher looked at the hotels with more than 100 employees. To be left with one hotel, the researcher focused on the newest hotel. Thus, considering that Amber has only been in operation for one year, the researcher focused on the company. The reason for looking at the newest hotel was so that the researcher can identify how the employees are recruited in the company and how many years they have worked in the hospitality industry. The information is very useful for Amber Hotel, in hiring employees considering that it is a new company and for its growth to the level of other big hotels such as Salova and Hilton hotels, they would require experienced employees.

At the moment, Amber Hotel is located at only one location with a total of 125 employees who work in different departments. The company is located at Ngong Road, Next to prestige plaza. Amber Hotel has been in operation for the past one year and 3 months (Amber Hotel, 2017). The company has 1 restaurant, a bar and a lounge with a total of 109 rooms. The study results will, therefore, be limited to the selected company. Employees from all departments within the organisation have been considered in the selection of the study population. The study will be carried out from May 2017 to August 2017.

1.7. Definition of Terms

1.7.1. Work Experience

Work experience is considered as any skills, knowledge or experience than individual gains while working in a specific occupation or field (Uppal, Mishra &Vohra, 2014).

From the definition, work experience does not entail the years worked but rather the skills acquired as a result of working in a specific field that are relevant for future career pursuance.

1.7.2. Organisational Performance

Organisational performance is the ability of an organisation to meet the set performance goals effectively and efficiently, based on the imposed or the existing constraints on resources that are limited (Kotur & Anbazhagan, 2015).

1.7.3. Organisational efficiency

Organisational efficiency is the ability of an organisation to implement its plans by use of smallest possible resource expenditure (Dokko et al., 2009). Thus, organisational efficiency entails the capability to run the organisation smoothly in a way that enhances competitive advantage through efficiencies in its production and management processes.

1.7.4. Organisational Effectiveness

Organisational effectiveness is the degree and ease at which the organisation is successfully able to accomplish its desired goals without waste (Galic et al., 2012). This implies that effective organisation has the ability to meet the performance targets using the minimum resources required to meet the customer needs satisfactory.

1.7.5. Quality

Quality is considered as the degree of excellence or the standards of measuring something against another thing. The quality of goods and services is a reflection of the ability to meet the customer needs as per the desired customer standards, which are measured by the customer satisfaction (Dragoni, Oh & Kovacic, 2012).

1.7.6. Job Performance

Job or employee performance is viewed as the capability of an employee or workers relative to what they do or job. In other word, job performance reflects whether employees like what they do or not measured by the outcomes of what they do (Schwartz, 2015).

1.7.7. Employee's turnover Rate

Employee turnover rate is defined as the percentage of employees in the organisational workforce leaving during a specific time (Galic et al., 2012). It is also seen as the employee's intention to stay in the organisation because of job satisfaction and conducive environment and is an indicator of employees' commitment and loyalty to the organisation they work for.

1.8. Chapter Summary

From chapter one, a broad background to the study was provided relating to work experience and its impact on the organisational performance. Further, the researcher provided the problem statement and the aim of the study as well as the study significance, scope and definition of terms as well as the research questions to the study. In chapter two, the researcher intends to provide a review of related literature to the study, while chapter three will bring to the light the research methodology that the researcher intends to use in collecting the primary data at Amber Hotel. Additionally, chapter four will present the findings of the primary research conducted at Amber Hotel, while chapter five will provide the summary, discussions and recommendations of the study. Having completed chapter one, the next chapter provides a literature review of the study.

CHAPTER 2

2.0. LITERATURE REVIEW

2.1. Introduction

Chapter two provides a review of the general and empirical literature relating to the effect of work experience on employees. In this evaluation, the concept and theories relating to the work experience are discussed. In addition, the chapter reviews the effect of work experience on the aspects organizational performance which includes the effect of employee's work experience on the organizational effectiveness and efficiency, quality of products and services as well as employee's job satisfaction and turnover. Finally, a summary of the chapter together with the research gap has been reviewed.

2.2. Effect of Employees' Work Experience on the Organisational Effectiveness and Efficiency

2.2.1. Work Experience

Employee experience is defined by Carr et al. (2006) as the knowledge, skills and abilities gained in a specific career line. Similarly, work experience can be seen as the sum of all the knowledge that an employee has gained as a result of working for a different organisation or same organisation for a considerable period of time. In understanding the concept of employee work experience, we can start by looking at what employee work experience is not. According to Bipp (2010), employee experience is not what we call Employee Life Cycle (ELC), instead, the ELC is part of the large concept of employee experience. ELC is made up of processes or stages and steps in which the employees participate in their interactions or relationship with the firm they work for. ELC is sequential and chronological and assumes a specific start and end. The ELC takes into account the important processes and events like on boarding, recruiting, employee development, promotion and exit interviews. Additionally, the ELC starts with the first contact of the organisation and ends with the last interaction with the same organisation after termination. Thus, the employee life cycle is a purview of HR department of an organisation (Hunters & Thatcher, 2007). While most people have viewed employee experience as ELC, this view may miss the key points.

Furthermore, employee experience is not set of perks, because while perks are implemented easily and make employees feel better in the short term, this kind of incentives do not adequately engage employees and do not solve the core problems of the business (Deloitte, 2016). Besides, the experience cannot be seen as the value proposition of employees (EVP). This is because the EVP is seen as a component of the larger concept of employee experience by Bipp (2010) and equating the experience of employees with EVP provides a very narrow focus of what employee experience is. For instance, EVP examines the organisational brand with respect to the current and the future employees. EVP goes beyond the normal attraction of talent to how the employees can be engaged and retained in the organisation because organisations are concerned with not only building a brand but also managing the employee brand through employee attraction, engagement, and retention. However, while the EVP is very important, it does not adequately explain the entire experience story.

Just as experience is not ELC or EVP, employee work experience cannot also be equated with the talent management, nor is it HR development. Again, Kutor and Anbazhagan (2015) indicated that talent management is important while designing employee work experience but it is only a segment of the large landscape of experience. Besides, because experience does not try to capture what employee feel about the organisation, employee satisfaction cannot adequately explain the employee experience.

Nonetheless, going back to the initial definition, it is right to see the concept of employee experience as the sum of all the above perceptions i.e. ELC, EVP, talent management and employee satisfaction as he or she interacts with the organisation they work for (Globoforce, 2016). So the sum of the above experience or totality of the above components or perceptions is what makes up the concept of employee experience. As noticed from the definition by Morgan (2015), at the heart of the definition is the word perception. It is not about what happened, but it is about what the employee perceive what happened. Thus, it is not just about the factors thrown to employees by the company, but it is about how the company interpret and perceive the intentions of the company (Bipp, 2010). This is because experience can be good or bad; it can also be negative or positive and can transform or build the organisation.

2.2.2. Global Context of Work Experience

In the era of globalisation, the success of the modern business is driven by the intellectual capital, and the human capital facilitates the organisation in the maintaining and establishment of their competitive advantage. Educated and experienced people in any business are responsible for creating organisational wealth, and mere factors of productions cannot do this fete (Pinder, 2014). Thus, the ability to create organisational wealth relies upon the ability of the organisation to acquire experienced employees who not only ensure efficiency in the processes but also ensure that they are effective in what they do. It has been established by different authors such as Pinder (2014) that intellectual capital or knowledge is the critical force that drives the growth of an organisation through enabling effectiveness in the production and efficiency in the organisational processes.

While efficiency is the ratio of performance to cost incurred in achieving the performance, effectiveness is the degree to which an organisation is able to achieve the desired goals which depend on the intellect and practical capacity of employees (Uppal et al., 2014). From the definition of effectiveness and efficiency, a number of issues can be identified. For example, in measuring the efficiency of the organisation, appropriate training programs are identified as the key drivers of employees' efficiency. In fact, Uppal et al. (2014) stated that organisational activities are divided into activities in the process of the measurement of work, and then the weakness areas are identified and eliminated through training. As such, considering that employees with prior work experience have received series of training from the former employers, they are able to improve the efficiency of the processes in the line of activities that they undertake in the organisation.

Similarly, from the definition of effectiveness, employees or members of the organisation requires to be aware of the objectives, responsibilities and expectations in order to be effective in what they do. It is normal that the awareness can only be established through appropriate experience (Morgan, 2015). Thus, having on board employees who already have performed similar tasks in other organisations are able to clearly understand the job requirements, objectives and the challenges associated with the jobs. Considering that the employees have training in different areas, then they are effective to perform the required tasks.

Much research has been conducted relating to the concept of effectiveness. According to the research by World Bank Group (2012) on the relationship between work experience and work experience among employees in the service industry of Asian countries, they defined effectiveness as the degree at which a firm successfully produce desired results. In addition, the extent to which organisational goals are achieved can also be used to measure organisational effectiveness. The study found out that experienced employees drive the effectiveness of the organisation as they have undergone through a series of work training and understood the characteristics that influence the performance of employees. After many years of work experience, Shwartz (2015) adds that employees are converted into a skilled human resource that an organisation needs in fulfilling the business competition agenda. Shwartz (2015) notes that today's organisations must be managed by competitive people who have an amazing transformation. In the study by Plouffe and Egoire (2011), the reason why an organisation needs experienced employees is that they have spent much time and energy in gaining the required skills and knowledge that can help drive the performance objectives of the company. However, even as such managers hire, they consider the element of work experience because it is necessary to also have on board skilled and knowledgeable employees.

Further, WorkTrends (2016) established that human capital is an essential component of intellectual capital influencing the performance of the organisation. In the study on the effects of experience of human capital on the organisational efficiency among the pharmaceutical companies in the UK, it was found out by WorkTrends (2016) that human capital efficiency is important in driving the financial performance of a company. Considering that the organisation goal is achieving superior financial performance through profitability, the research found out that there is a relationship between knowledge creation, work experience and human capital efficiency. It found out that more experienced employees were able to efficiently perform their tasks than their less experienced peers. This is because the employees were more innovative and created new ideas if faced with challenges, unlike the inexperienced employees who tend to withdraw when faced with problems.

2.2.3. The Regional and Local Context of Work Experience

In the study conducted by Ahmadi et al. (2012) among the Ghana companies, it was established that there exists a relationship between work experience and organisational efficiency and effectiveness in the achievement of goals. In the study of the production companies, Ahmadi et al. (2012) found out that the efficiency of the production process was achieved because of having educated and experienced employees in the management and supervisor level. As such, the organisations were able to develop new products because they had on board, skilled, abled and knowledgeable professionals who effectively and efficiently improved the business productivity.

In the local context, there is no direct study conducted relating to the effect of work experience on effectiveness and efficiency of an organisation. However, in a referenced research by Mutemwa et al. (2013) from Mujtaba and Kaifi (2008), it was found out that organisation with human capital that possesses unique as well as specialized knowledge are more likely to be older or experienced individuals, and thus, the link between knowledge, performance and experience is more likely to increase performance of the organisation in relation to the way that the organisation produce the desired results. In the quoted study of Mujtaba and Kaifi (2008), it was established that specialised experience and knowledge are still required by the Afghan leaders in making them perform as better leaders.

2.3. Effect of Employees' Work Experience on the Quality of Services and Products

2.3.1. Quality of Goods and Services

The quality of goods and services to great extent depends on the level of skills employed by the employees who offer them as stated by Morgan (2015). Goods are the tangible items that are exchanged for other goods or services for business. Services on the other hand are activities that other people provided, such as teachers, doctors, barbers, dentists and even services provided online (Dragoni et al., 2011). Economic theory states that the consumption of goods and services provides satisfaction and utility to the end users. Consumption of goods and services is done by business in the process of manufacturing other goods and services. Marketing theory on the other hand uses the goods-service

continuum to be an important concept that enables the marketers to identify the relative composition of total products in goods and services.

According to Galic et al. (2012), goods and services that meet the customers demand leads to satisfaction of the customer. A customer does calculation of his/her mental ability whether the good or a service he or she wants to purchase is of worth. Goods and services that are produced and manufactured to specifications that are appropriate to the price of the good or service is an operational or manufacturing view of quality. Here, the customer receives the value that he/she expects since operations have built quality standards into the products. An operations view of quality is a common view of the concept of quality. However, quality is a function of how the customers view the goods and services that he/she receives. The customer view always compares what they expect with what they actually receive regardless of how operations receive quality of the goods and services.

As stated by ARDA (2012), work experience of employees has a major effect on how the customer views the quality of goods and services. Customer satisfaction is based on receiving the actual goods and services as expected by the customer. When the organisation employees' promises a good and a service that operations cannot deliver, the expectations of the customer are therefore not met and the customer is dissatisfied and quality of the goods and services is not seen. Quality of goods and services is not an absolute that is determined by operations and manufacturing. Quality of goods and services are affected by the customer expectations, the actual goods or services that are received, and how the service is performed by operational people and actual tangibles received, thus making it critical to have capable employees.

Besides, employee work experience can build or destroy the organisation. As such, the organisation must find the right experience. However, Deloitte, (2016) indicated that establishing the right experience has been a fundamental question that an organisation must ask i.e. how do we find the right employee operating environment and how would that help deliver great results? Once this question is well answered, then the organisation would go ahead looking for the right employee transformative experience. To do this, the job leaders must build, design and maintain the right work experience they need in the organisation so that the sum of the employees' perception across the team, division or organisation encourages and produces the best people (Morgan, 2015).

2.3.2. Work Experience and Quality of Goods and Services

According to Galic et al. (2012), customer satisfaction is measured by the effectiveness of the organisation to produce either goods or services that meet the quality demands of customers. Thus, it is evident that, while the organisational goal is to maximise profit, the only way that long-term profit maximisation and profitability can be achieved is through high-quality goods and services. As such, organisations are presently hiring employees who have skills and competencies to provide high-end products and services so that an organisation can have a sustainable competitive edge (Dragoni et al., 2011).

Few studies have been conducted to establish the relationship between work experience and the quality of goods and services. However, within the few studies, it was evident that there is a positive relationship between the two. For instance, in the study by Deloitte (2016) on the driver of quality goods and services in the manufacturing industries of European countries, it was established that organisations willing to maintain and increase the customer intention to purchase the products of the organisation hire experienced expatriate managers when they establish a new branch in other countries. The reason for this is because the organisation would still want to carry on the good brand reputation to the new country. As such, organisations, as noted by Deloitte (2016) research, would prefer to hire experienced employees who are able to adapt fast, motivate workforce and also perform duties under a strict environment which requires much effort and produce the customer desired results which are high-quality products and services.

In a similar study relating to the customer services among the employees in Nigeria, it was established by ARDA (2012) that most organisations prefer hiring experienced employees because they already know the desired results and how to achieve the desired results. In addition, considering that service industry deals with how well the organisation is able to manage and meet the customer expectations, work experience across the board is same. Thus, Mowday et al. (2013) support the study by ARDA (2012) by stating that, employees with work experience can use the learnt knowledge and skills in delivering quality services to the customers.

Furthermore, employee commitment is a determinant of quality of goods and services. Employee's commitment has been viewed as the emotional attachment that employees have towards the organisation (Pinder, 2014). Pinder (2014) believed that employee

development and experience might lead to their commitment. Employee development through prior work experience helps develop individual emotional attachment and the desire to be associated with the organisation. This is one key ingredient that increases job performance. Committed employees identify strongly with the organisation goals aside having the desire to be part of the organisation. In fact, Pinder (2014) precisely states that investing experience d employees helps in the creation of dynamic relationships where employees work hard to achieve the desired goals of the organisation because they have a larger sense of commitment to the organisation they work for.

However, Kotur and Anbazhagan (2015) disagreed that work experience can help produce desired quality of goods. This is because every organisation uses a different set of structures which employees are required to learn. The author instead states that the quicker learning process of employees either experienced or inexperienced is what makes them more competitive in delivering services and products or not prior work experience gained. Nonetheless, IBM (2014) disagrees with the author because, in his study on the effect of work experience on service delivery, it was evident that the employees with longer work experience were able to adapt fast to new processes and structures than those who have no prior work experience.

2.4. Effect of Employees' Work Experience on Employee's Job Performance

2.4.1. Job Performance

Job performance is mainly determined by how well an employee is able to meet the expectations of organisation and how well the employees are able to show high levels of professionalism in performing their tasks. Therefore, the relationship between work experience and employees' performance has proved to be very relevant because people do not prefer to stay within the same organisation. With regards to this statement by Assocham (2012) added that it has become very hard for an organisation to enhance employee's job performance and satisfaction. Thus, if employees exhibit different levels of performance which leads to their commitment, obviously the firm is guaranteed of performing employees if they are experienced.

Performance of individuals has its great importance both for organizations and from individual employees. Many researchers believe that higher-performance leads to the

accomplishment of duties and tasks, which ultimately result in more satisfaction levels, feeling and developing self-efficacy and mastery among employees. Furthermore, more effective and performing employees are encouraged, endorsed with awarded/ awards and privileged through benefits and rewards. Also people having high performance having more career opportunities as compare to low performers. Many researchers from industrial and organizational psychology explore the ways to enhance the job performance and its significance (Ahmadi et al., 2012).

Pinder (2014) defined performance that is the record of results performed on a defined task or activity during a specified period, that it is executed and evaluated behavior of employees which is harmonized with the defined organizational objectives and these behaviors are task and contextual performance behaviors. Task performance contains behaviors of employee executes to complete tasks assigned by supervisor or behaviors associated with fundamental duties of the organization and involved in producing goods and delivery of services. To measure employee job performance it is necessary to focus on the quantity and quality of final outputs. Contextual performance are the sole efforts which are not directly connected to their core duties but are imperative because such behaviors form the social, organizational, and psychological setting that assists as the vital promoter for core duties (Costanza et al. 2012).

According to the self-determination theory, intrinsic motivation occurs or increases in a work situation that is more autonomous and as such results in positive behavioural and attitudinal outcomes. However, it is hard for an organisation to give autonomous work environment or situation to inexperienced employees because they don't know how to interact with the work environment considering that they are unfamiliar with the tasks assigned. Thus, Barrick, Mount and Li (2013) concluded that intrinsic motivation especially works motivation is most achieved in the organisation where employees have more work experience than an organisation where employees are new to work because the element of autonomous work situation cannot be provided. As such, having employees who have prior work experience is of great relevance to the organisation as it helps them drive the organisational goals and objectives in addition to producing the desired outcomes as would be found from the next sections below.

Ahmadi et al., (2012), stressed that job satisfaction determinants may differ in terms of cultures and various countries. Job satisfaction leads to a good employee performance, which in turn makes them less likely to leave the organisation. This implies that when an employee is satisfied with the organisation the thought of leaving the organisation disappears. This is supported by the findings in a study by Reiche (2015), where it was discovered that employees who are satisfied with their jobs tend to treat customers with courtesy and utmost respect, perform at their best and do not think about leaving the organisation. Satisfied employees contribute to enhancing long term success and organisational effectiveness (Landau, 2009). It is thus evident that every employee will associate him/herself with the organisation which makes it easy for them to execute and achieve their goals and objectives and such employees will implement organisational duties competently.

Work experience can be seen as being both industries specific and occupational rather than firm-specific and leads to the improvement of the job-related outcomes of the employees (Ahmadi et al., 2012). It is expected that work experience that an employee holds should lead to employee seriousness in what they do, mature judgement, stability and reduce work behaviours that are negative such as absenteeism. According to the human capital theory put forward by Al-Dujaili (2015), differences in the job performance is a reflection of the differences in employee endowments and other factors such as the amount of time that the human capital has invested in a particular industry and occupation. Thus, the skills and knowledge gained from the previous work experience improve their current productivity, the beliefs of self-efficacy, the response time when faced with work challenges, which lead to the overall improvement of the job performance of such an employee (Ahmadi et al., 2012).

2.4.2. Global Context of Work Experience and Job Performance

Employees under conditions that are stressful tend to direct their attention to well-learned and familiar tasks, which arouses the employees capacity allowing them to deal with the stressful job situation as found out from the study by Assocham (2012). In fact, Assocham (2012) established that employee's work experience does not only reduce depression and hostile behaviour, but it goes beyond to reduce other related stressors in the workplace such as the work-family conflicts that might emerge. In addition, relatedness and amount of work experience possessed by the employees show the

congruence at the present work as supported by Bipp (2010). Besides, the human capital theory suggests that positive organisational outcomes relating to employees such as commitment, job satisfaction and involvement are a reflection of value congruence.

Further, the study by Costanza et al. (2012) noted that experienced employees have internalised values, beliefs as well as job expectations that are unique in their job occupations and results in effective socialisation. It is also noted in this study that employees with prior work experience assess their work in a more realistic manner and surround people with the ability to compensate for their weaknesses when building teams, which increase their job performance. In the light of these empirical findings, it is evident that relationship exists between job performance and employee work experience.

Nonetheless, although it is expected that there would be a positive relationship between employee prior work experience and the job performance, the study by Dokko et al. (2009) indicated that extant literature makes it complex. It was identified by the researcher that the absence of transfer of relevant skills and knowledge among the experienced workers creates a negative relationship between experience and job performance. This is what was found as the destructive or harmful job experience. However, the study by Dokko (2009) which investigated the relationship between work experience and job performance among the UK firms in the hospitality industry ignored the benefits that are associated with the work experience. According to the researchers, the call centre executives who were the sample population carry rigidities caused by schemas and scripts from their former similar employer. Nonetheless, because the call centres are very repetitive and routinized and as such, Dragoni et al. (2011) indicate that such schemas and scripts should be carried to the next employer to facilitate job performance.

In a study similar to Dokko et al. (2009), carried out in Ghana hospitality industry, Hsiung and Wang (2012) observed that there is a non-significant long-term relationship existing between previous work experience and job performance. According to the author, employee intrinsic motivation is created through autonomous job situation, and thus, considering that the jobs of the call centre executives especially in the hospitality industry and the jobs of people in the hospitality industry, in general, are closely monitored, there is a dissatisfaction that is caused by the autonomy-seeking experienced

employees. Further, individual factors such as beliefs about self-efficacy and learning abilities are other factors that are expected to affect the extent of the relationship between work experience and employee current job performance. Indeed, Uppal and Mishra (2013) found out that in an academic setting, specific personality traits that an individual holds have a significant interactive effect on the relationship between the work experience and the academic performance.

Therefore, considering that employee work experience can build or destroy the organisation, the organisation must find the right experience. However, Deloitte, (2016) indicates that establishing the right experience has been a fundamental question that an organisation must ask i.e. how do we find the right employee operating environment and how would that help deliver great results? Once this question is well answered, then the organisation would go ahead looking for the right employee transformative experience. To do this, the job leaders must build, design and maintain the right work experience they need in the organisation so that the sum of the employees' perception across the team, division or organisation encourages and produces the best people (Morgan, 2015).

2.4.3. Local Context of Work Experience and Job Performance

In the local context, the study carried out by Githinji (2014), on the importance of employees skills and capabilities learned from the previous work experience identified that there was a relationship between job performance and employee work experience. However, the ability of the employee to adapt depends on their willingness to adjust their behaviours on the basis of the change in the environment which enhance job performance (Githinji, 2014). This research found out that there is a very strong relationship between work experience and employee performance but the effectiveness lies in the strong relationship that also exists between personal characteristics and adaptability.

Finally, according to holistic learning theory put forward by Dragoni et al. (2011), individual personality traits like emotions, intellect, desires as well as intuitions and imaginations to gather are essential for effective learning and performance. From this research, we explored the effect of prior work experience on job performance. The individual difference is captured through the personality traits such as experience and openness to use knowledge and capacity learned from the former employer. However, we can further look at how employee work experience influences the employee intention to stay in the organisation in the next section.

2.5. Effect of Employees' Work Experience on Employees' Turnover

2.5.1. Employees Turnover

Employee turnover is the rate at which employees leave the organisation relative to the number of times that the organisation hires new workforce as indicated by Busck et al. (2012). To understand the employee turnover and relationship with work experience, it is good that we establish the determining factors of employee decision to stay in an organisation. Different literature shows that there is a relationship between employee work experience and their intention to stay in the organisation. For instance, the study by Wang et al. (2014) noted that Job satisfaction and commitment depends on how well an employee is conversant with the work and the work environment. Thus, the desire of an employee to participate in the activities of the organisation and desire of the employee to leave the organisation exists in an intertwined manner.

The role played by employees in an organisation cannot be overemphasized; employees are the backbone of any business's success. The quality of an organisation's workforce determines the overall performance of such organisation; performance in the area of productivity, sales, quality of service delivery and the overall management of the organisation can all be traced to the quality of an organisation's workforce. Further, Employee's work motivation can be classified into extrinsic and intrinsic motivation. Whereas the intrinsic motivation deals with the activity itself as the reward, the sources of extrinsic motivation are external rewards that employees receive. Intrinsic motivation is defined by Mowday, Porter and Steers (2013) as individual needs for pride and competency in what they do while the extrinsic motivation is the performance of activity in order to provide the desired outcomes. Furthermore, the employees' work experiences have the ability to create extrinsic motivation. From the definition of extrinsic motivation, there is a relationship between the two. The relationship can be traced from the activity that the employees do in order to attain the desired outcomes by the organisation (Wang, Tsai & Tsai, 2014). Thus, the intrinsic and extrinsic elements of motivation can be enhanced by the organisation by acquiring and retaining experienced employees.

Considering the two types of motivation that have been highlighted above, it is evident that the work experience of employees provides both the intrinsic and extrinsic

motivation. For example from the definition of intrinsic motivation, it is evident that intrinsic motivation is the desire or need to feel competent (Pinder, 2014). With relevant work experience gathered from different organisations that employees have worked from, the need for competency and pride is fulfilled as the skills and knowledge gained by the employees makes them more competent than the inexperienced employees. Besides, Pinder (2014) argued that strong intrinsic motivation occurs as a result of three psychological states that can be traced back from the work experience. As a result of previous work experience, employees experience the meaningfulness of the work they do because they are already competent and bring out the sense of pride. In addition, experienced employees experience responsibility of the work outcomes and have knowledge of the actual results of the tasks activities assigned to them by the organisation. In the end, having such employees who have relevant work experience is more than enough to provide the intrinsic motivation needed by the employees to deliver the desired results and stay in the organisation.

2.5.2. Global Context of Work Experience and Turnover

Wang et al. (2014), notes that there is a connection between commitment and turnover of the employee. For example, the decision to stay or withdraw from the organisation is determined by the employee perceived ability to perform the assigned tasks. As we identified from the concept of employee work experience, the experience is what employee perceives, and it is this perception that creates the desire to perform the tasks or withdraw from the tasks thus leaving the organisation. Having this in mind, employees with lower levels of experience have the perception that they cannot be able to perform challenging tasks and thus would leave the organisation to look for satisfactory alternatives.

On the other hand, the study by Cottini (2012) indicated that employee experience is the one that creates job satisfaction and dissatisfaction, and relates directly to the desire of the employee to leave in the organisation. Employees with high work experience as found out from the study tend to interact well with the work requirement at work, the roles assigned and are able to hand the work-life conflicts. In addition, such employees as was concluded by Cottini (2012) are able to solve different problems that discourage employees in the workplace using various knowledge and skills learned from the former

employer thus, diminishing the available alternatives and increasing their intention to stay in the organisation.

In the recent research work, it is evident that the perspective of employee intention to leave or stay in the organisation includes the HRM bundles of practices and their effect on job satisfaction, turnover and commitment. According to the study by Alfes et al. (2013) which discussed engaged workers and their link with the intentions to leave the organisations, social exchange theory was used to show how more engaged workers stay in the organisation, unlike the disengaged ones. Considerably, employee engagement is a desire that is created from intrinsic motivation on the grounds that they can be able to handle any task assigned to them because they have the perception that they possess the required skills to perform the required tasks. In this case, therefore, Alfes et al. (2013) found out that there is more connection between the employees who have prior work experience with the employer and there is a high trust level than employees who have no prior work experience in a specific field they work in. Thus, such employees feel valued by the organisation which makes them have the desire to stay longer in the organisation, unlike the employees who feel like they have a low level of organisational support who are less likely to stay in the organisation.

The reasons are given by Reiche (2015) in support of the findings by Alfes (2013) being that employee perception that they can be able to handle the task at hand in the required standards increase job satisfaction and decrease turnover. For example, within a work environment that allows participation in decision making, employees who have more work experience participate more in giving new ideas which increase their new ideas, this provides a high motivational levels because sense of pride is created to such employees influencing their turnover rate negatively i.e. increasing their intention to stay in the organisation (Reiche, 2015). Nonetheless, Landau (2009) disagreed with the findings by stating that work experience is not the only requirement for the employee to stay in the organisation. Besides, an organisation can make employees participate in all decisions but discourage their voicing which increases dissatisfaction of even the employees who have work experience. Based on the levels of dissatisfaction, the intention of experienced employees to leave the organisation increases. Indeed, Perryer et al. (2010) supported the findings of Landau (2009) by adding that, even the most experienced employees can quite working for the organisation if the work environment

does not support information sharing, employee voicing which are the catalysts for reduced quitting behaviour.

2.5.3. Local context of Work Experience and Turnover

Perryer et al. (2010) have pointed out that job satisfaction, as well as organisational commitment, are seen to be some of those aspects that have a relationship with turnover intention. It thus becomes evident that employees' satisfaction with the job improves the commitment level and hence the intention to quit the organisation decreases. Satisfied employees are regarded or are seen as happy employees and tend to be committed and become productive. In a study conducted in the Thailand fashion industry it was discovered that pay satisfaction, leaders' member exchange and job satisfaction had positively related to organisational commitment and turnover intention. In the same study it was discovered that turnover intention was affected by job satisfaction and organisational commitment. However organisational commitment had more influence on turnover intention as compared to job satisfaction Cottini (2012) stressed in their study that younger employees had stronger intentions to leave as compared to their older or mature counterparts. Therefore, age has a relationship with both organisational commitment and turnover intention.

The results of the study conducted by Alfes et al. (2013) showed that there's a positive relationship between job satisfaction and affective organisational commitment and this was confirmed by regression analysis. Regression analysis reflected a significant and positive relationship between affective commitment and internal - external job satisfaction. This shows a direct proportion with job satisfaction and affective organisational commitment. The results also reflect that the negative relationship exists between affective commitment and turnover intention.

Chen (2006) indicates that high turnover is an important issue for organizations and if not managed effectively can lead to a lack of competitiveness by organisations. Previous research has indicated that organisational commitment and job satisfaction are associated with turnover intention (Perryer et al. 2010). In a study conducted by Cottini (2012) on the relationship that job satisfaction and organizational behaviour and nurses' turnover, the findings indicated that job satisfaction and organisational commitment were significantly related to nurse turnover intentions. The more nurses are satisfied with their jobs and feel committed to the hospital, the lesser their intentions to leave, Wang, Tsai &

Tsai, (2014) also found that the perceived level of job satisfaction and organisational commitment has a negative relationship with the employee's intention of leaving among nurses. When analyzing the effects of basic turnover antecedents on the hospital nurses, both job satisfaction and organizational commitment were significantly related to nurses' turnover intentions.

The findings of a study done in the Pakistan public sector organisation indicate that there is a negative relationship between turnover intention and job satisfaction. If an employee is satisfied with his/her job he/she would hardly think about quitting. Satisfied employees will have a lower intention to leave. Though far-fetched, in the local context, a specific study by Ng'ethe (2014) showed that there is a relationship between employee work experience and their intention to stay in the organisation. From this study investigating the impacts of job satisfaction on employee intention to stay in the organisation, it was evident that employees with higher levels of experience had higher intention to stay in the organisation because they were satisfied with the current job they were doing. The levels of satisfaction were created because they had knowledge and skill set required to undertake the required tasks and even solve work related problems using the prior work experience (Ng'ethe, 2014).

2.6. Chapter Summary

Chapter two provided a review of the general and empirical literature relating to the effect of work experience on employees. In this evaluation, the concept and theories relating to the work experience were discussed. The concept of work experience was identified as being the sum of all the above perceptions i.e. ELC, EVP, talent management and employee satisfaction as he or she interacts with the organisation they work for. In addition, the chapter reviewed the effect of work experience on the aspects organisational performance which includes the effect of employee's work experience on the organisational effectiveness and efficiency, quality of products and services as well as employee's job satisfaction and turnover. From the evaluation, it was evident that there was a positive relationship between employee work experience and the organisational effectiveness, efficiency, quality of goods and services as well as job satisfaction and employees turnover.

CHAPTER 3

3.0. RESEARCH METHODOLOGY

3.1. Introduction

Chapter three provided the investigations of the methodology of research employed by the researcher in collecting primary data. In the chapter, details of research methodology on how the researcher will collect data on the effect of work experience in Amber Hotel, Kenya has been evaluated and discussed. Thus, by the end of this chapter, the following goals were fulfilled. Investigating the research design, population, sample and sampling techniques, data collection instruments and process and data analysis as well as the validity and reliability tests and investigating the research ethics.

3.2. Research Design

Smith (2015) gives a definition of research design as a detailed process showing the data collection techniques, strategies of sampling as well as the research tools to be used in the research process. The research design is important because it shows specific types and sources of information which are relevant to addressing the problem of the research (Knobe & Nichols, 2013). The research design choice which a researcher selects facilitates the development of research strategy showing the approach that the research would employ in collecting and analysing data in consideration to the resources and time needed for the entire research process.

There are different research designs proposed by O'Leary, (2004), some of these include the experimental, descriptive, historical as well as exploratory research. For the purpose of the present research, the descriptive design was adopted. Descriptive design as viewed by Sounders et al. (2012) is the process where data is gathered for the goal of producing as well as testing the hypothesis with the aim of providing answers to the research question in a specific area of study. The choice of this method was as a result of their benefits compared to others. For instance, descriptive research design helps identify research variables and their relationships. Besides, descriptive research design presents the situations and behaviours through a conceptual framework of the study, which is hard to study by use of any other design (Williman & Williman, 2011). Thus, based on the justifications and the fact that the researcher intends to collect quantitative data, the use of

this design is suitable for investigating the effects of employee work experience at Amber Hotel.

3.3. Population and Sampling Design

3.3.1. Population

Williman and Williman (2011) define population to as the universe where a collection of all cases in the research conforms to the designated set of criteria. The study population, in this case, is the hotel industry in Kenya hiring experienced employees. From the population, the target population is acquired. The target population is the individuals, events or objects showing similar characteristics desired by the researcher as the study population. Furthermore, the target population is the population that the researcher desires to acquire the sample population. In this case, the target population is the employees of Amber Hotel, Prestige Plaza, along Ngong road, Kenya. According to Amber Hotel (2017), there are 125 employees who work in different departments as shown from the table below.

Table 3.1. Population Distribution

Department	Target Population	Percentage (%)
Housekeeping	25	100
Kitchen	23	100
Food and Beverage	21	100
Sales and Marketing	8	100
Front Office	15	100
Security	8	100
Finance and Admin	10	100
Engineering and Maintenance	5	100
Part Time	10	100
Total	125	100

Source: Amber Hotel (2017)

3.3.2. Sampling Design

Sampling techniques commonly known as sampling design is the procedure used by the researcher in sample selection (Cohen et al., 2007). The most common sampling designs can be categorized into probability or non-probability sampling.

3.3.2.1. Sampling Frame

Sampling frame was defined by Cohen et al. (2007) as set/group of facts used in isolating the sample for the purpose of arithmetic treatment. Sampling frame can also be viewed as the official list showing the target population of the study or in other words the technique/method that is officially employed in describing the sample of the study. The sample frame is used in the study to describe the population components and the researcher uses it to select the sample from the target population. In this study, the sample frame was obtained from Amber Hotel Human Resource department to assist the researcher identify respondents from different departments.

3.3.2.2. Sampling Technique

To enhance reliability and equal chances for a single unit of the sample size to be selected, the researcher proposes to adopt random or probability sampling techniques. Cohen et al. (2007) propose two sampling designs that can be employed in research; they include the random and non-random sampling. The researcher selected probability sampling techniques. Under probability sampling, different sampling designs include simple random, clustering and stratified. This study adopted stratified sampling technique. The researcher used stratified sampling techniques that allow classification of the target population into stratum for equal representation from each stratum. In the study, the strata represent the Amber Hotel departments which were shown from table 3.1 in section 3.3.

3.3.2.3. Sample Size

Sample, on the other hand, is the fraction or subset of the target population, selected in order to represent the population under study where in this case, the population under study are the Amber Hotel's Employees. The formula for identifying the sample size was adopted from Knobe and Nichols (2013) as follows;

$$n = \frac{z^2 pqN}{e^2 (N-1) + z^2 pq}$$

Where, the desired sample is represented by n , study or target population is represented by N (125 employees from Amber Hotel), p is the reliability of the population which is $p \leq 0.05$ and $z\alpha/2$ is considered as the 1.96. Finally, the significant level/confidence level of 0.05 was selected for a standard error of 8% represented by e . from the above equation; the sample population is as follows.

$$n = \frac{(Z)^2 \times P \times q (\text{Pop Size})}{e^2 (N-1) + z^2 pq}$$

$$n = \frac{(1.96)^2 * 0.5^2 * (125)}{0.07^2 (125-1) + 1.96^2 * 0.5^2}$$

$$n = \frac{3.84 * 0.25 * (125)}{0.0049 (124) + 3.84 * 0.25}$$

$$n = \frac{120}{1.57}$$

$$N=76$$

Therefore, a sample size of 76 respondents has been selected. From this sample, each stratum or department will equally produce the respondents as per the formula below.

Sample Size= Strata/department population*Sample Size/Total Sample. Table 3.2 presents the sample per stratum.

Table 3.2: Sample Size Distribution

Department	Sample Size	Percentage (%)
Housekeeping	15	19
Kitchen	13	17
Food and Beverage	12	16
Sales and Marketing	5	7
Front Office	9	12
Security	5	7
Finance and Admin	7	9
Engineering and Maintenance	3	4
Part Time	7	9
Total	76	100

3.4. Data Collection Methods

Legitimate findings by the researcher are determined by researcher ability to have appropriate instruments of data collection. As such, the researcher must use the instruments that bring out the most reliable results. According to Smith (2015), data collection method entails the process of gathering and formulating data that is useful to reveal findings that relate to a specific research area. For the purpose of collecting primary data, the researcher has different instruments that can be used such as interviews, questionnaires, focus groups as well as case studies and experiments. However, the researcher used research questionnaires. The choice of these instruments has been as a result of their efficiency in ensuring that objectivity and personal administration is accomplished (Goddard & Melville, 2004). Furthermore, the researcher would use closed questionnaires which are easy to establish a relationship between variables. Further, this choice made it less costly and easy for the researcher to collect data. The prepared questionnaires were issued to the selected sample of 76 respondents of Amber Hotel through the process shown below.

3.5. Research Procedure

Data collection process entails the task of obtaining data from the specifically selected sample in order to investigate the desired characteristics (Sounders et al., 2012). To begin

with, the researcher will prepare close ended questions and issues them for pretest to ensure that the research instruments i.e. the questionnaires are reliable to provide information that can be used to establish and investigate the research problems. Further, the researcher acquired the authority letter from the University research department which was taken to the Amber Hotel management requesting permission to undertake research in the institution. Further, the researcher went ahead to select the research sample based on the research sampling techniques proposed in the study. After a sample was selected, the researcher issued the research questionnaires and explains to the respondents the purpose of the research questionnaires and their rights in the process. The respondents were allocated a maximum of 30 minutes to respond to the questions after which the questionnaires were collected and assorted awaiting data entry and analysis.

Reliability analysis was also conducted. The reason why reliability and validity tests are done is to bring out the extent to which instruments of research are consistent and can be depended on. To test the validity of the research instruments, pretesting can be done. Bajpai (2011) viewed pretest as a study that is conducted in small scale aimed at exploring the areas of improvement that is needed to the instruments of research. In this case, a small study was done to Stanly Hotel Nairobi consisting of the 10% of the sample size as Brown (2006) recommends to see if the research instruments are reliable. The information gathered together with the instructor's reviews was used to refine the research questionnaires to ensure that the desired reliable outcomes are provided.

Finally, Research ethics are essential in any research because they ensure that the research has been conducted using the required moral standards. Some of the ethical issues that a researcher must ensure they don't exist include participant's dubious bargain, deception, revealing identities of the respondents, results in falsification or exploitation of the respondents (Williman & Williman, 2011). The researcher used the guidelines by the Data Protection Act to ensure that the privacy of the respondents is upheld. In addition, the researcher will inform the respondents that there are no financial rewards being given for participation. In addition, free and fair participation was upheld to ensure that the respondents are not deceived or exploited. Finally, the researcher informed the respondents the purpose of the study and also gave them free will to take part in the research.

3.6. Data Analysis

As stated by Smith (2015), data analysis process is the act of gathering, modelling and transforming data with the purpose of highlighting information, conclusions and suggestions that are useful in supporting the research problem. The researcher will use SPSS statistical tool to help in data analysis. To begin with, data will be coded in the statistical tool, rechecked for validity and consistency. Then, the researcher generated descriptive statistics using tables, graphs and figures to show trends, patterns and relationship between the research variables which include the employee's experience and the relationship with the Amber Hotel performance. Further, the researcher analyzed the entered information in the SPSS tool to run correlation analysis to test relationship that exists between different research variables of employee experience and performance at Amber Hotel.

3.7. Chapter Summary

Chapter three provided a review of the research methods to be adopted by the researcher. In this chapter, the research design, target population, sample population and sampling design were presented. In addition, the researcher presented the data collection instruments to be used as well as the data analysis and collection process. Finally, the researcher provided an analysis of how the reliability and validity was tested as well as the research ethics. Having completed chapter three, the next chapter provides data analysis results and interpretations.

CHAPTER 4

4.0. RESULTS AND FINDINGS

4.1. Introduction

In chapter four, the data analysis results and findings relating to the study objectives have been provided. The key objectives of the study were to find out the effect of work experience on effectiveness and efficiency, quality of products and services, employee's job performance and employee turnover at Umber Hotel. The target sample was 76 employees of Amber Hotels. However, out of the 76 questionnaires that were issued, only 64 were adequately filled. This was a response rate of 84% which is excellent to provide reliable and valid findings of the study. Thus, using the sample, the data has been analysed and presented in the form of figures and tables.

4.2. Demographics

4.2.1. Gender

The study findings on the gender of the respondents indicated that there were more female than male at Amber Hotels. The female respondents were 57% compared to the male who was 43%. This is an indication that there were more female employees at Amber hotel than male. However, considering that the research was not gender oriented, the gender representation did not affect the reliability of the study.

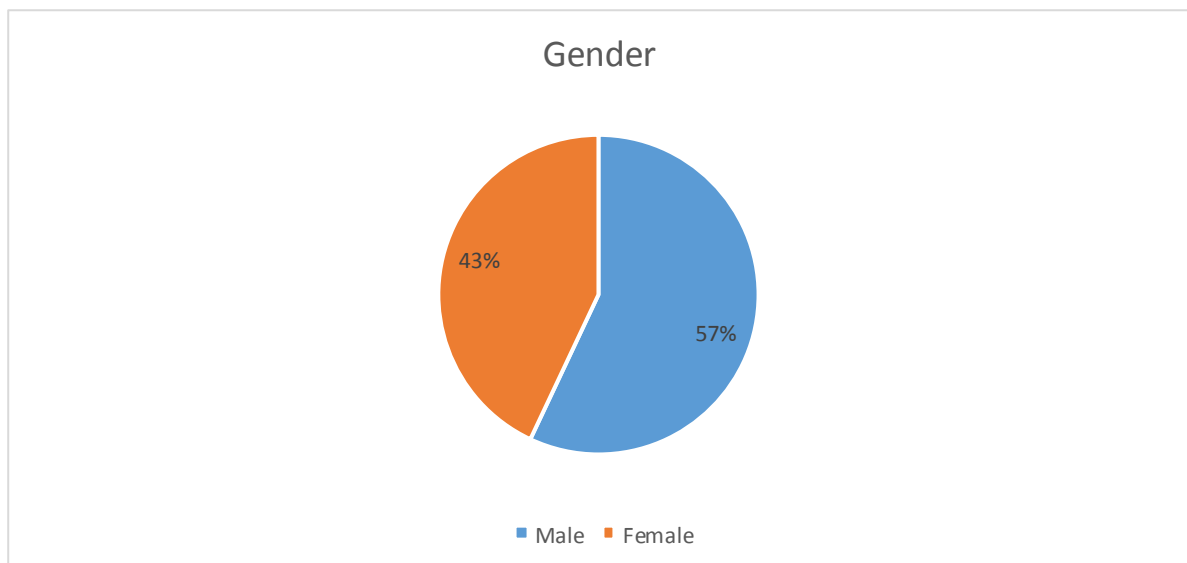


Figure 4.1. Gender of Amber Hotel Respondents

4.2.2. Age of Respondents

The research found out that a majority of the respondents were aged between 25-34 years, these were 58.2% of the sample size, followed by the respondents aged 35-44 years who were 29.7%. The respondents aged below 25 years had a representation of 9.5%, those aged between 45-54 years were 2.7%, but there were no respondents aged above 54 years. Assuming that work experience would be acquired based on age, it is evident that most of the participants have had prior work experience based on the fact that most of them are aged between 25-44 years which total to 87.9%. Thus, the respondent was able to get much information relating to work experience. This implies that the researcher was able to investigate the effect of work experience on organization considering that most employees are experienced.

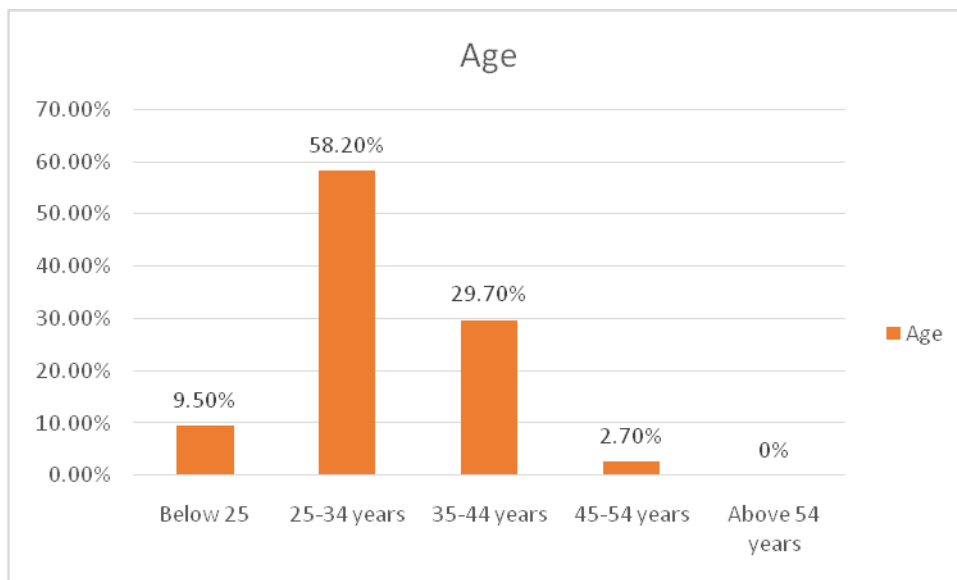


Figure 4.2. Age of Amber Hotel Respondents

4.2.3. Department

The survey found out that the kitchen department had the highest representation of 32.4%, followed by the finance and admin department of 16.2% and engineering and maintenance department of 14.9%. The housekeeping and food and beverage department had a representation of 13.5% and 12.2% respectively. The lowest representation was from the sales and marketing department of 1.4% followed by security at 2.7% and front office with a representation of 6.8%. The variance in representation was as a result of the use of stratified sampling which ensured that respondents were equally represented from each department, the higher the representation from the sample, the higher the population

of employees from each department at Amber Hotels. Thus, there was equal representation in the study.

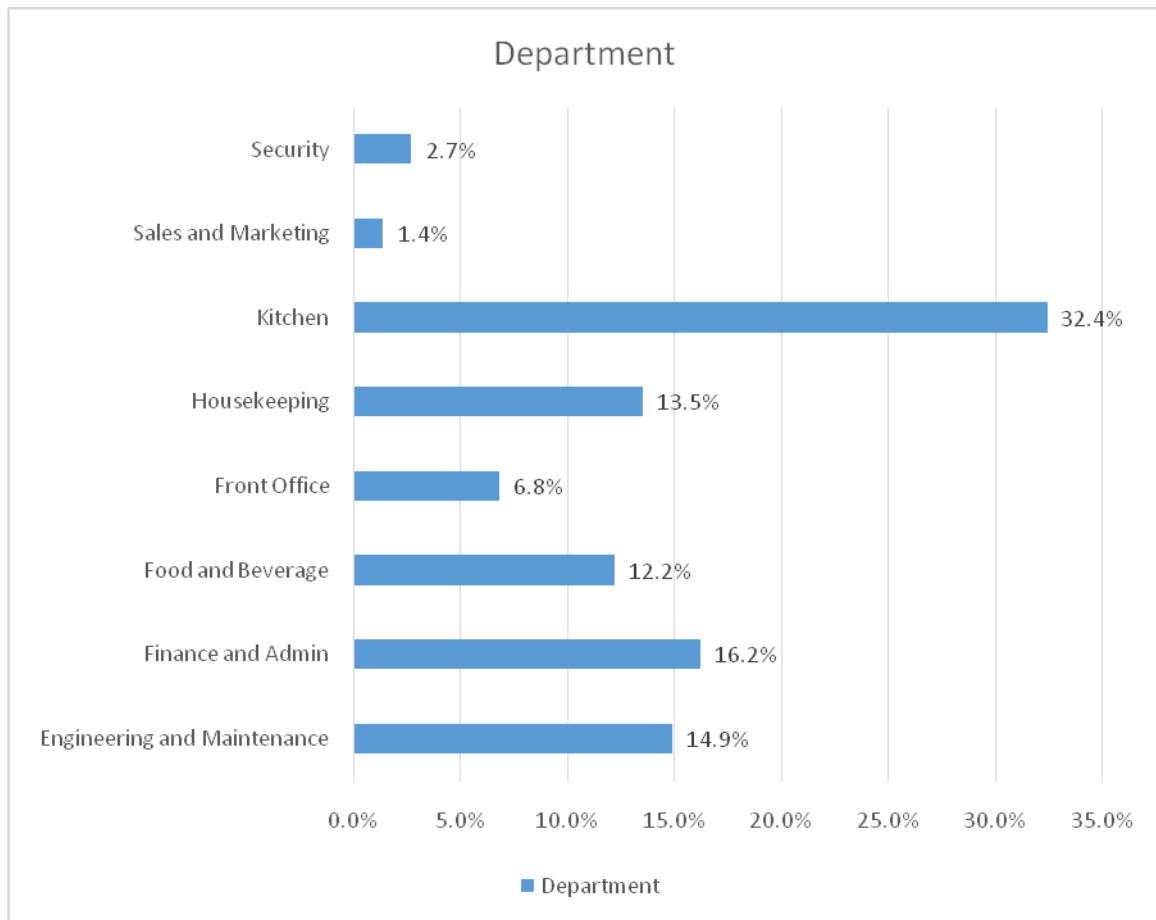


Figure 4.3. Department of Amber Hotel Respondents

4.2.4. Prior Work Experience

The study findings on the work experience of the respondents found out that 37.8% of the respondents had a work experience of 4-6 years, followed by the respondents with work experience of above 6 years who had experience of 29.7%. The respondents with work experience of 1-3 years were represented by 24.2%, while the respondents with work experience between 4-6 years equalled those with work experience below 1 year at 4.1% respectively. Considering that most respondents had work experience of above 4 years, the work experience is adequate to investigate the impacts of work experience on employees.

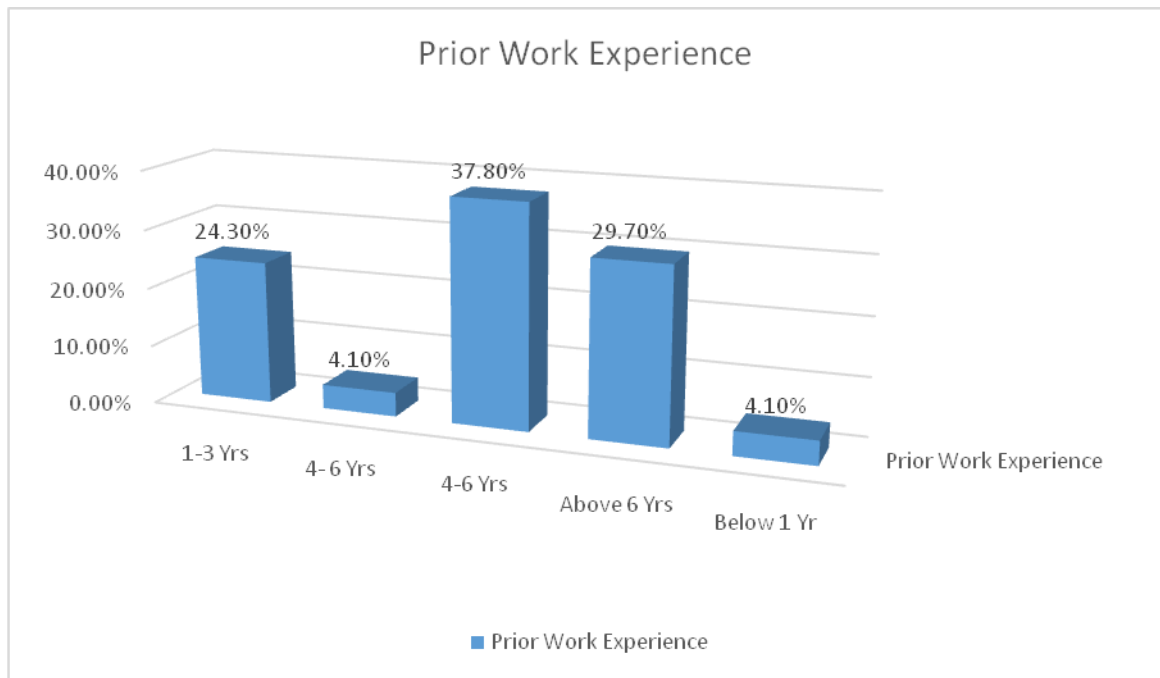


Figure 4.4. Prior Work Experience of Amber Hotel Respondents

4.2.5. Awareness of Elements of Work Experience

The survey evaluated the elements of work experience where the respondents had an option to select more than one element. The findings indicated employee satisfaction is the key element of work experience with a total response of 74% followed by employee value proposition with 36.6% and talent management with 20.3%. However, employee life cycle and time management were also considered as important elements of employee work experience with a response of 5.4% and 4.1%. Thus, from the study, it can be identified that the elements of work experience considered by the Amber Hotel respondents are mainly employee satisfaction, value proposition and talent management. Therefore, from the study it can be agreed that the sum of employee satisfaction, value proposition and talent management is what is taken as the perceptions is what makes up the concept of employee experience.

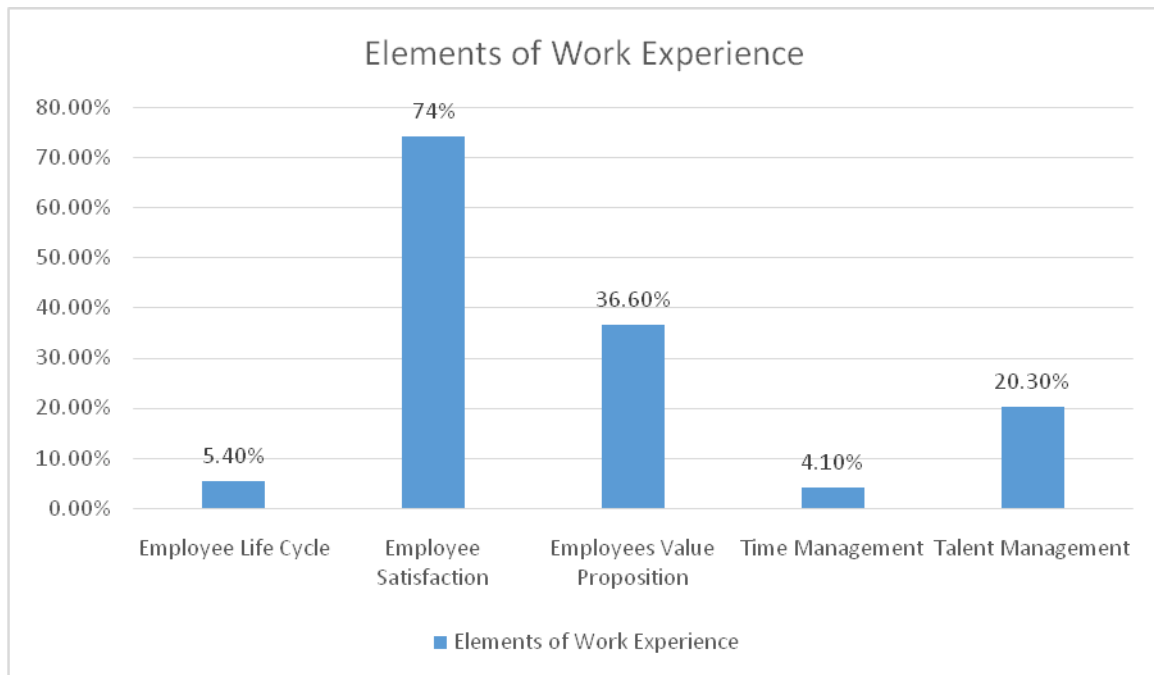


Figure 4.5. Elements of Work Experience

4.3. Effect of Employees' Work Experience on the Effectiveness and Efficiency

4.3.1. Work experience and Effect on Effectiveness and Efficiency

The respondents from Amber hotel were requested to state their levels of agreement or disagreement with the statement investigating the effect of employee’s work experience on the effectiveness and efficiency. From table 4.1, 1 was strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree. The mean above 2.5 from Table 4.1 indicated that the employees had an understanding about the effects of work experience on effectiveness and efficiency while standard deviation below 1.5 indicated consistency in the way the respondents responded to the questions.

The findings from table 4.1 establishing the effect of employee work experience on effectiveness and efficiency found out that 45.9% and 44.6% of the respondents agreed and strongly agreed at a mean of 2.5 and standard deviation of 1.445 that the ability to create organisational wealth relies upon the ability of the organisation to acquire experienced employees who not only ensure efficiency in the processes but also ensure that they are effective in what they do. Further, the survey found out that intellectual capital or knowledge is the critical force that drives the growth of an organisation through

enabling effectiveness in the production and efficiency in the organisational processes as agreed and strongly agreed by 44.6% and 47.3% of the respondents at a mean of 2.03 and standard deviation of 0.965. From the findings, it was agreed that the success of the modern business is driven by the intellectual capital, and the human capital facilitates the organisation in the maintaining and establishment of their competitive advantage. Educated and experienced people in any business are responsible for creating organisational wealth, and mere factors of productions cannot do this fete.

The study also found out that experienced employees are able to improve the efficiency of the processes in the line of activities that they undertake in the organisation as strongly agreed by 43.7% at a mean of 2.61 and standard deviation of 1.432. Finally, the efficiency of the production process was achieved because of having educated and experienced employees in the management and supervisory level as agreed and strongly agreed by 44.6% and 32.4% of the respondents at a mean of 2.39 and standard deviation of 1.343. However, 18.9% of the respondents disagreed that the efficiency of the production process was achieved because of having educated and experienced employees in the management and supervisor level. Therefore it can be said that the study agreed that works experience increases efficiency and effectiveness of the organisation. This is achieved by having on board employees who already have performed similar tasks in other organisations who are able to clearly understand the job requirements, objectives and the challenges associated with the jobs. Considering that the employees have training in different areas, and then they are effective to perform the required tasks. From the investigations, it is evident that work experience influence effectiveness and efficiency of Amber hotel.

Table 4.1. Effect of Work Experience on the Effectiveness and Efficiency

Effect of employees' work experience on the effectiveness and efficiency	1	2	3	4	5	MEAN	STD DEV
	%	%	%	%	%		
The ability to create organisational wealth relies upon the ability of the organisation to acquire experienced employees who not only ensure efficiency in the processes but also ensure that they are effective in what they do.	--	6.8	2.7	44.6	45.9	2.5	1.445
Intellectual capital or knowledge is the critical force that drives the growth of an organisation through enabling effectiveness in the production and efficiency in the organisational processes	--	--	8.1	44.6	47.3	2.03	0.965
Experienced employees are able to improve the efficiency of the processes in the line of activities that they undertake in the organisation	--	2.7	8.1	41.9	43.7	2.61	1.432
The efficiency of the production process was achieved because of having educated and experienced employees in the management and supervisor level	--	4.1	18.9	44.6	32.4	2.39	1.343

4.3.2. Correlation between Work Experience and Effect on Effectiveness and Efficiency

From table 4.2, Pearson correlation analysis results were presented showing the relationship between work experience and its effects on effectiveness and efficiency. The Pearson correlation analysis is significant is the P value ($P < 0.05$). Further, the strength of relationship range from 0-1 were above 0.8 is a very strong correlation, above 0.5 is a

strong correlation, above 0.2 is weak correlation and below 0.2 is a very weak correlation. However, if the Pearson correlation is negative, then there is an inverse correlation between work experience and effect on effectiveness and efficiency.

The correlation analysis from Table 4.2 indicated that there is a significantly weak Pearson correlation of 0.257 at a significant value ($P < 0.05$ at 0.027) between prior work experience and the ability to create organisational wealth relies upon the ability of the organisation to acquire experienced employees who not only ensure efficiency in the processes but also ensure that they are effective in what they do. Thus, this indicates that the work experience ensures efficiency in the organisational processes and effectiveness in the production of products and services. However, there was an insignificant correlation (Pearson Correlation -0.089, $P > 0.05$ at 0.450) between prior work experience and intellectual capital or knowledge is the critical force that drives the growth of an organisation through enabling effectiveness in the production and efficiency in the organisational processes. In addition, there was an insignificant correlation (Pearson Correlation -0.134, $P > 0.05$ at 0.254) between prior work experience and experienced employees are able to improve the efficiency of the processes in the line of activities that they undertake in the organisation. Nonetheless, there was a significant weak Pearson correlation of 0.266 ($P < 0.05$ at 0.023) between prior work experience and the efficiency of the production process was achieved because of having educated and experienced employees in the management and supervisor level. However, the general findings from correlation are evident that work experience has relationship with effectiveness and efficiency of Amber hotel.

Table 4.2. Correlation between Work Experience and Effectiveness and Efficiency

Correlation between work experience and its effect on effectiveness and efficiency	Correlations
The ability to create organisational wealth relies upon the ability of the organisation to acquire experienced employees who not only ensure efficiency in the processes but also ensure that they are effective in what they do.	0.257* 0.027
Intellectual capital or knowledge is the critical force that drives the growth of an organisation through enabling effectiveness in the production and efficiency in the organisational processes	-0.089 0.450
Experienced employees are able to improve the efficiency of the processes in the line of activities that they undertake in the organisation	-0.134 0.254
The efficiency of the production process was achieved because of having educated and experienced employees in the management and supervisor level	0.266* 0.023

4.4. Effect of Employees' Work Experience on the Quality of Products and Services

4.4.1. Work Experience and Effect on Quality of Products and Services

The respondents from Amber hotel were requested to state their levels of agreement or disagreement with the statement investigating the effect of employee's work experience on the quality of products and services. From table 4.3, 1 was strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree. The mean above 2.5 from Table 4.1 indicated that the employees had an understanding about the effects of work experience on the quality of products and services while standard deviation below 1.5 indicated consistency in the way the respondents responded to the questions.

The results from table 4.3 investigating the effect of work experience on quality of products and services indicated that 45.9% and 43.2% of the respondents agreed and strongly agreed that experienced employees are able to adapt fast, motivate workforce and also perform duties under a strict environment produce the customer desired results which are high-quality products and services at Amber hotel. Also, hiring experienced employees helps improve the quality of services and products because they already know

the desired results and ways in which to achieve the desired results as strongly agreed and equally agreed by 44.6% of the respondents while 10.8% of the respondents were neutral.

Finally, 58.1% of the respondents strongly agreed that employees with work experience could use the learnt knowledge and skills in delivering quality services to the customers at Amber hotel. The study findings agreed with the prior research works conducted in the past. For instance, this study indicated reason for this is because the organisation would still want to carry on the good brand reputation to the new country. The reason for the improved quality of products and services is because experienced employees are adapt fast, motivate workforce and also perform duties under a strict environment which requires much effort and produce the customer desired results which are high-quality products and services. From the investigations, it is evident that work experience influence quality of goods and services of Amber hotel.

Table 4.3. Effect of Employees' Work Experience on the Quality of Products and Services

Effect of employees' work experience on the quality of products and services	1	2	3	4	5	MEAN	STD DEV
	%	%	%	%	%		
Experienced employees are able to are adapt fast, motivate workforce and also perform duties under a strict environment produce the customer desired results which are high-quality products and services	--	1.4	9.5	45.9	43.2	2.5	1.436
Hiring experienced employees, helps improve the quality of services and products because they already know the desired results and ways in which to achieve the desired results.	--	--	10.8	44.6	44.6	2.00	0.951
Employees with work experience can use the learnt knowledge and skills in delivering quality services to the customers	--	--	5.4	36.5	58.1	2.22	0.955

4.4.2. Correlation between Work Experience and Its Effect on Quality of Products and Services

From table 4.4, Pearson correlation analysis results were presented showing the relationship between work experience and its effects on quality of products and services. The Pearson correlation analysis is significant is the P value ($P < 0.005$). Further, the strength of relationship range from 0-1 was above 0.8 is a very strong correlation, above 0.5 is a strong correlation, above 0.2 is weak correlation and below 0.2 is a very weak correlation. However, if the Pearson correlation is negative, then there is an inverse correlation between work experience and effect on quality of products and services.

Table 4.4 showing the Pearson correlation analysis indicated the weak significant relationship of 0.353 ($P < 0.05$ at 0.002) between prior work experience and hiring experienced employees, helps improve the quality of services and products because they already know the desired results and ways in which to achieve the desired results at Amber hotel. However, the there insignificant relationship between prior work experience and experienced employees are able to are adapt fast, motivate workforce and also perform duties under a strict environment produce the customer desired results which are high-quality products and services (Pearson Correlation -0.144, $P > 0.05$ at 0.220). Also, there was insignificant Pearson correlation of -0.057 ($P > 0.05$ at 0.628) between prior work experience and employees with work experience can use the learnt knowledge and skills in delivering quality services to the customers.

Therefore, based on these findings, the stud would disagrees that work experience can help produce desired quality of goods. This is because every organisation uses a different set of structures which employees are required to learn. The author instead states that the quicker learning process of employees either experienced or inexperienced is what makes them more competitive in delivering services and products or not prior work experience gained. However, studies such as IBM (2014) refuted the findings indicating that the employees with longer work experience were able to adapt fast to new processes and structures than those who have no prior work experience.

Table 4.4. Correlation between Work Experience and Quality of Products and Services

Correlation between work experience and its effect on quality of products and services	Correlations
Experienced employees are able to adapt fast, motivate workforce and also perform duties under a strict environment produce the customer desired results which are high-quality products and services	-0.144 0.220
Hiring experienced employees helps improve the quality of services and products because they already know the desired results and ways in which to achieve the desired results.	0.353* 0.002
Employees with work experience can use the learnt knowledge and skills in delivering quality services to the customers	-0.057 0.628

4.5. Effect of Employees' Work Experience on Employee's Job Performance

4.5.1. Work experience and Effect on job performance

The respondents from Amber hotel were requested to state their extent of agreement with the statement investigating the effect of employee's work experience on employee's job performance. From table 4.5, 1 was no extent, 2 little extents, 3 moderate extents, 4 great extent and 5 very great extent. The mean above 2.5 from Table 4.1 indicated that the employees had understanding about the effects of work experience on employee's job performance while standard deviation below 1.5 indicated consistency in the way the respondents responded to the questions.

The findings from table 4.5 on the effect of work experience on job performance at Amber Hotel showed that there is a great extent which employees' work experience helps employees under stressful conditions to direct their attention to well-learned and familiar tasks at Amber hotel as noted by 44.6% of the respondents while 32.4% indicated moderate extent at a mean of 2.31 and standard deviation of 1.249. Further, there was a great extent as shown by 66.2% of the respondents at a mean of 1.69 and standard deviation of 1.072 at which relatedness and amount of work experience possessed by the employees show the congruence at the present work. From these findings it is agreed that that the skills and knowledge gained from the previous work experience improve their

current productivity, the beliefs of self-efficacy, and the response time when faced with work challenges, which lead to the overall improvement of the job performance of such an employee. The findings also show that employees under conditions that are stressful tend to direct their attention to well-learned and familiar tasks, which arouses the employees' capacity allowing them to deal with the stressful job situation.

In addition, there was a very great extent as noted by 37.8% of the respondents at a mean of 2.01 and standard deviation of 0.868 which experienced employees have internalised values, beliefs as well as job expectations that are unique in their job occupations and results in effective socialisation at Amber hotel. Finally, there was a great extent which employees work experience allows employees to efficiently perform their tasks without repeats or errors as noted by 50% of the respondents at a mean of 3.03 and standard deviation of 2.233. From these findings, it can be noted that the ability of the employee to adapt depends on their willingness to adjust their behaviours on the basis of the change in the environment which enhance job performance. Indeed, in an academic setting, specific personality traits that an individual holds have a significant interactive effect on the relationship between the work experience and the academic performance. This research found out that there is a very strong relationship between work experience and employee performance but the effectiveness lies in the strong relationship that also exists between personal characteristics and adaptability. Thus, from the investigations, it is evident that work experience influence job performance at Amber hotel.

Table 4.5. Effect of Work Experience on Job Performance

Effect of employees' work experience on the employee's job performance	1	2	3	4	5	MEAN	STD DEV
	%	%	%	%	%		
What is the extent which employees' work experience helps employees under stressful conditions to direct their attention to well-learned and familiar tasks?	--	1.4	32.4	44.6	21.6	2.31	1.249
What is the extent which relatedness and amount of work experience possessed by the employees show the congruence at the present work?	--	9.5	13.5	66.2	10.8	1.69	1.072
What is the extent which experienced employees have internalised values, beliefs as well as job expectations that are unique in their job occupations and results in effective socialisation?	--	--	25.7	36.5	37.8	2.01	0.868
What is the extent which employees work experience allows employees to efficiently perform their tasks without repeats or errors	8.2	1.4	12.2	50.0	28.4	3.03	2.233

4.5.2. Correlation between Work Experience and Its Effect on Employee's Job Performance

From table 4.6, Pearson correlation analysis results were presented showing the relationship between work experience and its effects on employee's job performance. The Pearson correlation analysis is significant is the P value ($P < 0.005$). Further, the strength of relationship range from 0-1 where above 0.8 is a very strong correlation, above 0.5 is a strong correlation, above 0.2 is weak correlation and below 0.2 is a very weak correlation. However, if the Pearson correlation is negative, then there is an inverse correlation between work experience and effect on employee's job performance.

Table 4.6 presenting the correlation between work experience and quality of products and services showed mixed results. For instance, there was a significantly weak relationship between work experience and the extent which experienced employees have internalised values, beliefs as well as job expectations that are unique in their job occupations and results in effective socialisation at Amber hotel as shown by Pearson correlation of 0.203 ($P < 0.05$ at 0.008). A very weak relationship between work experience and extent which employees work experience allows employees to efficiently perform their tasks without repeats or errors was also shown by Pearson correlation of 0.101 ($P < 0.05$ at 0.039).

On the other hand, there was an insignificant correlation between work experience and the extent which employees' work experience helps employees under stressful conditions to direct their attention to well-learned and familiar tasks at Amber hotel as reflected by Pearson correlation of -0.066 ($P > 0.05$ at 0.578). Again, there was also an insignificant correlation between work experience, and the extent which employees work experience allows employees to efficiently perform their tasks without repeats or errors at a Pearson correlation of -0.084 ($P > 0.05$ at 0.0478). This finding therefore implies that non-significant long-term relationship existing between previous work experience and job performance. According to the findings, employee intrinsic motivation is created through autonomous job situation, and thus, considering that the jobs of the call centre executives especially in the hospitality industry and the jobs of people in the hospitality industry, in general, are closely monitored, there is a dissatisfaction that is caused by the autonomy-seeking experienced employees.

Table 4.6. Correlation between Work Experience and Job Performance

Correlation between work experience and its effect on employee's job performance	Correlations
What is the extent which employees' work experience helps employees under stressful conditions to direct their attention to well-learned and familiar tasks?	-0.066* 0.578
What is the extent which relatedness and amount of work experience possessed by the employees show the congruence at the present work?	-0.084 0.478
What is the extent which experienced employees have internalised values, beliefs as well as job expectations that are unique in their job occupations and results in effective socialisation?	0.203* 0.008
What is the extent which employees work experience allows employees to efficiently perform their tasks without repeats or errors?	0.101* 0.039

4.6. Effect of employees' work experience on employees' turnover

4.6.1. Work experience and Effect on Employees' Turnover

The respondents from Amber hotel were requested to state their levels of agreement or disagreement with the statement investigating the effect of employee's work experience on employee's turnover. From table 4.7, 1 was strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree. The mean above 2.5 from Table 4.1 indicated that the employees had an understanding about the effects of work experience on employee's turnover while standard deviation below 1.5 indicated consistency in the way the respondents responded to the questions.

The findings on the effect of work experience on employee turnover were presented in table 4.7. The findings indicated that 37.8% and 27% of the respondents at Amber Hotel agreed and strongly agreed respectively that the decision to stay or withdraw from the organisation is determined by the employee perceived ability to perform the assigned tasks. The mean was 2.46 and standard deviation of 1.252. Evidently, 41.9% of the respondents were neutral that experience is what employee perceives, and it is this perception that creates the desire to perform the tasks or withdraw from the tasks thus leaving the organisation while 32.4% of the respondents agreed (Mean of 2.34 and standard deviation of 1.063). From these findings, it was implied that there is more connection between the employees who have prior work experience with the employer and there is a high trust level than employees who have no prior work experience in a specific field they work in. Thus, such employees feel valued by the organisation which makes them have the desire to stay longer in the organisation, unlike the employees who feel like they have a low level of organisational support who are less likely to stay in the organisation.

However, 70.1% of the respondents disagreed that employees with lower levels of experience have the perception that they cannot be able to perform challenging tasks and thus would leave the organisation to look for satisfactory alternatives at Amber Hotel. The mean was 2.32 with a standard deviation of 0.829. Further, 36.5% of the respondents were neutral that employee experience is the one that creates job satisfaction and dissatisfaction, and relates directly to the desire of the employee to leave in the organisation, while 28.4% disagreed while 25.7% agreed. The mean was 2.36 while the

standard deviation was 1.105. Finally, 32.4% of the respondents disagreed that employees with higher levels of experience had higher intention to stay in the organisation because they were satisfied with the current job they are doing at Amber Hotels. The standard deviation was 1.087 and a mean of 2.32. Thus, these findings disagreed with other studies that employee perception that they can be able to handle the task at hand in the required standards increase job satisfaction and decrease turnover. For example, within a work environment that allows participation in decision making, employees who have more work experience participates more in giving new ideas which increase their new ideas, this provides a high motivational level because sense of pride is created to such employees influencing their turnover rate negatively i.e. increasing their intention to stay in the organisation. Thus, it was evident that work experience influence employees' turnover at Amber hotel.

Table 4.7. Effect of Work Experience on Employees' Turnover

Effect of employees' work experience on employees' turnover	1	2	3	4	5	MEAN	STD DEV
	%	%	%	%	%		
The decision to stay or withdraw from the organisation is determined by the employee perceived ability to perform the assigned tasks	--	5.4	29.7	37.8	27.0	2.46	1.252
Experience is what employee perceives, and it is this perception that creates the desire to perform the tasks or withdraw from the tasks thus leaving the organisation.	--	13.5	41.9	32.4	12.2	2.34	1.063
Employees with lower levels of experience have the perception that they cannot be able to perform challenging tasks and thus would leave the organisation to look for satisfactory alternatives	4.1	70.1	14.9	5.4	4.1	2.32	0.829
Employee experience is the one that creates job satisfaction and dissatisfaction and relates directly to the desire of the employee to leave in the organisation	6.8	28.4	36.5	25.7	6.8	2.36	1.105
Employees with higher levels of experience had higher intention to stay in the organisation because they were satisfied with the current job they are doing.	5.4	32.4	31.1	25.7	5.4	2.32	1.087

4.6.2. Correlation between Work Experience and Its Effect on Employees' Turnover

From table 4.8, Pearson correlation analysis results were presented showing the relationship between work experience and its effects on employees' turnover. The Pearson correlation analysis is significant is the P value ($P < 0.005$). Further, the strength of relationship range from 0-1 where above 0.8 is a very strong correlation, above 0.5 is a strong correlation, above 0.2 is weak correlation and below 0.2 is a very weak correlation. However, if the Pearson correlation is negative, then there is an inverse correlation between work experience and effect on employees' turnover.

Table 4.8 showing correlation between work experience and effects on employee's turnover showed varying results. The correlation showed the very weak relationship between work experience and the employee's decision to stay or withdraw from the organisation is determined by the employees perceived the ability to perform the assigned task at Amber Hotel of 0.056 ($P < 0.05$ at 0.045). Further, there was a weak relationship of 0.114 ($P < 0.05$ at 0.033) between work experience, and experience is what employee perceives, and it is this perception that creates the desire to perform the tasks or withdraw from the tasks thus leaving the organisation. There was also a very weak relationship between work experience and employees with lower levels of experience have the perception that they cannot be able to perform challenging tasks and thus would leave the organisation to look for satisfactory alternatives. These correlation analysis findings are an indication that there is more connection between the employees who have prior work experience with the employer and there is a high trust level than employees who have no prior work experience in a specific field they work in.

However, the Pearson Correlation analysis showed an insignificant relationship of -0.088 ($P > 0.05$ at 0.458) between work experience, and employee experience is the one that creates job satisfaction and dissatisfaction and relates directly to the desire of the employee to leave in the organisation. Finally, there was also an insignificant relationship of -0.036 ($P > 0.05$ at 0.761) between work experience and employees with higher levels of experience had higher intention to stay in the organisation because they were satisfied with the current job they are doing.

Table 4.8. Correlation between Work Experience and Employees' Turnover

Correlation between work experience and its effect on employees' turnover	Correlations
The decision to stay or withdraw from the organisation is determined by the employee perceived ability to perform the assigned tasks	0.056* 0.045
Experience is what employee perceives, and it is this perception that creates the desire to perform the tasks or withdraw from the tasks thus leaving the organisation.	0.114* 0.033
Employees with lower levels of experience have the perception that they cannot be able to perform challenging tasks and thus would leave the organisation to look for satisfactory alternatives	0.047* 0.690
Employee experience is the one that creates job satisfaction and dissatisfaction and relates directly to the desire of the employee to leave in the organisation	-0.88 0.458
Employees with higher levels of experience had higher intention to stay in the organisation because they were satisfied with the current job they are doing.	-0.036 0.761

4.7. Chapter Summary

Chapter four presented an interpretation of the findings from the data analysis. From the chapter, it was evident that there existed a weak relationship between work experience and efficiency and effectiveness, quality of product and services, job performance as well as employees turnover. In addition, the findings from the study demonstrated the relationship between the present study and prior study where there was the effect of work experience on efficiency and effectiveness, quality of product and services, job performance as well as employees turnover. Chapter 5 provides discussions and conclusions based on the study findings.

CHAPTER FIVE

5.0. DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

Chapter five concludes the study by offering the summary of the findings, the study discussions based on the literature review and chapter 4 findings, conclusions and recommendations. After the study recommendations, areas of further studies have also been recommended.

5.2. Summary

The aim of the study was to investigate the effect of prior work experience on employees at Amber Hotel. The research questions that guided the study are; what is the effect of employee work experience on efficiency and effectiveness? What is the effect of employee work experience on quality of products and services? What is the effect of employee work experience on job performance? And what is the effect of employee work experience on employee's turnover?

The research design adopted in the study was descriptive design. Further, the study population were 125 Amber Hotel employees from different departments who were selected using stratified sampling design. The final sample selected using this design were 76 employees who were to take part in the study. However, only 64 out of 76 questions were fully filled valid. The questions were prepared using questionnaire data collection techniques. Further, the fully filled information was gathered and analyzed using the SPSS statistical tools. The findings from the study were further presented in the form of frequency tables and figures using percentages, mean, standard deviation and correlation analysis.

The study investigated the effect of employee work experience on effectiveness and efficiency concluded that there is an effect. For instance, the employee work experience was found to enhance the ability to create organisational which relies upon the ability of the organisation to acquire experienced employees who not only ensure efficiency in the processes but also ensure that they are effective in what they do at Amber Hotel. In addition, intellectual capital or knowledge acquired through work experience is the

critical force that drives the growth of an organisation through enabling effectiveness in the production and efficiency in the organisational processes. Also, the study concluded that experienced employees are able to improve the efficiency of the processes in the line of activities that they undertake in the organisation and efficiency of the production process was achieved because of having educated and experienced employees in the management and supervisory level as a result of employee's work experience.

The study also investigated the effect of work experience on quality of products and services. The study established that there is the effect of work experience on quality of products and services. Further, hiring experienced employees helps improve the quality of services and products because they already know the desired results and ways in which to achieve the desired results which uses the learnt knowledge and skills in delivering quality services to the customers. In enhancing the quality of products and services as a result of work experience, Amber hotels management should help employees in realizing their skills learnt so that they can use them in the production process in the organisation. This is important because employee using the prior work experience feel it simple to perform the current tasks assigned without any problems, but they would also require being encouraged to use the prior experience in the present tasks.

In addition, the study investigated the effect of work experience on job performance. From the study, it can be concluded that there exist effect of work experience on job performance to a great extent. Also, there was a great extent which experienced employees have internalised values, beliefs as well as job expectations and allows employees to efficiently perform their tasks without repeats or errors. Amber hotels management should coach its employees the importance of using work experience in performing their tasks. This was important because employee using the prior work experience feel it simple to perform the current tasks assigned without any problems, creating not only job satisfaction but also enhanced performance.

5.3. Discussion

5.3.1. Effect of Work Experience on Effectiveness and Efficiency

establishing the effect of employee work experience on effectiveness and efficiency found out that 45.9% and 44.6% of the respondents agreed and strongly agreed at a mean of 2.5 and standard deviation of 1.445 that the ability to create organizational wealth

relies upon the ability of the organisation to acquire experienced employees who not only ensure efficiency in the processes but also ensure that they are effective in what they do. Further, the survey found out that intellectual capital or knowledge is the critical force that drives the growth of an organisation through enabling effectiveness in the production and efficiency in the organisational processes as agreed and strongly agreed by 44.6% and 47.3% of the respondents at a mean of 2.03 and standard deviation of 0.965. The findings from the study agreed with the research by Pinder (2014) who noted that the success of the modern business is driven by the intellectual capital, and the human capital facilitates the organisation in the maintaining and establishment of their competitive advantage. Educated and experienced people in any business are responsible for creating organisational wealth, and mere factors of productions cannot do this fete.

The study also found out that experienced employees are able to improve the efficiency of the processes in the line of activities that they undertake in the organisation as strongly agreed by 43.7% at a mean of 2.61 and standard deviation of 1.432. Finally, the efficiency of the production process was achieved because of having educated and experienced employees in the management and supervisory level as agreed and strongly agreed by 44.6% and 32.4% of the respondents at a mean of 2.39 and standard deviation of 1.343. However, 18.9% of the respondents disagreed that the efficiency of the production process was achieved because of having educated and experienced employees in the management and supervisor level. Nonetheless, the study by World Bank Group (2012) was in agreement that works experience increases efficiency and effectiveness of the organisation. This according to Morgan (2015) is achieved by having on board employees who already have performed similar tasks in other organisations who are able to clearly understand the job requirements, objectives and the challenges associated with the jobs. Considering that the employees have training in different areas, then they are effective to perform the required tasks.

Finally, the study found out that there is a significantly weak Pearson correlation of between prior work experience and the ability to create organisational wealth relies upon the ability of the organisation to acquire experienced employees who not only ensure efficiency in the processes but also ensure that they are effective in what they do. Thus, this indicates that the work experience ensures efficiency in the organisational processes and effectiveness in the production of products and services. However, there was an

insignificant Pearson Correlation between prior work experience and intellectual capital or knowledge is the critical force that drives the growth of an organisation through enabling effectiveness in the production and efficiency in the organisational processes. In addition, there was an insignificant Pearson Correlation between prior work experience and experienced employees are able to improve the efficiency of the processes in the line of activities that they undertake in the organisation.

Nonetheless, there was a significant weak Pearson correlation between prior work experience and the efficiency of the production process was achieved because of having educated and experienced employees in the management and supervisor level. However, the general findings from correlation are evident that work experience has relationship with effectiveness and efficiency of Amber hotel.

5.3.2. Effect of Work Experience on the quality of products and services

The study investigating the effect of work experience on quality of products and services indicated that 45.9% and 43.2% of the respondents agreed and strongly agreed that experienced employees are able to adapt fast, motivate workforce and also perform duties under a strict environment produce the customer desired results which are high-quality products and services at Amber hotel. Also, hiring experienced employees helps improve the quality of services and products because they already know the desired results and ways in which to achieve the desired results as strongly agreed and equally agreed by 44.6% of the respondents while 10.8% of the respondents were neutral.

In addition, 58.1% of the respondents strongly agreed that employees with work experience could use the learnt knowledge and skills in delivering quality services to the customers at Amber hotel. The study findings agreed with the prior research works conducted in the past. For instance, this study agreed with the study by Deloitte (2016) on the driver of quality goods and services in the manufacturing industries of European countries, where it was established that organisations willing to maintain and increase the customer intend to purchase the products of the organisation hire experienced expatriate managers when they establish a new branch in other countries. The reason for this is because the organisation would still want to carry on the good brand reputation to the new country. The reason for the improved quality of products and services is because experienced employees are adapt fast, motivate workforce and also perform duties under

a strict environment which requires much effort and produce the customer desired results which are high-quality products and services.

Finally, Pearson correlation analysis indicated the weak significant relationship of between prior work experience and hiring experienced employees, helps improve the quality of services and products because they already know the desired results and ways in which to achieve the desired results at Amber hotel. However, the insignificant relationship between prior work experience and experienced employees are able to are adapt fast, motivate workforce and also perform duties under a strict environment produce the customer desired results which are high-quality products and services. In addition, there was insignificant Pearson correlation between prior work experience and employees with work experience can use the learnt knowledge and skills in delivering quality services to the customers.

These findings showing insignificant relationship agreed with the study by Kotur and Anbazhagan (2015) who disagrees that work experience could help produce desired quality of goods. This is because every organisation uses a different set of structures which employees are required to learn. The author instead states that the quicker learning process of employees either experienced or inexperienced is what makes them more competitive in delivering services and products or not prior work experience gained. However, IBM (2014) refutes the findings indicating that the employees with longer work experience were able to adapt fast to new processes and structures than those who have no prior work experience.

5.3.3. Effect of Work Experience on Job Performance

The study on the effect of work experience on job performance at Amber Hotel showed that there is a great extent which employees' work experience helps employees under stressful conditions to direct their attention to well-learned and familiar tasks at Amber hotel as noted by 44.6% of the respondents while 32.4% indicated moderate extent at a mean of 2.31 and standard deviation of 1.249. Further, there was a great extent as shown by 66.2% of the respondents at a mean of 1.69 and standard deviation of 1.072 at which relatedness and amount of work experience possessed by the employees show the congruence at the present work. These findings agreed with the study by Ahmadi et al. (2012) who noted that the skills and knowledge gained from the previous work

experience improve their current productivity, the beliefs of self-efficacy, and the response time when faced with work challenges, which lead to the overall improvement of the job performance of such an employee.

In addition, there was a very great extent as noted by 37.8% of the respondents at a mean of 2.01 and standard deviation of 0.868 which experienced employees have internalised values, beliefs as well as job expectations that are unique in their job occupations and results in effective socialisation at Amber hotel. Finally, there was a great extent which employees work experience allows employees to efficiently perform their tasks without repeats or errors as noted by 50% of the respondents at a mean of 3.03 and standard deviation of 2.233. Indeed, Uppal and Mishra (2013) found out that in an academic setting, specific personality traits that an individual holds have a significant interactive effect on the relationship between the work experience and the academic performance. This research found out that there is a very strong relationship between work experience and employee performance but the effectiveness lies in the strong relationship that also exists between personal characteristics and adaptability (Uppal& Mishra, 2013).

Finally, there was a significantly weak relationship between work experience and the extent which experienced employees have internalised values, beliefs as well as job expectations that are unique in their job occupations and results in effective socialisation at Amber hotel. A very weak relationship between work experience and extent which employees work experience allows employees to efficiently perform their tasks without repeats or errors was also shown by Pearson correlation.

On the other hand, there was an insignificant correlation between work experience and the extent which employees' work experience helps employees under stressful conditions to direct their attention to well-learned and familiar tasks at Amber hotel. Again, there was also an insignificant correlation between work experience, and the extent which employees work experience allows employees to efficiently perform their tasks without repeats or errors. These findings agreed with a similar study conducted in Ghana Hospitality Industry by Hsiung and Wang (2012) who observed non-significant long-term relationship existing between previous work experience and job performance. According to the author, employee intrinsic motivation is created through autonomous job situation, and thus, considering that the jobs of the call centre executives especially in the

hospitality industry and the jobs of people in the hospitality industry, in general, are closely monitored, there is a dissatisfaction that is caused by the autonomy-seeking experienced employees.

5.3.4. Effect of Work Experience on Employee's Turnover

Findings on the effect of work experience on employee turnover indicated that 37.8% and 27% of the respondents at Amber Hotel agreed and strongly agreed respectively that the decision to stay or withdraw from the organisation is determined by the employee perceived ability to perform the assigned tasks. The mean was 2.46 and standard deviation of 1.252. Evidently, 41.9% of the respondents were neutral that experience is what employee perceives, and it is this perception that creates the desire to perform the tasks or withdraw from the tasks thus leaving the organisation while 32.4% of the respondents agreed (Mean of 2.34 and standard deviation of 1.063). The findings agreed with Alfes et al. (2013) that there is more connection between the employees who have prior work experience with the employer and there is a high trust level than employees who have no prior work experience in a specific field they work in. Thus, such employees feel valued by the organisation which makes them have the desire to stay longer in the organisation, unlike the employees who feel like they have a low level of organisational support who are less likely to stay in the organisation.

However, 70.1% of the respondents disagreed that employees with lower levels of experience have the perception that they cannot be able to perform challenging tasks and thus would leave the organisation to look for satisfactory alternatives at Amber Hotel. The mean was 2.32 with a standard deviation of 0.829. Further, 36.5% of the respondents were neutral that employee experience is the one that creates job satisfaction and dissatisfaction, and relates directly to the desire of the employee to leave in the organisation, while 28.4% disagreed while 25.7% agreed. The mean was 2.36 while the standard deviation was 1.105. Finally, 32.4% of the respondents disagreed that employees with higher levels of experience had higher intention to stay in the organisation because they were satisfied with the current job they are doing at Amber Hotels. The standard deviation was 1.087 and a mean of 2.32. Thus, these findings disagreed with the findings by Rieche (2015) who noted that being that employee perception that they can be able to handle the task at hand in the required standards increase job satisfaction and decrease

turnover. For example, within a work environment that allows participation in decision making, employees who have more work experience participates more in giving new ideas which increase their new ideas, this provides a high motivational levels because sense of pride is created to such employees influencing their turnover rate negatively i.e. increasing their intention to stay in the organisation.

Finally, the correlation showed a very weak relationship between work experience and the employee's decision to stay or withdraw from the organisation is determined by the employee's perceived ability to perform the assigned task at Amber Hotel. Further, there was a weak relationship between work experience, and experience is what employee perceives, and it is this perception that creates the desire to perform the tasks or withdraw from the tasks thus leaving the organisation. There was also very weak relationship between work experience and employees with lower levels of experience have the perception that they cannot be able to perform challenging tasks and thus would leave the organisation to look for satisfactory alternatives.

These correlation analysis findings agree with the study by Alfes et al. (2013) found out that there is more correlation between the employees with prior work experience with the employer and there is a high trust level than employees with no prior work experience in a specific field they work in. However, the Pearson Correlation analysis showed an insignificant relationship between work experience, and employee experience is the one that creates job satisfaction and dissatisfaction and relates directly to the desire of the employee to leave in the organisation. Finally, there was also an insignificant relationship between work experience and employees with higher levels of experience had higher intention to stay in the organisation because they were satisfied with the current job they are doing.

5.4. Conclusion

5.4.1. Effect of Work Experience on Effectiveness and Efficiency

From the study, it can be concluded that there is the effect of employee work experience on efficiency and effectiveness. The employee work experience was found to enhance the ability to create organisational which relies upon the ability of the organisation to acquire experienced employees who not only ensure efficiency in the processes but also ensure

that they are effective in what they do at Amber Hotel. Intellectual capital or knowledge acquired through work experience is the critical force that drives the growth of an organisation through enabling effectiveness in the production and efficiency in the organisational processes. Also, employees are able to improve the efficiency of the processes in the line of activities that they undertake in the organisation and efficiency of the production process was achieved because of having educated and experienced employees in the management and supervisory level as a result of employee's work experience.

5.4.2. Effect of Work Experience on the quality of products and services

The study also concluded that there is the effect of work experience on quality of products and services. The employee work experience helps the employees adapt fast, motivate workforce and also perform duties under a strict environment produce the customer desired results which are high-quality products and services at Amber Hotel. Further, hiring experienced employees helps improve the quality of services and products because they already know the desired results and ways in which to achieve the desired results which uses the learnt knowledge and skills in delivering quality services to the customers.

5.4.3. Effect of Work Experience on Job Performance

From the study, it can be concluded that there exist effect of work experience on job performance to a great extent. There is a great extent at which work experience helps employees under stressful conditions to direct their attention to well-learned and familiar tasks and helps employees show the congruence at the present work at Amber Hotel. Also, there is a great extent which experienced employees have internalised values, beliefs as well as job expectations and allows employees to efficiently perform their tasks without repeats or errors.

5.4.4. Effect of Work Experience on Employee's Turnover

Finally, it was concluded by the study that employees work experience has an effect on employee turnover to some extent where employees had mixed reactions to the study questions relating to employees work experience. For instance, it was concluded that decision to stay or withdraw from the organisation is determined by the employee

perceived ability to perform the assigned tasks, this is dependent on experience. However, it disagreed that Employees with lower levels of experience have the perception that they cannot be able to perform challenging tasks and thus would leave the organisation to look for satisfactory alternatives and employee experience is the one that creates job satisfaction or dissatisfaction.

5.5. Recommendations

5.5.1. Recommendations for Improvement

Having concluded the chapter, it is evident that employee work experience has an effect on a number of aspects of employees at Amber Hotels. The study found out that the prior work experience of employees influences job performance, quality of goods and services and also enhance organisational efficiency. Therefore, the study provides a number of recommendations for Amber Hotels Management.

5.5.1.1. Effectiveness and Efficiency

It is recommended that the management at Amber Hotel hire more experienced employees. Such employees are important in the organisation as they are motivated and are familiar with the tasks assigned. This is important especially when they are faced in hard situations because they are able to reference what they had done before. As such, it would be advised that amber hotels hire experienced employees. This would ensure that the efficiency and effectiveness of the organisation is enhanced.

5.5.1.2. The quality of products and services

Amber hotels management should help employees in realizing their skills learnt so that they can use them in the production process in the organisation. This is important because employee using the prior work experience feel it simple to perform the current tasks assigned without any problems, but they would also require to be encouraged to use the prior experience in the present tasks.

5.5.1.3. Job Performance

Amber hotels management should coach its employees the importance of using work experience in performing their tasks. This is important because employee using the prior

work experience feel it simple to perform the current tasks assigned without any problems, creating not only job satisfaction but also enhanced performance.

5.5.1.4. Employee's Turnover

It was established by the study that most employees did not feel that work experience reduced employees' turnover. However, previous studies conducted identified that work experience enhances employees' intention to stay. Therefore, Amber hotel management should identify the areas of employees' dissatisfaction which would make them leave the organisation even with the high experience that they have. As such, this would make these experienced employees continue staying in the organisation.

5.5.2. Recommendations for Future Studies

Future researchers can conduct a study on the effect of employee work experience on organisational performance. This would help identify the financial performance of the organisation as a result of efficiency, job performance and quality of goods and services as a result of work experience. Further, considering the importance of quality on creating customer satisfaction, future research would consider looking at how employees are encouraged to use their prior work experience in enhancing the quality of products and services.

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APPENDICES

Appendix 1: Research Questionnaire

This questionnaire has been presented to investigate the effect of employee work experience. I hereby request your participation in responding to the research question relating to the relationship between employee's work experience and your performance at the Amber Hotel. Your participation is free, autonomous and your response will be held confidential. Additionally, you are free to withdraw from the survey process. However, your full participation will highly be appreciated. Thank you as you take part in this research process.

Section A: Background information

1. Kindly indicate your gender

Male ()

Female ()

2. Please indicate your Age

Below 25 Years ()

25-34 Years ()

35-44 Years ()

45-54 Years ()

55 and Above ()

3. Kindly indicate the department you work for

Housekeeping ()

Kitchen ()

Food and Beverage ()

Sales and Marketing ()

Front Office ()

Security ()

Finance and Admin ()

Engineering and Maintenance ()

4. Do you have prior work experience in your relevant field

Yes ()

No ()

5. What is your work experience

Below 1 Year ()

1-3 Years ()

4-6 Years ()

Above 6 Years ()

6. Kindly select the elements you think in your opinion entails employee work experience (You can tick more than element.

Employee Life Cycle ()

Employees' Value Proposition ()

Talent Management ()

Employee Satisfaction ()

Section B: Effect of employees' work experience on the effectiveness and efficiency

7. Kindly select the option that best suits your opinion on the level of agreement or disagreement with the statement on the effects of employee work experience on organisational effectiveness and efficiency.

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The ability to create organisational wealth relies upon the ability of the organisation to acquire experienced employees who not only ensure efficiency in the processes but also ensure that they are effective in what they do.					
intellectual capital or knowledge is the critical force that drives the growth of an organisation through enabling effectiveness in the production and efficiency in the organisational processes					
Experienced employees are able to improve the efficiency of the processes in the line of activities that they undertake in the organisation					
The efficiency of the production process was achieved because of having educated and experienced employees in the management and supervisor level					

Section C: Effect of employees' work experience on the quality of services and products

8. Please select the option that best suits your opinion on the level of agreement or disagreement with the statement on the effects of employee work experience on quality of products and services.

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Experienced employees are able to adapt fast, motivate workforce and also perform duties under a strict environment produce the customer desired results which are high-quality products and services					
Hiring experienced employees, helps improve the quality of services and products because they already know the desired results and ways in which to achieve the desired results.					
Employees with work experience can use the learnt knowledge and skills in delivering quality services to the customers					

Section D: Effect of employees' work experience on employee's job performance

9. Kindly select the option that best suits your opinion on the extent to which work experience has effect on employee job performance.

Statements	Very great extent	Great extent	Moderate extent	Little extent	No extent
What is the extent which employees' work experience helps employees under stressful conditions to direct their attention to well-learned and familiar tasks?					
What is the extent which relatedness and amount of work experience possessed by the employees show the congruence at the present work?					
What is the extent which experienced employees have internalised values, beliefs as well as job expectations that are unique in their job occupations and results in effective socialisation?					
What is the extent which employees work experience allows employees to efficiently perform their tasks without repeats or errors					

Section E: Effect of employees' work experience on employees' turnover

10. Kindly select the option that best suits your opinion on the level of agreement or disagreement with the statement on the effects of employee work experience on Employee's Turnover.

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The decision to stay or withdraw from the organisation is determined by the employee perceived ability to perform the assigned tasks					
Experience is what employee perceives, and it is this perception that creates the desire to perform the tasks or withdraw from the tasks thus leaving the organisation.					
Employees with lower levels of experience have the perception that they cannot be able to perform challenging tasks and thus would leave the organisation to look for satisfactory alternatives					
Employee experience is the one that creates job satisfaction and dissatisfaction, and relates directly to the desire of the employee to leave in the organisation					
Employees with higher levels of experience had higher intention to stay in the organisation because they were satisfied with the current job they are doing.					

THANK YOU