

Socio-demographic Predictors of Intention-to-stay in Job Among Hospitality Employees in Lagos, Nigeria

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Copyright © 2026 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.	
Citation: Akiode, Oluremi Esther, Dr. Akinsewa Akiode, & Dr. Femi Akinbola. (2026). Socio-demographic predictors of intention-to-stay in job among hospitality employees in Lagos, Nigeria. UKR Journal of Arts, Humanities and Social Sciences, 2(8), 88-105.	<i>Hospitality organizations continue to experience workforce instability, making employees' intention-to-stay as an important indicator of sustainable human resource management. This study examined the socio-demographic predictors of hospitality employees' intention-to-stay in jobs in Lagos State, Nigeria. Guided by Job Embeddedness Theory and Social Exchange Theory, the study adopted a cross-sectional survey design of hospitality employees in registered hotels in Lagos State. Data was collected from 413 participants using a structured questionnaire, and analyzed using descriptive statistics, Chi-square tests and logistic regression at a 5% significance level. The findings revealed employee education as the only socio-demographic characteristic that significantly predicted employees' intention-to-stay after controlling for hotel characteristics (Adjusted OR=6.71, p=0.001). The study concludes that education enhances employees' intention-to-stay in their organization long term and also strengthens their organizational attachments. The study contributes to hospitality workforce literature by conceptualizing intention-to-stay as a distinct construct from employee retention and turnover research, providing empirical evidence from Nigeria. The findings highlight the importance for hospitality organizations to enhance employee continuous learning and education, professional development and career advancement opportunities in order to strengthen employees' intention-to-stay and long-term workforce stability.</i> Keywords: Socio-demographic Predictors, Intention-to-stay, Education, Hospitality Employees, Lagos State.

1.0 Introduction

The hospitality industry is one of the fastest-growing service industries globally, contributing significantly to employment generation and economic development. In Nigeria, particularly in the commercial hub of Lagos State, the hospitality sector has expanded rapidly due to urbanization, tourism, and business activities. However, the industry has been characterized by high employee turnover and retention related issues, among other challenges over the years (Bello & Bello, 2022). Now, one of the crucial challenges facing organizations today, is to continually take the necessary steps to ensure that their employees' interests and desires, is to remain with their current organizations. Therefore, enhancing employees intention-to-stay in their job, has become a critical concern in the global hospitality

industry, particularly in emerging economies where workforce instability remains high (Shu, 2023; Gupta, 2019). The hospitality sector in Lagos, Nigeria, is uniquely characterized by high employee turnover, irregular employment conditions and intense competition for skilled labor (Bello & Bello, 2021; Akgunduz & Sanli, 2017). While organizational factors impacting on employees decision to stay or leave their organizations have been widely studied, gaining empirical insights into the socio-demographic predictors of employees' intention to remain, especially in a developing country context like Lagos, Nigeria, would indeed be valuable.

Generally, socio-demographic characteristics such as age, gender, marital status, educational attainment and tenure,

shape employees' work attitudes, expectations, and career decisions. Chung et al. (2021) posited that demographic factors like age, length of employment and job positions, generally influence employees intentions and decisions to quit or stay with an organization. Therefore, understanding how these variables influence intention-to-stay outcomes is essential in providing insights and aid in designing targeted human resource interventions. While prior studies have extensively examined organizational predictors such as job satisfaction, leadership, compensation and even employees' intention to stay or leave related research studies, there is however comparatively limited research on how socio-demographic characteristics shape such employees decisions and/or intention-to-stay outcomes, especially in developing countries. This study addresses this gap by examining the socio-demographic predictor of intention-to-stay in jobs among hospitality employees in Lagos, Nigeria, based on their reported socio-demographic profiles.

2.0 Literature Review

2.1 Concept of Intention-to-Stay

Broadly speaking within employee/employment research, the concept of "intention-to-stay" has emerged as a critical construct for understanding employees' attachment to their organizations. According to Cotton & Tuttle (1986), intention to stay refers to the perceived probability of a continuing tenure with the current organization. Tett & Meyer (1993) and Nguyen & Nguyen (2020) defined employee's intention-to-stay as a conscious and deliberate willingness to remain employed with their current organization for a foreseeable period. Jiang & Huang (2020) and Hom et al. (2017) further described the concept as the conscious willingness of employees to remain with their current employer, thereby predicting actual retention behavior. Agbator & Olori (2020) added that intention-to-stay is a deliberate decision of an employee to remain after consideration of the benefits; and where the benefits of staying exceeds that of leaving, then an employee is likely to remain in their present organization.

Some scholars have argued that intention-to-stay captures employees' psychological attachment, commitment and willingness to maintain employment relationships with their organizations, offering deeper insight into retention behaviour than turnover-focused measures (Allen et al., 2021; Ng & Feldman, 2021). Unlike employees' intention to leave which emphasizes withdrawal behaviour; intention-to-stay focuses on commitment, loyalty, allegiance and motivation to remain within an organization (Holtom et al., 2008). Recent literature has increasingly shifted attention from employees' intention to leave their jobs to employees' intention-to-stay, as a more proactive

and positive indicator of workforce stability (Zahra et al., 2026; Blanco-Mesa et al., 2026; Yahyaei et al., 2022).

It can be said that intention-to-stay among employees provides a more positive and strength-based lens for examining employee/employment relationship in the service sector where long-term employee loyalty is a necessity (Kyndt et al., 2009). An employee's intention to stay in the job is seen as having a level of positive attitude toward the job, often influenced by job satisfaction and other job-related factors like organizational support and value alignment with employers (Arvidsson et al., 2021). In the hospitality and service industry specifically, where work is known by emotional labour with tough working hours; supportive leadership and promising career path were found to positively predict employees intention to stay (Ononye, 2025). Overall, employee departure from an organization increases work pressure, causes setbacks and often requires re-organization of resources for operational efficiency and goal achievement (Johari, et al., 2012). This underscores the importance of retaining valuable employees as a key component of strategic thinking, business growth and even succession plans. In the end, employees' intention-to-stay in job not only reduces turnover and other employee-related challenges, but also boosts productivity and success, by virtue of the employees' decisions to remain with their organization long-term. This research therefore aims to examine socio-demographic predictors of intention-to-stay in jobs among hospitality employees in Lagos, Nigeria.

2.2 Socio-Demographic Predictors and Intention-to-stay

Vandenberghe & Ok (2013) defined demographics as the characteristics used to distinguish groups of a population. Demographics are also the quantification of statistics for a given population and are used to identify the study of quantifiable sub-sets within a given population (Amangala, 2013). Blythe (2005) added that demographics define the general and particular population factors such as race, gender or occupation, as well as population density, size and location. Agbator & Olori (2020) stated further that demographic characteristics or personal attributes of the employees are some of the most commonly used variables in relation to intentions to stay. Potentially, socio-demographic variables like including age, gender, marital status, education, income, and tenure, all play a crucial role(s) in shaping employees' work values, career aspirations and stability preferences. This underscores the objective this research aims to examine. The socio-demographic factors identified for the purpose of this study are discussed in detail below:

2.2.1 Gender

Gender is one of the key socio-demographic variables relevant for examining employees' intention-to-stay outcomes, often linked to work-life balance/expectations, care-giving responsibilities, sociocultural roles and workplace flexibility (Mensah, 2021). Although gender has been found to affect employees' turnover intentions to stay or leave an organization, study findings however remain inconsistent across different contexts (Kuzyk, 2008). For instance, some researchers discovered that female employees tend to have greater turnover intentions when compared to their male counterparts (Gow et al., 2008; Dodd-McCue & Wright, 1996). Other findings indicate a reversal of employees' intention-to-stay outcomes among both genders, especially when more attractive job offers are involved (Judeh, 2012; Summers & Hendrix, 1997; Khatri et al., 2009). Female employees have reported that higher retention than their male colleagues. They explained that this was possibly due to their inability to get new jobs easily because of maternity-related employment gaps, fear of getting jobs suitable for other areas of their life/family and even fear of sexual harassment in a new workplace (Katekhaye & Dhone, 2023; Agbator & Olori, 2020). Alli (2023) added that when women feel safe in an environment and perceive positive support, they find it difficult to search for jobs elsewhere, resulting in their higher retention outcomes. Whichever the case, the gender variable in employee intention-to-stay research, especially in developing countries, and particularly in Lagos, Nigeria, is still yet to be adequately studied empirically, a gap this research sought to examine.

2.2.2 Age

Age, among the demographic variables, has been found to be the most consistent in influencing employees' leave or stay intentions, with younger employees having greater turnover intentions than the older ones (Judeh, 2012; Werbel & Bedeian, 1989). Age has been consistently linked as one of the predictors of employee retention, with older employees often demonstrating stronger organizational commitment and attachment due to career stability and fewer alternative opportunities (Kooij et al., 2020). Sousa-Poza & Henneberger (2002) argued that younger employees tend to change their employment more often, since they are experiencing an experimental phase at the beginning of their professional life. Bjelland et al. (2011) corroborated that younger employees have greater intent to quit their job than older employees, while Lambert et al. (2012) contradicted this position by stating that older employees are more likely to stay employed with an organization when compared to younger employees. However, Adebiyi et al. (2020) still argued for younger employees, who have more job options than older

employees, as organizations are more interested in hiring and employing younger and agile individuals than older less agile persons. At any rate, whether age has a significant influence on the affective commitment of employees to stay in their organizations, this study findings sought answers to.

2.2.3 Marital Status

On the marital status demographic, previous research has presented opposing views/conclusions. Some studies posit that marital status has no significant impact on employees' intention to stay or leave an organization (Ryan et al., 2011; Judeh, 2012). Other studies observed that married employees are often found to have higher intention to stay due to their financial responsibilities, preference for job stability and more job satisfaction, when compared to their unmarried employees (Karatepe et al., 2022; Robbins et al., 2008). Robbins et al. (2008) added that marriage imposes increased responsibilities that make a steady job more valuable and important to married employees, accounting for their fewer turnover outcomes when compared to their counterparts who are not married. Overall, how employee's marital status influences their intention-to-stay outcomes especially in the Lagos hospitality sector, was also explored in this study.

2.2.4 Education

Another socio-demographic variable reviewed is the education of employees within an organization. Cotton & Tuttle (1998) reported that the education of employees influences their decisions to stay or leave their employment with their organization. Amah (2020) posited that employees with higher educational qualifications often have greater mobility and career expectations, leading to lower intentions-to-stay. Royalty (1998) added that the level of an employee's education is often assumed to have a positive effect on the probability of job mobility, as a higher education is often associated with better labour-market opportunities. However, Campbell (1997) in his study, argued to the contrary, stating that there no significant direct impact of an employee's education on their turnover decisions. The true impact of if and how an employee's educational qualification may influence their intention-to-stay decisions, was one of the questions our study sought to answer.

2.2.5 Employment Cadre

Employee cadre, that is, employment hierarchical level/differences, have gained attention in recent research, that have emphasized the importance of generational characteristics and cultural values in influencing employee turnover intentions (Chen et al., 2023; Lee et al., 2022). Generally, employees in stable positions are more emotionally attached to their jobs, unlike employees in a lower or younger position, who may look for new and more

seemingly promising opportunities (Weeraratne et al., 2023). According to Serra-sastre (2024), lower level employees are more likely to look for new opportunities after stressful encounters than older/higher level employees, who may want to stay in their current organizations despite subpar conditions. Different work generations have different factors/variables that impact their intention to stay or quit. For instance, while generations Y and Z prefer workplace flexibility and social support, generation X employees pursue job security and stability (Wang & Yuan, 2018; Weeraratne et al., 2023). This is why this study explores the impact employee cadre and hierarchical differences may have on their intention-to-stay outcomes within an organization.

2.2.6 Work Tenure

Another socio-demographic factor influencing employees' intention-to-stay is the employee's tenure, that is the length of years of service with an organization. Tenure has been identified as a factor that potentially influences employee turnover intentions in different contexts (Igbaria & Guimaraes, 1993). On one hand, some scholars have found this demographic to be negatively related to employee turnover intentions or actual turnover (Griffeth et al., 2000). On the other hand, research by Holtom et al. (2021) reported that the length of an employment tenure reflects accumulated organizational experience and investment, often leading to stronger attachment to stay in the organization, reducing the likelihood of turnover outcomes. Sousa-Poza & Henneberger (2002), posited that an increased employment tenure is a strong indicator of an employee's propensity to remain. Griffeth et al. (2000) added that longer tenured employees are more likely to stay in an organization than those with shorter employment tenures. This may be implied to mean that the longer an employee stays with an organization, the less likely the employee leaves and vice versa. However, the tenure demographic determines hospitality employees' intention-to-stay in job, especially in Lagos, Nigeria, was also explored in this study.

2.2.7 Work Experience

The level and length of work/professional experience and how it impacts an employee's intention-to-stay in an organization, is another demographic predictor we reviewed. Diaz sarmiento (2025) argued that the coexistence of different generations X, Y and Z within the labour market, compels organizations to now comprehend work expectations unique to each cohort based on their work experiences. Poocharoen & Lee (2013) added that employees with higher levels of experience are generally more inclined to stay within organizations, provided they could utilize their expertise meaningfully and align their personal goals with the organization's direction. This

explains why experienced employees who are given more recognition, autonomy and greater responsibility in their roles, often experience increased organizational retention commitments (Kraimer, Wayne & Jaworski, 2001). Rajvi et al. (2024), posited that as employees accumulate experience, their career development expectations also evolves and if they become dissatisfied, they would exit the organization voluntarily. Therefore, understanding work experiences of different generations, can aid organizations in developing resources and benefit packages for positive employee's intention to stay outcomes (Leschinsky & Michael, 2004). Consequently, forward-thinking organizations thrive when experienced professionals have opportunities for continuous learning, mentorship and challenging leadership roles that retain their interest and commitment in the organization (Benson & Dundis, 2003). Therefore, investigating how work experience impacts employees' intention-to-stay outcomes, is one of the objectives this research examined.

2.2.8 Income

Studies have shown a link between an employee's salary and their intention to stay or leave an organization, therefore significantly influencing their turnover intent and/or outcomes (Burdett et al., 2011; Olabimitan et al., 2013). Mishra et al. (2025) reported employees' income as one of the demographic variables that significantly predict their turnover intentions, with older and more experienced employees showing higher intent to stay. Krsnik & Erjavec (2023) posited further that income has the greatest influence on employees' staying or leaving intentions; with low wages continually to decrease rather than increase their staying intentions. Other scholars have also associated higher income levels with increased job satisfaction of employees, reflecting in reduced turnover intentions (Victoria & Olalekan, 2016; Albalawi et al., 2022). In the end, employees work for income to meet their needs, so the influence of income on employee's staying/leaving an organization is key to examine.

In summary, the concept of employees' intention-to-stay is based on their level of commitment and willingness to remain employed by an organization (Hewitt, 2007). Positive employees' intention-to-stay results in several advantages like higher job satisfaction, lower turnover and reduced recruitment and training costs (Malik & Malik, 2024). Specifically, demographic factors like gender, age, education, tenure, rank and level of income, have been theorized and empirically shown to be significant predictors of determining employee turnover intentions (Williams & Hazer, 1986; Zhou & Volkwein, 2004; Khatri et al., 2009). Uludağ et al. (2011) also corroborated gender specifically, as a determining factor of employee's staying or leaving intentions. Specifically, Emiroğlu et al. (2015) reported the

critical role of demographic sensitivity in hospitality human resource practices, revealing that variables such as age, gender, marital status and education were found to significantly shape turnover intentions among hotel employees. Silva et al. (2023) agreed that several positive relationships exist between demographic variables vis-à-vis organizational commitment, person-organization fit, organizational culture and work-life balance to an employee's intention-to-stay outcomes, especially in the three workplace generations X, Y and Z. Overall, while prior studies have extensively examined various issues around employees' intention to stay/leave their jobs, turnover intentions or retention related matters, there is however comparatively limited research on how socio-demographic characteristics shape employees' decisions and intention-to-stay outcomes, and more so in developing countries and emerging economies. This study addresses this gap by examining the socio-demographic predictors of intention-to-stay in jobs among hospitality employees in Lagos, Nigeria, based on their reported socio-demographic profiles.

3.0 Theoretical Framework

The theoretical foundation of this study is guided by two theoretical frameworks. The first is the Job Embeddedness Theory by March & Simon (1958). The theory conceptualizes voluntary turnover largely based on perceived ease (the presence of job alternatives) and desirability to predict employees' intentions to stay or leave, underpinning the basis for subsequent attitude-driven turnover research. Mitchell et al. (2001) stated that the critical aspects of job embeddedness include the extent to which people have links to other people/activities (i.e. "links"), the extent to which their jobs and communities are similar to or fit with the other aspects in their life spaces (i.e. "fit") and the ease with which links can be broken or what they would give up if they left (i.e. "sacrifice"). Furthermore, Mitchell & Lee (2000) also theorized the job embeddedness construct to account for the role of on-the-job factors (e.g. personal alignment with the job and organization) and off-the-job factors (e.g. connections with the community through history, family and social groups), that might influence employee attitudes and behaviors in relation to staying rather than leaving their organizations. Robinson et al. (2013) contended that employees will stay in their jobs when they feel duly embedded into their organizations by a combination of on-the-job and off-the-job factors, that makes leaving the organization disadvantageous. Karatepe et al. (2022) found that embeddedness reduces employee turnover intentions and enhances their organizational commitment to stay. They

also found that tenure and marital status significantly predict the length of stay among hospitality workers. Overall, Job Embeddedness Theory captures employees' length of stay in their organization, by connecting the "links", "fit" and "sacrifice" aspects, that embraces a positive mindset towards employee-organizational commitment.

The complimentary framework for this study is the Social Exchange Theory (SET) by Blau (1964). The SET posits that employees feel obliged to reciprocate positive attitudes and behaviors when they receive care and respect and so remain in organizations when they perceive beneficial and favourable exchanges (Blau, 1964). Specifically, the theory suggests that employee attitudes and behaviors reflect reciprocal exchanges between employees and their organizations. Perceived organizational support and equitable exchange relationships enhance various positive job attitudes and outcomes (Cropanzano & Mitchell, 2005). Arguably, socio-demographic factors influence how employees evaluate these exchanges. According to Paillé and Raineri (2015), the SET entails voluntary behaviors with the intention of obtaining something in return based on reciprocal benefits, so when an organization recognizes and invests in talent, it is more likely to have a larger return on investment. Failure to provide suitable rewards for employees' contributions may result in decreased organizational engagement and commitment by the employees (Karemu et al., 2014). Therefore, in terms of keeping one's employee, Seng et al. (2025) suggest that when employees feel encouraged, supported and happy with their workplace, they are more likely to participate, be more productive and ultimately remain with the same company for a longer amount of time. Overall, through the lens of the Job Embeddedness and Social Exchange theories, this study not only sought to find the "links", "fit" and "sacrifice" connections but also the reciprocal exchanges and their connections to socio-demographic predictors of employees' intention to stay in jobs among hospitality employees in Lagos, Nigeria.

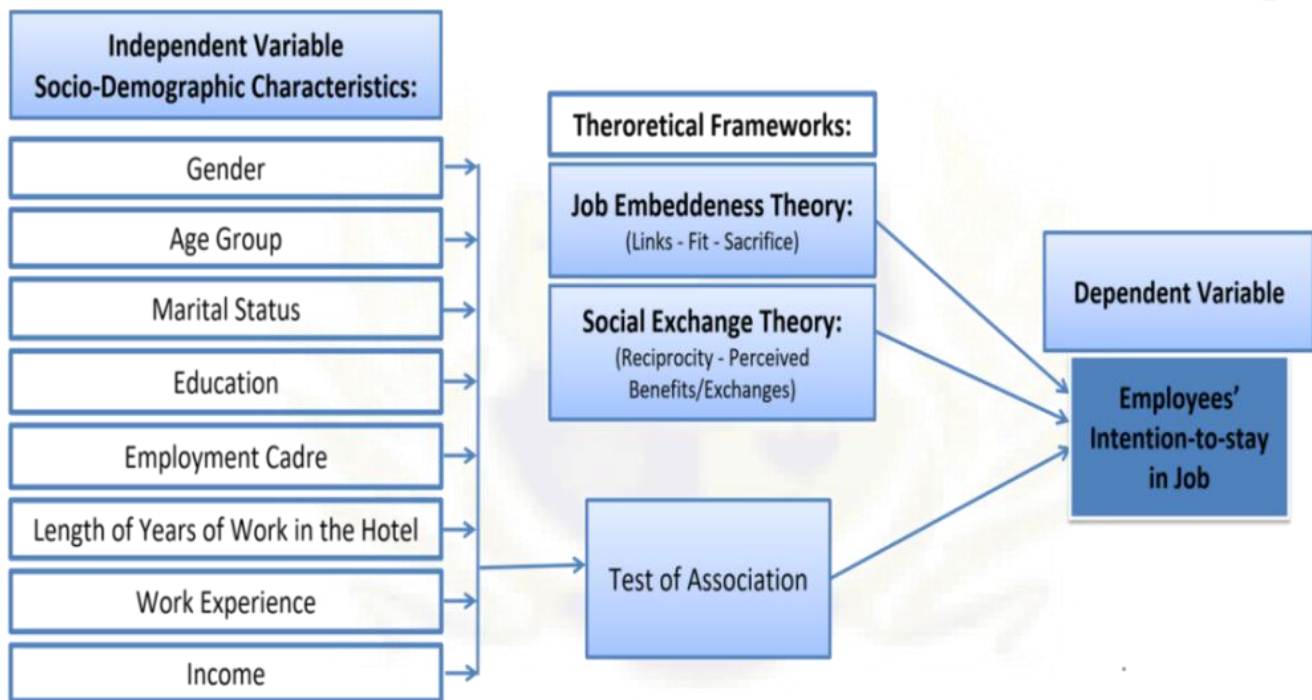
4.0 Conceptual Model

The conceptual model adapted for the study followed this outlined relationship:

Socio-demographic variables (Gender, Age Group, Marital Status, Education, Employment Cadre, Work Tenure, Work Experience and Income) → influence → Job Embeddedness (Links, Fit, Sacrifice) → influence → Social Exchange (Reciprocal Exchanges) → influence → Employees' Intention-to-Stay.

Figure 1: Conceptual Framework:

Socio-demographic predictors of Hospitality Employees' Intention-to-stay in Lagos, Nigeria



5.0 Methodology

5.1 Research Design: The study adopted a quantitative cross-sectional research approach. The rationale for this approach was to provide a comprehensive understanding of the patterns of intention-to-stay in job by socio-demographic status among employees in the Nigeria's hospitality industry. Particularly, the quantitative method allowed for the measurement of respondents demographic characteristics in examining employees' intention-to-stay outcomes.

5.2 Study Area: The study was conducted in Lagos, Nigeria, a major commercial hub with a rapidly growing hospitality industry, with focus on hotels within the island and mainland areas of Lagos State.

5.3 Study Participants: This quantitative study adopted a cross-sectional survey design, to explore a comprehensive understanding of the patterns of intention-to-stay in job by socio-demographic status among employees in the Nigeria's hospitality industry. A cross-sectional survey design was appropriate for collecting data at a single point in time, enabling the analysis of current conditions, attitudes, and behaviors within the industry.

5.4 Sampling Technique;

5.4.1 Sampling Frame:

The target population for this study consisted of employees working in hotels within Lagos Island and Lagos Mainland areas of Lagos, Nigeria. Sampling frame was a database of

hotels registered and operating in the two areas of Lagos State. This list (updated September 2025) was obtained from the Association of Hotel Owners and Operators in Lagos state. There was a total of 79 and 93 registered hotels in Lagos Island and Lagos Mainland databases respectively.

Stratified random sampling technique was adopted to select respondents for this study in Lagos State, Nigeria. Stratification was based on geographical location of Lagos Island and Lagos Mainland, to ensure proportional representation from both areas. Within each stratum, simple random sampling was applied using a random number generator in Excel to select hotels from the databases. Lagos State was stratified because employee socio-demographics may differ significantly between Lagos Island and Lagos Mainland areas, due to differences in hotel clientele, cost of operations, and tourism density. This method reduces sampling error and improves the generalizability of findings.

5.4.2 Sample Selection:

The selection of respondents for this study was done using multi-phased cluster sampling technique to select study participants, drawn from the administrative categorization of Lagos State into two administrative units: Lagos Island and Lagos Mainland. Using the database of hotels in Lagos Island and Lagos Mainland areas, study participants were selected in two phases:

Phase 1: involved the use of a simple random sampling (SRS) technique using a random number generator in Excel to select 10 hotels each from the database of all hotels in the Lagos Island and Lagos Mainland areas.

Phase 2: involved conducting a census of all employees in each of the 10 selected hotels in Lagos Island and Mainland areas. This included all junior and senior cadre employees.

5.5 Minimum Sample Size Required for This Study

The minimum sample size required to estimate a population proportion of hospitality employees in Lagos, Nigeria, with a 95% level of confidence and a margin of error of 0.05 was calculated using Kish-Leslie formulae as:

$$N = (p * (1-p) * [Z^2]_{(\alpha/2)}) / d^2$$

Where:

N = minimum required sample size

$Z_{\alpha/2}$ = Standard normal deviate, for 95% Confidence level, the value is taken as 1.96;

p = Prevalence or Proportion of employee that “intend to stop” working in the obtain the largest variation, we assume 0.5 or 50%

d = Allowable error, assumed to be 0.05

$$\text{Therefore, } N = (0.5 * (1-0.5) * [1.96]^2) / [0.05]^2 = 384.16$$

This meant that a minimum of 384.16 employees must be interviewed across the study locations, which was rounded up to 400 employees after controlling for any non-responses. The sample also ensured adequate statistical power for the logistic regression analysis used in this study.

5.6 Unit of Analysis and Inclusion Criteria

The unit of analysis was the individual hotel employee. Respondents were included if they:

1. had worked in the hotel for a minimum of 6 months,
2. were full-time or contract staff, and
3. had direct customer contact or operational responsibilities.

Employees with less than 6 months tenure were excluded to ensure they had sufficient experience to provide valid responses.

6.0 Data Collection:

Quantitative data was collected using structured questionnaires among the study participants. The collected data containing closed-ended items including demographic information (gender, age, education, tenure, cadre, etc.) and Likert scale questions, that allowed for a comprehensive understanding of the patterns of intention-to-stay in job by

socio-demographic status among employees in the Nigeria’s hospitality industry. A total of 413 hotel employees were interviewed in a supervised self-administered questionnaires across the 20 hotels selected in both the Island and Mainland areas of Lagos State, Nigeria.

6.1 Data Collection Instrument: Data collection tool is a structured, self-administered questionnaire adapted from validated scales used in prior intention-to-stay related studies. Data were collected using a structured, self-administered questionnaire, adapted from pre-validated scales used in a prior intention-to-stay related study and was duly referenced on the questionnaire. On validity and reliability, Lunenburg and Irby (2008), defined “validity as the degree to which an instrument measures what it purports to measure” and “reliability as the degree to which an instrument consistently measures whatever it is measuring”. In this study, the questionnaire was pilot-tested to ensure its reliability and validity before full administration.

The questionnaire containing Employees’ “Intention-to-Stay” variable, was measured using a binary outcome variable suitable for logistic regression analysis. Respondents were asked to indicate their likelihood of remaining with their current organizations by asking whether they were looking for a new job opportunity. Responses to the different sections of the Questionnaire were measured using a three-point Likert scale, ranging from: Disagree - Neutral - Agree. Average rating for intention to stay was computed, mean score was used as middle point between high and low score in intention to stay.

7.0 Results

The findings from this study are presented in this section. Table 1 presents the socio-demographic characteristics of the respondents that were measured in this study. In table 2, we present bivariate test of association between intention to stay and the socio-demographic characteristics that were considered in this paper. In table 3, we present the logistic regression analysis to identify the socio-demographic predictors of intention to stay, among hospitality employees in Lagos, Nigeria

7.1 Demographic characteristics of the study participants

Table 1 shows the distribution of participants by gender, age group, marital status, education, employment cadre, length of years employee has worked in the hotel, length of years of work experience and income. Proportion of females (50.12%) and male (49.88%) were about the same among the study participants. Participants within the age group of 26-35 years accounted for almost half (47.22%) of the entire study participants, while participants aged 18-25

years (22.28%) and 36-45 years (21.31%) accounted for the remaining half. The majority of the participants were single (54.72%), followed closely by those that were married (39.71%). The educational qualification of participants was mostly ND/NCE (38.01%) and HND/BSc (36.56%) respectively. Furthermore, proportion of junior cadre employees (65.38%) were slightly more than doubled that of the senior cadre employees (34.62%). Majority of the

participants had worked in their current hotels for 1-3 years (49.15%) and under one year (30.51%) respectively. Most study participants were those who either had 1-3 years (51.09%) or 4-6 years (28.57%) of work experience respectively. Lastly, study participants who earned between N200,000-N300,000 (29.30%) and between N30,000-N50,000 (25.91%) monthly income, accounted for the highest income range earners among study participants.

Table 1: Socio-demographic characteristics of study participants

Socio-Demographic Characteristics	Variable	Frequency	Percentage (%)
Gender	Male	206	49.88
	Female	207	50.12
Age	18–25 years	92	22.28
	26–35 years	195	47.22
	36–45 years	88	21.31
	46–55 years	36	8.72
	56 years and above	2	0.48
Marital Status	Single	226	54.72
	Married	164	39.71
	Separated	5	1.21
	Divorced	10	2.42
	Widowed	8	1.94
Education	SSCE	73	17.68
	ND/NCE	157	38.01
	HND/B.Sc	151	36.56
	M.Sc and above	32	7.75
Employment Cadre	Junior Staff	270	65.38
	Senior Staff	143	34.62
Length of years Employee has worked in the Hotel	Less than 1 year	126	30.51
	1-3 years	203	49.15
	4-6 years	71	17.19
	7-10 years	9	2.18
	above 10 years	4	0.97
Length of years of Work Experience	Less than 1 year	43	10.41
	1–3 years	211	51.09
	4–6 years	118	28.57
	7–10 years	35	8.47
	above 10 years	6	1.45
Income	below N30,000	10	2.42
	30,000-50,000	107	25.91
	above N 50,000- N 70,000	44	10.65
	above N 70,000- N 100,000	17	4.12
	above N 100,000 – N 150,000	21	5.08
	above N 150,000- N 200,000	25	6.05
	above N 200,000- N 300,000	121	29.30
	above N 300,000	68	16.46
Total		413	100

7.2 Test of Association and Predictors of Intention-to-stay

In Table 2, we present the test of association between employees' socio-demographic characteristics and their intention-to-stay in job in Lagos, Nigeria. The findings indicate that all the socio-demographic characteristics

studied in this paper, except gender, were significantly associated with employees' intention-to-stay in their job. This means that Age, marital status, education, employee cadre, length of years of work in hotel and employee length of years of work experience are all associated with employee's intention to stay on job in Lagos, Nigeria ($p < 0.001$).

Table 2: Test of Association between Intention-to-stay in Job and Socio-demographic characteristics of hospitality employees in Lagos State, Nigeria

Socio-Demographic Characteristics	Variable	Percentage	Significance (P-Value)
Gender	Male	52.45	Not Significant
	Female	47.55	
Age	18–25	13.29	Significant (***)
	26–35	38.46	
	36–45	31.47	
	46–55	15.38	
	56-above	1.40	
Marital Status	Single	43.36	Significant (***)
	Married	46.85	
	Separated	2.80	
	Divorced	3.50	
	Widowed	3.50	
Education	SSCE	10.49	Significant (***)
	ND/NCE	25.87	
	HND/B.Sc	43.36	
	M.Sc and above	20.28	
Employee Cadre	Junior Staff	47.55	Significant (***)
	Senior Staff	52.45	
Length of years Employee has worked in the hotel	Less than 1 year	20.28	Significant (***)
	1-3 years	48.25	
	4-6 years	26.57	
	7-10 years	3.50	
	above 10 years	1.40	
Length of Years of Work Experience	Less than 1 year	6.29	Significant (***)
	1–3 years	37.76	
	4–6 years	37.06	
	7–10 years	17.48	
	above 10 years	1.40	
Income	below N30,000	0.00	Significant (***)
	30,000-50,000	11.89	
	above ₦50,000-₦70,000	9.79	
	above ₦70,000-₦100,000	6.99	
	above ₦100,000 –₦150,000	11.19	
	above ₦150,000-₦200,000	15.38	
	above ₦200,000-₦300,000	27.27	
	above ₦300,000	17.48	

$P < 0.05$ (*), $P < 0.01$ (**), $P < 0.001$ (***)

7.3 Logistics Regression Models Examining socio-demographic predictors of Intention-to-stay in job among hospitality employees in Lagos, Nigeria

In Table 3, we present two logistic regression models (Models 1 and 2). The models examine the predictive effect of hospitality employee's socio-demographic characteristics on intention-to-stay in jobs in Lagos State, Nigeria.

Model 1 is the Logistic regression model that examines the socio-demographic predictors of intention-to-stay in job, while Model 2 adjusted for hotel characteristics (size and location of hotel) in Model 1. Model 1 showed that only

education emerged as a significant predictor of intention-to-stay in job. Specifically, participants with postgraduate qualification, M.Sc. and above were about nine times (AOR=7.71) more likely to report a higher odd of reporting "intention to stay in job" compared to those with SSCE educational qualification. In Model 2, we adjusted for the potential effect of hotel location and hotel size. The results showed that the Odds reduced by 1 point (From AOR=7.71 to AOR=6.71). Meaning that after controlling for location and size of the hotel, respondents with an M.Sc. and above were about 7 times more likely to report a higher odd for intention to stay" compared to those with SSCE educational qualification.

Table 3: Logistics Regression Models Examining Socio-demographic Factors that Predict employee Intention-to-stay in Job among Hospitality employees in Lagos State, Nigeria.

Socio-Demographic Characteristics	Variable	Model 1 Adjusted Odds Ratio (AOR)	Model 2 Adjusted Odds Ratio (AOR)
Gender	Male (Ref)	1	1
	Female	0.97	0.96
Age	18–25 (Ref)	1	1
	26–35	1.16	1.31
	36–45	1.54	1.89
	46–55	1.47	2.04
	56-above	1.00	1.00
Marital Status	Single (Ref)	1	1
	Married	1.06	1.27
	Separated	2.22	3.07
	Divorced	0.23	0.30
	Widowed	0.65	0.80
Education	SSCE (Ref)	1	1
	ND/NCE	1.29	1.44
	HND/B.Sc	1.61	1.69
	M.Sc and above	7.71*	6.71*
Employment Cadre	Junior Staff (Ref)	1	1
	Senior Staff	0.74	0.62
Length of years employee have worked in the hotel	Less than 1 year (Ref)	1	1
	1-3 years	0.84	0.87
	4-6 years	0.98	1.10
	7-10 years	3.36	3.05
	above 10 years	0.21	0.24
Length of Years of Work Experience	Less than 1 year (Ref)	1	1
	1–3 years	1.18	1.00
	4–6 years	1.05	0.74
	7–10 years	1.45	0.75
	above 10 years	1.69	0.79
Income	below ₦30,000 (Ref)	1	1
	₦30,000-₦50,000	0.40	0.82
	above ₦50,000-₦70,000	0.87	0.12
	above ₦70,000-₦100,000	0.22	0.33
	above ₦100,000 –₦150,000	0.65	0.89

	above ₦150,000-₦200,000	0.68	0.84
	above ₦200,000-₦300,000	0.11	0.19
	above ₦300,000	0.10	0.19
Hotel Size	Small	-	1
	Medium	-	0.67
	Big	-	0.80
Location	Lagos Mainland	-	1
	Lagos Island	-	0.44**

Model 1: Logistic regression model that examines the socio-demographic factors that predicts intention-to-stay in job among hotel employee in Lagos state, Nigeria

Model 2: Adjusted for Hotel Characteristics (Size and Location of hotel) in model 1

P<0.05 (*), P<0.01 (**), P<0.001 (***)

8.0 Discussion

This study investigated the socio-demographic predictors of hospitality employees' intention-to-stay in jobs in Lagos State, Nigeria. Specifically, the study examined whether gender, age, marital status, education, employment cadre, work tenure, work experience and income; significantly predicts hospitality employees' intention-to-stay in their current jobs. Firstly, the bi-variate analysis indicated significant associations for most socio-demographic variables considered in this study except the gender variable. However, the multivariate logistic regression analysis revealed that only one variable, that is, education, remained a significant predictor after controlling for hotel characteristics, hotel location and hotel size (OR=6.71, $p=0.001$). These findings suggest that employees' education is the only socio-demographic predictor of intention-to-stay (among those we studied), while gender, age, marital status, employment cadre, work tenure, work experience and income does not predict hospitality employees' intention to stay in job in Lagos, Nigeria.

The finding that education significantly predicted intention to stay (OR=6.71, $p=0.001$) indicates that employees who hold M.Sc and above were approximately 7 times more likely to express an intention-to-stay in their jobs than those who holds SSCE qualifications, after controlling for other hotel characteristics. This strong association suggests that educational attainment plays an important role in employees' decisions to remain with the hospitality organizations. One possible explanation is that employees with different educational backgrounds may have different career expectations, access to career advancement opportunities, perceptions of job security, or levels of organizational commitment. These differences may influence whether they intend to remain with their current employer. In contrast, gender, age, marital status,

employment cadre, work tenure, work experience and income, were not significant predictors of intention to stay. This may suggest that, within this study population, the decision to remain employed is not primarily determined by these demographic characteristics. Instead, other factors such organizational and job-related factors may have a greater influence on employees' retention than personal demographic characteristics. Hospitality organizations may therefore need to consider educational differences when designing employee retention strategies, including career development and promotion pathways, and professional training opportunities.

These study findings are consistent with existing hospitality literature, that employees remain with organizations where they access career development opportunities and experience favourable professional growth. Studies have shown that opportunities for career advancement, training and skill development, can significantly improve employees' staying intentions and foster a sense of purpose and progression (Koninga & Dorasamy, 2025; Omega et al. 2024; Nawaz et al., 2019). Jaleta et al. (2019) reported a significant relationship between non-financial work compensations like employee training and empowerment, to overall employee job performance, motivation and a significant decrease in turnover rate and absenteeism. Chiang et al. (2005) also reported employee training to be positively related to job satisfaction outcomes, that increases employees' intention to stay decisions. Khan (2018) added that effective training and development programs were valuable long-term tools for building a stable workforce of employees that wish to voluntarily stay with their organizations. Juwaman et al. (2024) concluded that enhancing employees skill capabilities through continued training and education was initially to bolster their work proficiency but has extended overtime to also achieving employee's organizational loyalty, evident in employees opting to remain with their organizations instead of pursuing other alternatives.

However, the study findings contradict other research studies, which posits that education demographic does not significantly influence employees' intention-to-stay outcomes, when other organizational and psychological factors are considered. They posit that an increased level of

education is often associated with higher employment prospects and a greater need for career advancement, which makes employees strive for professional growth to seek out better work prospects (Toropova et al., 2021; Qunxi et al., 2024). Mwesigwa et al. (2020) added that employees with a high level of education, often feel they are better recruit-able by other organizations with better opportunities, thus reducing rather than increasing their intention to stay decisions. Benson et al. (2017) reported that while employees were in school pursuing educational qualifications, their intention to stay was found to be relatively high; however, their voluntary turnover decisions increased after they earned their graduate degrees. Arici et al. (2023) in their hospitality and tourism research, argued that factors like organizational fit, workplace relationships and perceived organizational support have been found to consistently demonstrate stronger predictive effects of employees' staying behaviour than socio-demographic characteristics. These contrasting findings may be due to variations in organizational contexts, workforce characteristics or economic differences. Unlike more developed economies where educational attainment may not necessarily affect employees' career development opportunities, the Nigerian hospitality industry increasingly demands highly skilled employees, especially for supervisory and managerial positions. The effect of this is that employees with higher levels of educational qualifications may experience greater career progression opportunities and more organization recognition, thereby increasing what it purports to measure" and "reliability as the degree to which an instrument consistently measures whatever it is measuring". In this study, the questionnaire was pilot-tested to ensure its reliability and validity before full administration.

Aligning the study findings with the Job Embeddedness and Social Exchange theories, these theories have been argued to positively influence organizational attachment and an employee's commitment to remain with organizations, that they perceive opportunities for professional growth and meaningful career development (Yu et al., 2020). Some recent evidence from Nigeria further reinforces this conclusion. Ononye (2025) stated that with organizational support and happiness at work, employees felt significantly embedded into their organizations, thereby enhancing their work motivation and intention-to-stay experiences. Mashi et al. (2022) also reported that organizational rewards and career growth opportunities significantly strengthened job embeddedness among hotel employees, thereby positively impacting their staying intentions. This suggests that employees remain with organizations when they perceive opportunities for professional advancement that aligns with their educational qualifications, increasing their willingness to continue their employment relationship. Likewise, from

the Social Exchange perspective, organizations that often invest substantially in employees' advanced qualifications through leadership training and professional development programmes, were reciprocated by stronger organizational commitment and employees' willingness to remain (Jun & Eckardt, 2024). Overall, the study findings provide strong empirical support that employees' education is a key socio-demographic predictor of hospitality employees' intention-to-stay in Lagos, Nigeria. Indeed, employees who perceive opportunities for continuous learning and professional development, become increasingly embedded in their organizations and reciprocate with their intention-to-stay outcomes.

9.0 Recommendations & Conclusion

The findings of this study provide several important implications for hospitality practitioners, human resource managers, hotel owners and policymakers, seeking to strengthen employees' intention-to-stay within the Nigerian hospitality industry. A few recommendations would therefore be valuable in this regard:

- Hospitality organizations should strengthen employee development programmes: since educational level significantly predicts employees' intention-to-stay, employers should invest in continuous professional learning and skill acquisitions through postgraduate education support, leadership development programmes, certification opportunities, mentoring and structured career advancement system.
- Furthermore, as other socio-demographic characteristics did not predict employees' intention-to-stay, organizations should focus less on demographic categorization and more on creating learning-oriented work environments that promote career advancement development for all staff.
- Invest in Employee Education and Continuous Professional Development: investments like program/training tuition assistance, study leave, professional conference participation and certification reimbursement programmes may significantly strengthen employees' organizational attachment.
- Organizations should Foster Inclusive Human Resource Policies: employee retention strategies and initiatives should be tailored to employees' educational backgrounds, to address the varying career expectations and developmental needs of employees with different educational levels.
- Government and industry stakeholders should support workforce development policies and programs, specifically designed for continuous professional development within the hospitality industry.

In conclusion, this study examined the socio-demographic predictors of hospitality employees' intention-to-stay in jobs in Lagos State, Nigeria. The findings revealed that educational attainment was the only socio-demographic characteristic that significantly predicted employees' intention-to-stay after controlling for hotel characteristics. The findings underscore the importance of integrating educational development into strategic human resource management as a sustainable approach to fostering employees' intention-to-stay decisions. By investing in employees' professional development, continuous learning and career advancement opportunities, organizations may enhance their employee retention outcomes. The study focuses on how employee intention-to-stay, contributes to hospitality workforce literature and provides evidence-based insights for developing a more proactive perspective on workforce stability and human resource management interventions. As labour shortages, workforce mobility and talent competition continue to challenge the global hospitality industry, fostering employees' intention-to-stay will become increasingly important for achieving organizational resilience, service excellence, and sustainable competitive advantage. Consequently, organizations that deliberately cultivate supportive, developmental and psychologically engaging workplaces will be better positioned to retain talented employees and sustain long-term organizational performance within Nigeria's rapidly evolving hospitality sector. Future research could be explored to examine other organizational and psycho-social factors such as job satisfaction, organizational commitment, leadership style, compensation and work environment, to provide a more comprehensive understanding of employee retention in the hospitality sector.

10.0 Implication and Contribution to Knowledge

The findings of this study have important theoretical, managerial and policy implications for the hospitality industry in Nigeria. This study contributes empirical evidence from Nigeria, where research examining employee's intention-to-stay have remained comparatively limited, despite persistent labour shortages and high employee mobility within the hospitality industry. One important implication of this study, is that employee's education should not be viewed merely as a socio-demographic characteristic, but as a strategic human resource management tool for workforce retention and stability. Therefore, employee education should no longer be used as just a recruitment criterion, but also as a tool for enhancing talent retention and employee loyalty. Methodologically, the study also contributes to hospitality workforce research by applying a cross-sectional quantitative design combined with multivariable logistic

regression, to examine socio-demographic predictors of employees' intention-to-stay taking similar analysis above regular bivariate analysis. Furthermore, by distinguishing intention-to-stay from retention and turnover intention research and integrating Job Embeddedness and Social Exchange theories, this study provides new empirical evidence from Nigeria. Overall, the study advances both hospitality management theory and human resource management practice, while establishing a foundation for future research on sustainable workforce management in developing economies.

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