

**EMPLOYEES TURNOVER AND PERFORMANCE IN NYERI COUNTY
GOVERNMENT; KENYA**

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DECLARATION

I, the undersigned, declare that this project is my original work and that it has not been presented in any other university or institution for academic credit.

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I confirm that this research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

I dedicate this research project to my husband James, Son Cian, mother, Father, brothers and my late grandmother for their prayers and support.

ACKNOWLEDGEMENT

My appreciation goes to all the colleagues and relatives who contributed to the success of this project. Particularly, i am thankful to my supervisor, Dr. Paul Waithaka for the tireless support in guiding through the research study. To my friends Beatrice, John and William, thank you for your prayers.

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ABBREVIATIONS AND ACRONYMS

CWB	Counterproductive Work Behavior
FPIC	Free, Prior and Informed Consent
HR	Human Resource
HRM	Human Resource Management
SPSS	Statistical Package for the Social Science

OPERATIONAL DEFINITION OF TERMS

Dysfunctional turnover	Refers to turnover which happens when highly performing employee quits the institution.
Efficiency	The ability to accomplish something with the least waste of time and effort; competency in performance.
Effectiveness	The degree to which set objectives are achieved and the extent to which targeted problems are solved. It is the ability to be successful and produce the intended results.
Functional Turnover	Refers to turnover which happens to the organization when lowly performing employees quits their jobs.
Involuntary turnover	Refers to turnover which happens if an employer comes up with resolution to release an employee from her/his duties while the employee reluctantly quits the position.
Labour Turnover	Refers to fraction of a number of employees who depart from the institution which can be as a result of retirement, resignation and termination of service to the sum number of the employee on the payroll that particular year.
Organization Performance	This entails real productivity or outcome of an institution as calculated against the planned outcome (goal and objective).
Performance	Refers to the action or process where an organization accomplishes task, function or action in order to achieve goals and objectives.
Voluntary Turnover	This is turnover which happens when an employee willingly chooses to quit the institution on her/his own wish.

ABSTRACT

Employees' turnover poses a recurrent challenge to most business organization globally. There is virtually no organization that is immune to employees' turnover; be its small size or big size organizations; they are all exposed to employees' turnover. Although it may not be feasible for any organization to totally eliminate employees' turnover due to various reasons, nevertheless it could be reduced to the barest minimum. For any organization to run and actualize its objectives there is a need for employees who would drive the processes of the organization. Ideally, an employee in an organization is expected to continuously render productive service to the organization and remain in that organization until retirement. However, in reality, Nyeri County Government has been experiencing employees turnover of employees who are knowledgeable and competent leading to poor performance. This study aimed at investigating employees turnover and organization performance in County Government of Nyeri. The objectives of the study were; to determine the effect of voluntary, involuntary, functional and dysfunctional employees turnover on the performance of Nyeri County Government. The study was guided by the Expectancy theory, Herzberg's two factor model theory and Equity theory.. The target population focused on all the employees of County Government of Nyeri. The study adopted a descriptive survey research design. It used a sample size of 74 employees. The sample size was obtained using stratified random sampling whereby the strata represented the levels of management which are top-level management, middle-level management, and lower level management. Then the sample from each stratum was obtained using random sampling. The instruments used in the study were questionnaires. Semi-structured questionnaires were developed. A pilot study was conducted to help establish content validity and reliability of the instrument. The data collected was analyzed by inferential Statistics and descriptive statistics. After analyzing data it was found that voluntary, involuntary, functional and dysfunctional labour turnovers had a significant effect on performance of the Nyeri County Government. The finding of the study was that labour turnover rampant in the county making the county to perform poorly. Recommendation of the study was that the County should ensure it retains its employees since they have more knowledgeable and competent. The governor office should give due recognition to its internal employees when there are new positions within the County. Individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs. Suggestions for further research were that the study should focus on all counties in Kenya since Nyeri is narrow.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Performance in any institution is revealed by how effective and efficiency it is in accomplishing aims and objectives. (Aspinwall, Sousa, Sampaio & Rodrigues 2005). Opposing to this, some organizations end up losing their employees when they fail to recognize their endeavor and reward them. This ends up in influencing the yield, expansion and enlarges the cost of recruiting fresh workers; and training and developing the fresh staff to take up the position. High turnover consequently has an effect on performance (Kreitner 2003).

Vance (2009) measures output using aspects like manufacture, billable hours, ill rate, and the extent of command, amid others. The critical matter in evaluating turnover is therefore performance and replacing of employees who quit their work as compared to the number of employees leaving. Kreitner and Kinicki (2007) concluded that as a company director, staff turnover should be observed as its one of the critical areas throughout the year. Every organization needs to be victorious even in the present situation which is extremely competitive. Therefore, business irrespective of range and market struggle to maintain the finest employees, acknowledging their significant role and influence on organization performance.

Luis (2008) states that firms which abandon employee's stakeholders may have to deal with irritated labour unions which can interrupt production by stopping ongoing work and losing of a good number of important and profitable employees to competitors. Institutions should come up with well built and affirmative association with its employees and take them towards accomplishing an achievement so as to overcome the problems (Bohlander & Snell, 2007).

Organizations should develop a policy to participate in highly competitive markets and to enhance their performance so as to accomplish their goals and objectives. De Grip and Sieben (2009) affirm that a good corporate should reduce recruitment and selection costs and enhance organization performance by coming up with strategies that reduces staff turnover. However, there are a few organizations that consider the human resources as being their major asset competent of directing them to achievement or if not directed well, to reject.

When employees are not motivated and contented with their jobs they will not perform their tasks and therefore will not attain their goals and the organization can't manage to attain success. The view is supported by Lalli (2009) who says that when employee's turnover is high it is a concern for organizations since failure to deal with the matters of turnover of employee it can sacrifice growth, profitability and productivity of the organization.

There are 3 categories of employees in County Government of Nyeri. These include the former Local Authorities, Central Government and the Executive ach having its terms of employment services. County has the main objective of rendering quality and better services to Nyeri residents but this has been interfered with by the turnover of employees. Most of devolved and transferred employees have not accepted he changes well due to the following organization issues like values, culture and structures which are not well addressed by Transition Authority to Devolved Government Act 2012 mandated to spearhead the process.

1.1.1 Organization Performance

Performance of the organization is the actual results or output of an organization as measured by its intended results (objectives ad goals). Richard (2009) organization performance consists of

the following parts of the firm results; performance of finance i.e assets return, profit and investment return; performance of product market i.e market share, sales return on shareholder i.e shareholders return total, value added economic etc. Many field specialists concentrate with performance of organizations including operation manager, finance, development, legal and planners of strategic. Performance of employees in any institution is seen by how efficient an organization is in achieving goals and objectives (Sousa, Aspinwall, Sampaio & Rodrigues, 2005).

Many organizations in recent years have used the balanced scorecard methodology to manage organizations performance whereby performance is measured and followed in multiple aspects e.g financial performance (i.e shareholders return), social responsibility (like community outreach corporate citizenship) customer services, organization performance, employee stewardship, improvement performance, systems of performance measures and organization engineering.

The performance of workers in Nyeri County has become important due to the increase concern of human resources and personnel experts about the level of output obtained from workers. Though several technique of measuring job performance has been developed, in general, the specific technique chosen varies with the type of work. For achieving prosperity, organization designs different strategies to compete with their rivals and for increasing the performance of the County.

Employee performance means carrying out duties efficiently and effectively to meet agreed job objectives (Baldwin, 2008). The ability to effectively manage employee performance can lead to increased margin, cost savings, customer satisfaction, growth, or market share (Kirkpatrick,

2006). (Biswas, Cascio & Boudreau 2013) estimate cost of lost productive time due to low morale of remaining employees as the aggregate time lost per day of the workgroup multiplied by wages plus benefits of a single employee and then multiplied by a number of days. Vance (2009) measures employee productivity using factors like production, billable hours, ill rate, the degree of supervision, among others. Marsh and Mannari (2008) claimed that indirect costs of employee turnover are about 70-85% of hidden costs such as lost productivity and opportunity costs. In order to increase employee's performance, the County Government of Nyeri has come up with ways of measuring performance by use of individual appraisal that have helped them know individual performance thus able to compete with other rival counties.

1.1.2 Employees Turnover

Employee turnover is the movement level of employees inside the organization (Reib, 2008). It has either a negative and positive aspects; however, it is to the organizations interest to get rid of the negative effects and the undue (negative) turnover level that threatens continuity of knowledge (Braham, 2005; Ertl, 2005; Reib, 2008; Zahorsky, 2010). When turnover is extreme it causes burden which is not necessary for the organization budget and human resources ie dedicated time to recruiting employees or workers, advertisement, interview, initial training, evaluation, motivation, induction, coaching, mentoring while the position is vacant (Armstrong, 2009; Bowes, 2010; Reib, 2008).

Stephen and Timothy (2009) says employees should be included in understanding the success in improving quality and productivity by managers today who are aware of it. Cascio and Boudreau (2010) say that voluntary turnover is one on the employee's side for example resignation and retirement or layoff which is involuntary. Most organizations as noted mostly focus on voluntary

turnover of employee incidences since it is more convenient as compared to involuntary turnover.

Voluntary turnover happen when an employee voluntarily resigns or leaves the organization at his or her own will. When employees lack opportunity for advancement, get better job offers and incase there are staff conflicts and dissatisfaction, employees may opt to leave employment. Schultz and Schultz (2006) when turnover occurs it tend to be costly to the organizations. When an employee leaves every time, a vacant occurs and a replacement is done through recruitment, selection, training and induction inorder to gain confidence and gain experience.

Phillips and Connell (2003) as quoted in Asmamaw (2011) agree and specify the costs of turnover to comprise, employment cost, recruitment cost, selection costs, orientation costs, loss wages/salaries, managerial costs, opportunity costs, human capital losses, loss of productivity, and deficient in succession planning. When employees leave an organization in their own will, it is voluntary turnover. According to Manu- Rita Negrin and Shay Tzafrir (2004) lack of job satisfaction and job stress can have an effect on voluntary turnover. When coming across voluntary turnover it is essential to reflect on desirability like substitutes. However, voluntary turnover can be forecasted and, in turn, be managed.

Involuntary turnover happens when an employee leaves his or her position unwillingly due to the employer's decision to discharge him or her duties. (Biswas, Cascio, and Boudreau 2013) when workers violate workplace policies, they perform poorly and slow down the business they are terminated and in turn affect productivity. When there is inability to manage organization productivity effectively, a decline in delivering service can happen which can be result to poor management and employees may perform poorly (Kirkpatrick, 2006). Vance (2009) says that

factors like production, poor rate, billable hours, supervision degree, among other measures organization productivity; when new workers are required to adapt to their work and work faster, they end up losing a lot of time leading to loss of productivity; when new employee is employed, he must be inducted in order to know more about the organization and gain confidence. A co-worker spends most of the time away from work helping the new worker adapt and this may lead to loss of productivity and training costs are incurred.

Mathis and Jackson (2004) describe involuntary turnover as "...an occurrence of involuntary turnover, or a fulfillment that reflects an employer's verdict to end the employment association. Allen, Shore and Griffeth (2003) conclude retirement, death, and dismissal are included involuntary turnover.

Functional turnover happens when an employee who is performing poorly leaves an organization. Amount of paperwork is reduced when organization files when dealing and getting rid of poorly performing employees rather than going through a difficult process potentially of proving how inadequate an employee is, the organization respecting their decision of leaving thus leading to low motivation. Nel, (2004) describe motivation "as a force that can make us do things; this is a result needs of individual being satisfied (or met) so that an inspiration completes the task.

Bittel and Newstrom (2002), says since every individual has different needs to motivate them, these needs vary from individual to individual. There is an increase in the standard of outputs since there is an effort put into their works. Harrison and Kessels (2004) Everyone's effort in achieving goals, even in the face of diversity continuously is always seen in a motivated person since they are always of fact that specific goals must be achieved. Workload of employees,

absenteeism and poor work environment is associated with low motivation which in turn brings turnover on employees. Aftab and Javeed (2012). According to Herzberg (2002), motivated persons output and quality of work are very good.

Dysfunctional turnover happens when a highly performing employee quit the organization. It can be probable expensive to any institution and can be as a result of a more attractive employment offers or shortage of chances for advancement of career. High rate turnover gives an organization a bad reputation. Lynda (2007) an organization image therefore is the sum total of impressions consented to the business. Numerous public casual acts by a worker can either change or lift the image of the organization in a single customer eye but the image overall is composed of many intuitions and reality. Organization image major element is brought about by overtime costs, poor attitude, loss of knowledgeable people, increased work stress and costs of overtime.

Inorder to control Company's turnover rate professionals of Human Resource have continued to work. The rate at which workers exits employee and are replaced with new ones is what is termed as turnover. According to Babcock (2009) inorder to build a strong, productive workforce and enhance policies of Human Resources it is good to understand employees' turnover and how to use each of the advantage. Armstrong (2011) noted that newer employees doesn't have high productivity and efficiency on the job as compared to employees who have served for long terms due to the experience they have gained with the company for lengthy working. People are important components of any organization.

Successful organizations strive to maintain a low level of employee turnover because of its associated organizational impacts and costs (Bohlander & Snell 2007). A review of human resource management literature describes the various organizational consequences associated

with employee turnover and provides organizations with a formula to calculate their rate of employee turnover. All organizations need to focus on attracting potential employees who will become productive members of the organization (Nickels, McHugh & McHugh 2005).

1.1.3 Nyeri County Government

Kenya has 47 Counties; Nyeri County is one of them. The former Central Province, being the administrative headquarter is the County nowadays. Nyeri has a surface area of 3337.10km approximately and it is situated about 150km north of Nairobi, the Kenya Capital City. Kenya history to actualize and execute devolution agenda was an exceptional opportunity which was presented in general election of 2013. County comprises of two bodies namely the County Executive and the County Assembly which consequently forms the County Government.

Counties have an important work to institutions setting up, coming up with operationalisation strategies and structure development. Recruitment of better workforce and development working plan is the best is the key effort of the County. Constitution of Kenya (2010) states there is need reorganized and restructured the Public Service. The Fourth schedule distributes the county and national governments functions evenly. National government deals with policy formulation, national planning and quality assurance and the county government mainly deal with policy implementation.

The functions which have been devolved to the county governments are currently being performed by the officers appointed by the Public Service Commission either as the staff of former local authorities or civil servants deployed to the former districts and provinces. County Government tries to struggle to grow to be the foremost County in Kenya by providing quality services by use victorious stakeholder relationship, collaborative and collective finding of the

solution, empowerment, stiffness, and creativeness. It aims at changing to a proactive from a reactive County and be distinguished by being the most successful service providers and providing quality services and workers dedication.

1.2 Statement of the Problem

There have been many transforming in the human resource functions, organization and structure going on in the public areas with the current passing of the New Constitution. Due to these transformations human resource function has been transferred to Public Service Boards of the County (County Management report 2016). Conversely, numerous concerns have come up in these boards that are hindrances to the victorious delegation of human resource management. Devolution intends to bring services nearer to its internal and external customers in HR related issues which have not been the case. Performance in the County has been deteriorating with time making it possible for Counties to perform effectively and efficiently.

When the government was devolved into Counties most people left their original place of work and sought employment in the County Government, the challenge is that 20% of the jobs in the County Government are basically on contract and 80% are on permanent basis, therefore, this study tries to study ways that the County government have adopted in order to reduce labour turnover and ensure good performance. Literature existing points out that factors like compensation which is attractive, pleasant leadership, stability among human-work life and strong work environment t creates a sense of belonging amongst workers which enables them to remain in only one institution thus improving their work performance thus enabling smooth and effective running of the organization which is extremely essential.

Rate at which employees have left the organization is alarming since the year 2014 to 2016. One hundred and sixty-eight (168) qualified and skilled employees have left Nyeri County to other counties (County Management report 2016). Due to this problem the County employs more employees in order to offer better services to the public. Nyeri County has seen an increasing trend in labour turnover among its employees and this has led to less productivity in recent times and has spent more funds on the staffing and training of fresh employees every year owing to high rates of turnover.

High employee turnover has also affected the County negatively due to high to high loss of experienced workers, loss of experience and knowledge, recognized client relation which leads to poor customer satisfaction which has resulted to revenue loss. Nyeri County performance has not been presentable as it was ranked position 45 (Policy Tracking Impact Public Affairs Consulting 2018). Due to this the County has employed more employees who possesses knowledge in different fields and who are experienced in order to improve its performance. The purpose of this study therefore was to investigate employee's turnover and performance in Nyeri County Government.

1.3 Objectives of the Study

The study aimed to achieve the following objectives:-

1.3.1 General Objective

The main objective of this study was to investigate employees turnover and performance in Nyeri County Government.

1.3.2 Specific Objectives

The specific objectives of this study were:-

- i) To determine the effect of voluntary employees turnover and performance of Nyeri County Government.
- ii) To examine the effect of involuntary employees turnover and performance of Nyeri County Government.
- iii) To establish the effects of functional employees turnover and performance of Nyeri County Government.
- iv) To assess the effect of dysfunctional employees turnover and performance of Nyeri County Government.

1.4 Research Questions

This research project was guided by the following questions:

- i) What is the effect of voluntary employees turnover on performance of Nyeri County Government?
- ii) What is the effect of involuntary employees turnover on performance of Nyeri County Government?
- iii) What is the effect of functional employees turnover on performance of Nyeri County Government?
- iv) What is the effect of dysfunctional employees turnover on performance of Nyeri County Government?

1.5 Significance of the Study

The study would be significant to the County Governments. This study would help County Government in coming up with strategies for reducing labour turnover and ensuring a high rate of staff retention even in future to enable better service delivery. The study would enable the

County Public Service Board achieve enhanced realization of workers exiting employment thus better planning for individual Resource required in the organization. The Board would gain a better understanding of the demographic attributes of employees likely to leave employment thus better planning for labour supply and demand in the County. Policy makers would get help in acting as channel in information gathering through research and discussion in reducing and extracting information policy and policies set which promote to serve the preferred action course. Finding and recommendation of the study forms reference basis to other researchers in related areas for further studies.

1.6 Scope of the study

The study involved the Nyeri County Government. It covered nine departments in this county namely Governors Office, County Secretary, County Public Service Board, Public Administration, Information and Communication, Medical Services, Public Works, Education, Youth and ICT, Finance and Economic Planning and Agriculture, Livestock, Fisheries, and Co-operative. It involved 251 respondents who were picked from the above departments. The study was used to investigate voluntary, involuntary, functional and dysfunctional employees turnover and organization performance. This research focused also on employees turnover and performance in Nyeri County between the year 2013 and 2017 since the period the devolution came into place. This study aimed at investigating employees turnover and organization performance in County Government of Nyeri. The objectives of the study were; to determine the effect of voluntary, involuntary, functional and dysfunctional employees turnover on the performance of Nyeri County Government

1.7 Limitations of the Study

The County is becoming more secretive in giving out information regarding service delivery and this hindered the researcher from getting more information in data collection regarding effects of labour turnover. In order to overcome this challenge, the researcher had an introductory letter from Kenyatta University confirming that this research was purely for purposes of academic. The study used current employees as opposed to those who had left. The study was carried out during working hours when some employees were busy or sent out on official duties limiting the availability of the target group. In order to overcome this challenge, the researcher gave out the questionnaire to the target group, gave them time to fill them and then collected them later.

1.8 Organization of the Study

This research project has been organized in five chapters. Chapter one or introductory part presents the background, statement of the problem, objectives, research questions, significance of study, the scope of study, limitations of the study and the organization of the study. Chapter two discusses literature review which has covered both the empirical and theoretical literature review. Chapter three discusses research methodology which covers research design, the population of the study, sample and sampling technique, data collection, validity and reliability of the instrument data collection procedure, data analysis and presentation and ethical considerations. Chapter four discusses data analysis, finding and discussion while chapter five discusses the summary, conclusion and recommendation of the research project.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter contains literature review derived from research and works by other researchers obtained from journals, manuals, and internet. It contains theoretical literature review, empirical literature review, research gap and the conceptual framework. It aims at assisting in the problem definition and makes it possible to understand the work of other researchers and writers who have contributed to the topic.

2.2 Theoretical Literature Review

The research is anchored on theories which explain the impact of employees turnover on organization performance. The study focused on three key theories; Hierarchy of Needs by Maslow, two factor theories by Herzberg and Equity theory which explain many of the reasons behind employee turnover at workplace.

2.2.1 Expectancy Theory

The Expectancy Theory was developed by Victor Vroom of the Yale School of Management in 1964. The theory clarifies why there is on behavioral preference by an individual over the other. The idea behind this theory, there is a believe that decisions made will make people motivated since their desires will be accomplished. Redmond (2010) says that Expectancy theory suggests that motivation of work is dependent leading the perceived relationship between performance and outcome and there is individual behavior modification based on expected outcome calculation. Chen and Fang (2008). This theory is assembled based on motivation idea that come from a person that in performance form or reward they will get what they want. Individuals have sets goal as stated in this theory and as they believe they can be motivated. Performance and efforts have a positive correlation between them.

A reward which is desirable will result if there is performance which is favorable. Important needs will be satisfied through reward. There is enough strong desire to satisfy these needs to make worthwhile effort. (Lawler, Porter & Vroom 2009). Therefore, Employees may be compelled to seek improved opportunities elsewhere when they feel their expectations have not been met.

The theory helps managers understand the psychological processes that may improve performance. The perceptions, thinking, estimates of chances, beliefs, probabilities strongly influence employees performance. Therefore, managers should create a culture, climate and work environment that increases employees' performance. It explains many of the phenomenons related to employee performance and effort that are observed in organizations. If organizations reward individuals for performance rather than effort, seniority, job difficulty and skill level expectancy theory might be much more valid.

In order to ensure that performance-outcome is enhanced, managers have come up with use of systems that tie rewards closely to performance. Managers have also ensured that the rewards they are providing are deserved and wanted by the recipients. In order to improve the effort-performance tie, managers have engaged in training to improve their capabilities and beliefs that have added effort that has led to better performance.

2.2.2 Herzberg's Two-Factor Model Theory

Herzberg (1957) developed a two-factor model of satisfiers and dissatisfiers after investigating job satisfaction and dissatisfaction sources of accountants and engineers. Armstrong (2006) Hertzberg found out that factors causing job satisfaction are separate and distinct from those causing dissatisfaction. Examples of dissatisfaction are company policy, administration, salary,

job security and working conditions. Examples of satisfiers (hygiene motivation) are recognition, achievement, advancement, autonomy, growth, responsibility and work itself. Herzberg also pointed that opposite of job satisfaction is not dissatisfaction and vice versa.

Loiseau (2011) Herzberg theory says there are two distinct needs of human that influences employees' motivation and attitude: Physiological need that money fulfils e.g. shelter and food purchase; psychological need for achievement and growth fulfilled by activities that makes us grow. Two factor models by Hertzerg consist of two groups, the satisfiers or motivators as they are effective in individual motivation to efforts and performance which are superior as seen. An increase in job satisfaction may be seen after recognizing the different job dimensions or at least reducing dissatisfaction that is the very initial tread towards designing an approach of diminishing labour turnover and consequently for withholding quality staff (Raju, 2004).

Ewen (1966) used Hertzberg's theory in job satisfaction testing. Maidani (1991) used the theory in job satisfaction comparison among employees. Maddox (1981) used this theory to studying satisfaction of employees. Inorder to eliminate job dissatisfaction, managers need to use this theory. Secondly, conditions that result to job satisfaction creation. Policies of a company which are poor need to be eliminated to ensure job security and to ensure competitive wages. Opportunities for advancement should be given to employees and be recognized for their effort and be given extra responsibilities to reduce turnover and help motivate them. In employee's development and motivation in counties, this theory has successfully been used. Motivated employees would be created systematically when this theory is applied and it will help company turn out to be more productive and succeed.

Loiseau (2011) management should be concerned with work nature itself when they want to increase on the job satisfaction. If management aspires to decrease dissatisfaction, it must then for on job environment improvement. The two-factor theory of motivation shows how employees are de-motivated at work, high employee-employer relationships, and increased employee retention. This theory is applied by managers to eliminate dissatisfaction by providing reasonable satisfiers and at the same time enhance motivation by improving factors that cause satisfaction. Motivational factors are needed in order to motivate employees to higher performance.

2.2.3 Equity Theory

Equity theory was first developed in the 1960s by J. Stacy Adams. Perception people have about how they are treated compared to others is what equity theory is concerned about. An individual motivation is based on what an employee considers fair as compared to others (Redmond 2010). As noted by (Gogia 2010), Equity theory focuses on relationship of employee work compensation when applied in workplace as well as an attempt by employees to reduce any unfairness sense that may result. Individual want to be fairly compensated for their contribution when compared to other employees. A person's behavior, attitude and motivation affects him based on his belief in regard to what is fair or not. Employee be forced to seek better opportunities in other firms when they feel they are treated unfairly.

As advocated by Adams (1965), equity is of two forms the distributive equity which deals with fairness in which employees have a feeling with reward with their contribution in accordance and in comparison with others; procedural justice and procedural equity is concerned with areas being operated like promotion, performance appraisal, discipline where people have perceptions

Of being treated fairly. Feelings of emotions like procedural fairness and interpersonal factors are closely linked. Tyler and Bies (1990) identified five factors contributing to procedural fairness perception. These are sufficient deliberation of employee's point of view, personal bias suppression towards employees, consistently applying criteria across employees, providing employees with early feedback concerning decisions outcome and providing adequate explanation to employees on decision made.

In early 1960's this theory was developed by Stacey Adams. Individual perception of the treatment which is fair in social exchanges can affect motivation as Adams recognized. In order to reduce turnover and encourage employee's retention, Equity theory should be applied by managers. An employee who considers a future which is bright with the Company wants to stay and have a claim on it. The Company is relieved the training expenses, brain drain, watching the former employees enhance competitors with provided training by their original employer and employees placement when employees stay. Fair compensation is what individuals want as compared to other people for their contribution (their output(s) match the outcome they experience.

Motivation of a person as proposed by equity theory is based on what she/he consider fair when compared to others (Redmond, 2010) "Exchange relationship" or employee work –compensation relationship of an employee is what equity theory focuses on when it's applied to workplaces as well as an attempt to minimize sense of unfairness that may result (Gogia, 2010). Fairness/unfairness and social relationship is what equity deals with. It is also known as inequity or social comparison theory.

Effective managers have applied these observations to managing employee's performance by motivating them through positive reinforcement and appraising them on at least an annual basis

fairly. Through this there is improved performance since each and every employee points of weaknesses and strength are noted and adjusted.

2.3 Empirical Literature Review

2.3.1 Voluntary Turnover and Performance

For small, medium and large organizations, it can have problems due to voluntary turnover. Some degrees of employee's turnover can be expected for all organizations. Employee's turnover at a certain degree indeed may be desirable as there is opportunity creation for competence introduction experience and new ideas to the organization and provides career development opportunities to the existing workers. Though, labour turnover can tend to be costly to the economy as a whole and to the individual organization Durbin (2000). It affects organization performance negatively.

It is arguably more important for small or large organizations to have a succession plan today than ever for reasons which are basic (Curtis, 2012) on study of employees turnover. Sudden exit of key members of an organization is the first thing to deal with which may be as a result of accident, death or resignation. Satisfying motivational issues like career planning is second. Succession planning is clearly with Human Resource Practitioner remit who the organization may ask to identify a candidate proactively to replace employees who are core and could be leaving the organization and so may bring problems of the organization operation staffs at various levels who would remain working in the organization for many years. In the past, succession planning issues were not greater problems. Bohlander (2007) added that nowadays all employees however, at all levels don't have same corrections with organization. An extraneous factor and a perennial issue could be retention which may cause a business strategy to go off course.

Githinji (2014) on the study on effects of staff turnover on financial performance indicated that practices of recruitment and selection are associated to workers quality and productivity. Recruitment and selection resolutions are important since each decision of work can put in or deduct from workforce quality overall. Failure to meet performance by employees and managers behavioural anticipation can lead to performance of others which has a negative impact. Loss of productivity resulting from turnover of employees as shown by the empirical evidence may account for additional two-thirds of the total cost of turnover. Mannari (2008) observed that through turnover, other costs may originate. A few of these costs are obtained from a number of sources which are different; these include replacement and recruitment of employees comprising organizational expenses, advertisement, screening interviews and services connected with selection like reference processing, security checks, psychological testing and administrative hiring cost.

According to the study on voluntary turnover consequences (Gronroos, 2007) there may be a decline in quality of a service as it uses resources and take time in replacing departing employees and thus turnover increases. A wide range of reasons like inappropriate behavior i.e. Counterproductive Work Behaviour (CWB) job performance which is unsatisfactory may led the organization to let go off employees. Labour turnover may bring complications like involuntary turnover and poor performance of the firm both brought about by results of ways of dealing with labour market information asymmetries as compared to turnover directly affecting performance. Gronroos classified quality services which are understood by customers within two dimensions primarily like functional and technical quality. Seven criteria which are important for service delivery identified by him include behaviour and attitude, skills and professionalism, flexibility and accessibility, trustworthiness and reliability, reputation and relationship and credibility.

Curtis (2012) says that quality service in marketing relationship terms is as much managing the relationships quality as the management of quality of services.

2.3.2 Involuntary Turnover and Performance

Failure or success of any business and organizations relies basically on employees' performance. This makes them be termed as non-imitable, valuable and rare resources of a business. Employees seem to be more contented with work and dedicated when they are developed more and this eventually increases their performance (Champathes, 2006).

Damaris (2007) on the study of involuntary turnover and organization performance discovered that employee training increases productivity through effective use of human resources, achievement of goals and objectives, enhanced work performance and costs which are reduced by labour turnover. New applicants training naturally for a job varies in complexity and length based on job itself and organization. Off and on the job training, where training cannot be satisfactorily taught on the job and is complex, off the job training can be carried out even by small organizations. Employees feel good when involved in ongoing training since they will improve performance and do their job better and feel that they are enough cared for by employer thus development and investment. Barcus (2007) employees exhibit higher levels of affective commitment to them when they are exposed to more opportunities for training which reduces turnover and saves turnover costs of employees.

A negative impact can be seen due to labour turnover on other employees by group socialization process disruption and may increase internal conflicts which lead to additional absenteeism (Neo, Hollenbeck, Gerhart & Wright, 2006). Lowered employee morale brings staff turnover cost among other workers who deal with workload, loss of customers who had moved to

competitors for improved services and loss of revenue for sales not made. Morale of employees may be low due to workload alternate personnel, overtime and working with less number of employees than required is a hitch. This causes errors during performance of activities and may bring poor services.

Longenecker and Scazzero (2003) on the study of manager's turnover and their retention in an organization changing rapidly emphasized that those managers operating like dictator, declining to take into consideration opinion of other people makes good employees leave. Organizations lacking a 360 - degree tool of feedback or review of performance that consent to managers being rated by their subordinates are at a high turnover risk. Many organizations common thing unfortunately is bad management. It is no concurrence that high turnover is common also. (Armstrong 2008) In a small business, turnover rates are affected by poor management in several ways.

2.3.3 Functional Turnover and Performance

When employees perform activities it leads to their development which is important; it is an organization indication that it concerned about development of workers (Elena, 2000). According to Hameed and Waheed (2011), a lot is invested by the organizations in developing employees. Employees enforce more effort and use their skills in attaining organizational goals when the organization contributes more towards developing their activities.

Osterman (1987) on Employment security. Turnover and Organization performance highlighted that functional turnover outcome to remaining members of staff resulting to extra workload thus affecting effectiveness and performance of organization. Employees work extra hours as stated for work compensation of those who have resigned.

McEvoy and Cascio (2007) on the study on involvement between turnover and performance discovered that factors like management style, policies in human resource, hierarchies and organization culture makes up the work environment. Employee's satisfaction which affects employee turnover rates is greatly influenced by work environment. In developing a workforce performance which is high is a key needed to reduce turnover, increasing satisfaction of employees and using a work environment which is positive. Functional environment of work which is beneficial leads to productivity increase which is co-operative and trust leads to environment which is relaxed maintained with humor that can set free efforts which are innovative .Workplaces featuring short-term performance pressures which are higher. Intensive monitoring of performance and pay-based commission has considerably higher rates of dismissals, quits and total turnover.

Gallagher and Nadarajah (2004) carried a study on lower, middle and top management turnover and its results highlighted that existing employee's absenteeism is caused by turnover. Absenteeism can be a major problem faced by employers in workplace today. Poor performance indicator is often seen through absenteeism. The smartest person in the office may make the employer incur higher costs due to absenteeism. Armstrong (2011) states that non-culpable absenteeism causes is not a big concern generally since managers get informed by employees that they won't be able to work ahead of time. There isn't serious impact, culpable and anticipated absenteeism. Culpable absenteeism causes are important as managers are provided with feedback about morals in workplace or single employee.

2.3.4 Dysfunctional Turnover and Performance

In any organization turnover of employees is a normal part of functioning of organization and a definite point of turnover is expected to be favorable to the organization turnover which is

excessive is dysfunctional to an organization. (Armstrong, 2004). Yoder and Staudohar (2005) says that the wider society, individual employee and the organization may experience an impact when an employee leaves the organization. Negative or positive impact may occur and a better understanding of process of turnover on employees can lead to an increase in degree to which employees within an organization can have an influence to these effects.

Lynda (2007) on her study of labour turnover and its causes says that image of the organization is the total sum course of company's impression left. Financial performance and core business of the company, salaried workers and employee policies, performance of its brand, reputation and customer's external relations are two major elements. A number of factors from pay scale issues to conflict subject with organization management can attribute to labour turnover which is high. It is essential to decrease high turnover since it poorly reflect on the image of the organization. It is therefore difficult for an institution to employ new talents when there is high turnover.

Githinji (2007) on the study of employee's turnover on financial performance highlighted that there is a replacement of a new person when a new member of the organization leave, expertise are lost and there is a bad experience when employees are departing. What departing employees know and how to do it constitute of technical expertise often obvious as tacit or explicit knowledge that resides predominantly in the employees head. Bates (2011) attention has been paid to the firms cost as argued of losing know-how that exist in departing individual employees mind. Nevertheless, a part of organization resource base forms the technical expertise often referred to as human capital. Beside the technical expertise loss as he claimed, productivity, dedication, determination and drive, expertise, creative capacity, high achievement educational level experience position in the field or industry and other factor or combination of them. There could be loss of technical expertise when employees leave also there is loss of productivity,

dedication, service standard and quality and effectiveness. Firm's growth and learning may be affected due to technical expertise loss a human resource literature component as identified as vital and often many businesses ignore this aspect.

Dalton and Todor (1982) on the turnover review study explained that as a consequence of staff turnover which is high, organization production goes down due to organization being unable to deliver to its customer the products in time. The author advocates that to avoid such situations staff may be requested by management to work overtime for pay an extra cost which is a burden to the organization. Vance (2007) it can radically alter the cost of company structure due to overtime pay and it is considered a waste on the premium part of the compensation.

Mayhew (2007) on the study on turnover of staff noticed that a good attitude needs to be portrayed by workers to customer both from outside and within the organization. Attitude to employment is of importance which is great on development of the organization this is because; customers, owners, co-workers and regulators have a great concern due to poor attitude. Accordingly, in a work setting governed by professionalism, everyone can be affected by poor attitude causing conflict amongst workers. Richard (2009). Poor attitude in some instances may be ignored by majority workers. Laziness, tardiness, rudeness, rumor mongering and other behaviors and activities can deter organization overall objectives and goals. In addition, the human being involvement in running organization affairs which are of considerable importance It has been highlighted by many writers that one of the primary components aspects is the employees who ensure organization effectiveness is promoted

Aftab and Javeed (2012) on the study on consequences of employee turnover and control emphasized that labour turnover leads to an increase in job stress associated with physical environment and workload of employees. Job stress as noted by the author has become a costly

and a common problem in workplace today. One-fourth of employees in organizations which are different as indicated by research view their job as stressor number-one in their live and three fourth generations of employees in organization which are different believe they have on-the-job stress than a generation ago. Mayhew (2007) accounted that those who are at a greater stress risk and those harmful results are employees with control which is insufficient over their job as shown in the study. Main anxieties have been feeling of control over status of employment in a work environment characterized by turnover of staff which is higher. An outcome of stress which is direct is productivity reduction.

2.4 Summary of Literature Review and Research Gap

Table 2.1: Summary of Literature Review and Research Gap

Authors	Context and focus	Major Findings	Gap Identified	Current study focus
Damaris, 2007	Labour turnover in private security firms in kenya:	Private security guards leave their employment due to low salaries, change of career, misconduct, sickness, long working hours, lack of career prospects	Previous study independent variables were factors that influenced labour turnover in the Future Force Security Company and the Demographic characteristics of employees likely to leave employment in the company. Current study independent variables were voluntary, involuntary, functional and dysfunctional turnover in Nyeri County Government	The study focused on local analysis hence results was Kenyan specific findings
Lynda, 2007	Factors affecting employees turnover in the pharmaceutical industry:	Remuneration influences employee turnover, reward and recognition influences employee turnover and opportunities for career progression influences employee turnover	Previous study independent variables were Remuneration, reward and recognition and opportunities for career progression. Current study independent variables were voluntary, involuntary, functional and dysfunctional turnover in Nyeri County Government	The study focused on local analysis hence results was Kenyan specific findings

Githinji, 2007	The effect of staff turnover on financial performance of private security firms in Kenya	Financial and non financial performance has an impact on turnover	Previous study independent variables were Direct and indirect effects of staff turnover on the financial performance of private security firms in Kenya. Current study independent variables were voluntary, involuntary, functional and dysfunctional turnover in Nyeri County Government	The study focused on local analysis hence results was Kenyan specific findings
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Source: Researcher (2017)

This chapter presented a review of related literature on labour turnover. Turnover costs of counties are significantly high and affect financial performance of the county. Costs which are direct are recruitment cost which is experienced advertisement, screening and interviewing, training of new people and overtime which is an extra cost to the County. Much time and expense go into this process. Indirect costs include a decline in service quality since it takes resources and time in replacing employees who are leaving and there is loss of technical expertise who are more experienced. Moreover, employee turnover could also bring negative impact on employee's morale, employee training, and transfers (Gomez-Mejia, 1998). This study aims to investigate impact labour turnover and organization performance of County Government of Nyeri and finding a suitable solution to curb the problems. Labour turnover is very costly to counties because it affects its productivity and reputation. It is agreeable that most Kenyan counties has vague ideas of the labour turnover but have shortage of skills or capability to implement them. To be able to respond to internal and external variables in a project environment, it was instructive to investigate and understand how and to what extent employees turnover affected counties. The study therefore intended to bridge the gap that led employees turnover and performance in Nyeri County Government.

2.5 Conceptual Framework

The main variables of this project include voluntary, involuntary, functional and dysfunctional labour turnover. These variables are considered independent and are to be analyzed in relation to their impact on labour turnover in Nyeri County Government. A conceptual framework is termed as a set wide plan and standards aiming at assisting the researcher develop understanding and awareness to the conditions under examination and communicate the same.

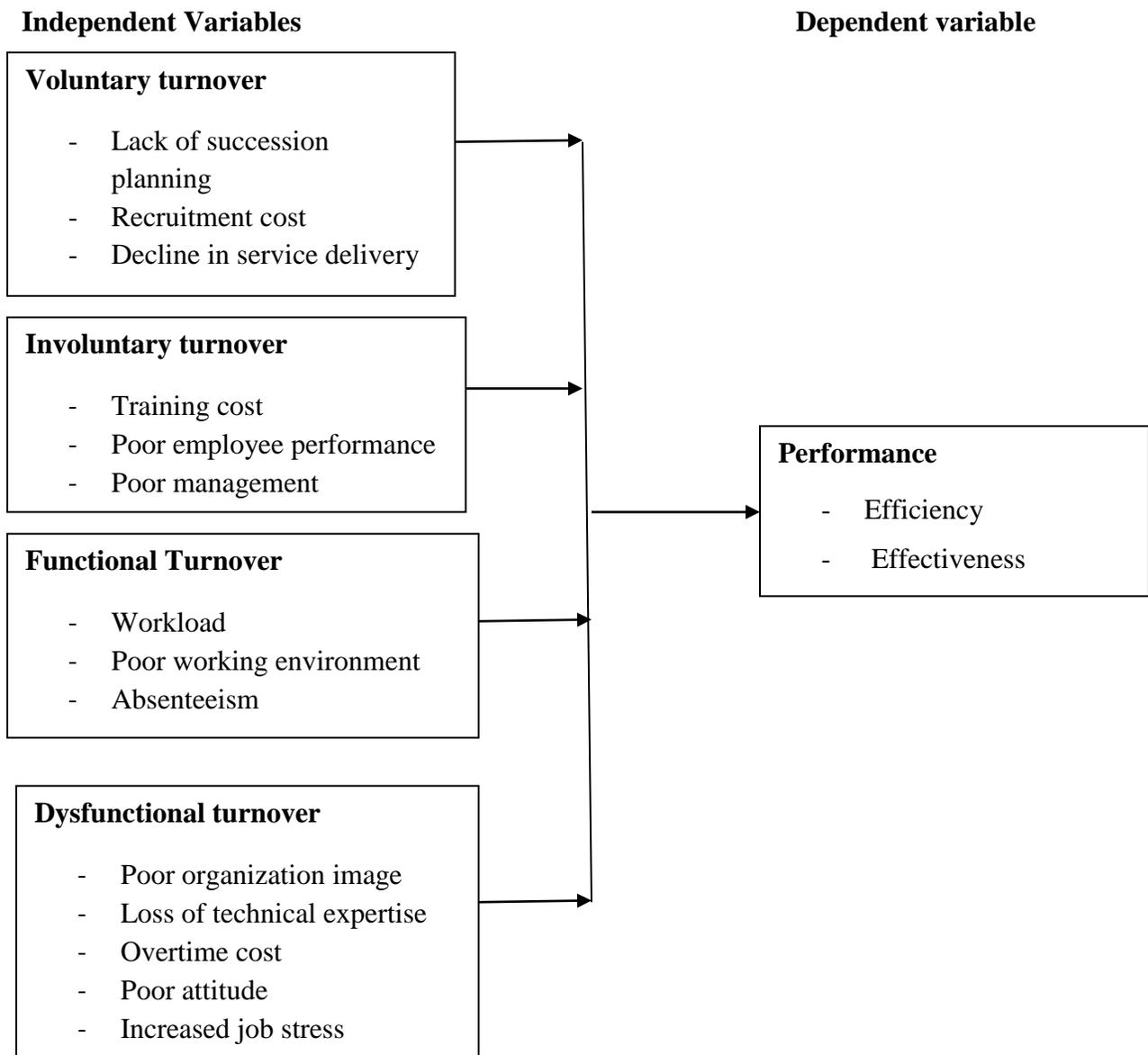


Figure 2.1 Conceptual Framework

Source: Researcher (2017)

Lack of succession. It is arguably more important for small or large organizations to have a succession plan today than ever for reasons which are basic. Recruitment and selection resolutions are important since each decision of work can put in or deduct from workforce quality overall. Failure to meet performance by employees and managers behavioural anticipation can lead to performance of others which has a negative impact. Decline in quality of a service uses resources and take time in replacing departing employees and thus turnover increases. Employees turnover may bring complications like involuntary turnover and poor performance of the firm both brought about by results of ways of dealing with labour market information asymmetries as compared to turnover directly affecting performance.

When an organization employs new employees it is a requirement for them to undergo training in order for them to perform well. Employees feel good when involved in ongoing training since they will improve performance and do their job better and feel that they are enough cared for by employer thus development and investment. A negative impact can be seen due to labour turnover on other employees by group socialization process disruption and may increase internal conflicts which lead to additional absenteeism. Managers operating like dictator, declining to take into consideration opinion of other people make good employees leave. Organizations lacking a 360 - degree tool of feedback or review of performance that consent to managers being rated by their subordinates are at a high turnover risk. Many organizations common thing unfortunately is bad management.

When an employee leaves the organization, remaining members of staff resulting to extra workload thus affecting effectiveness and performance of organization. Employees work extra hours as stated for work compensation of those who have resigned. Employee's satisfaction

which affects employee turnover rates is greatly influenced by work environment. In developing a workforce performance which is high is a key needed to reduce turnover, increasing satisfaction of employees and using a work environment which is positive. Absenteeism can be a major problem faced by employers in workplace today. Poor performance indicator is often seen through absenteeism. The smartest person in the office may make the employer incur higher costs due to absenteeism.. Culpable absenteeism causes are important as managers are provided with feedback about morals in workplace or single employee.

It is essential for the organization to decrease high turnover since it poorly reflect on the image of the organization. Due to poor image it difficult for an institution to employ new talents when there is high turnover. There could be loss of technical expertise when employees leave also there is loss of productivity, dedication, service standard and quality and effectiveness. Firm's growth and learning may be affected due to technical expertise loss a human resource literature component as identified as vital and often many businesses ignore this aspect. Consequence of staff turnover which is high, organization production goes down due to organization being unable to deliver to its customer the products in time. To avoid such situations staff may be requested by management to work overtime for pay an extra cost which is a burden to the organization. Attitude to employment is of importance which is great on development of the organization this is because; customers, owners, co-workers and regulators have a great concern due to poor attitude. Accordingly, in a work setting governed by professionalism, everyone can be affected by poor attitude causing conflict amongst workers. Job stress has become a costly and a common problem in workplace today. Employees in organizations view their job as stressor number-one in their live. Main anxieties have been feeling of control over status of employment in a work environment characterized by turnover of staff which is higher. An outcome of stress which is direct is productivity reduction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on how the study was carried out. It consist of research design, population of the study, sample and sampling technique, data collection, reliability and validity, data collection procedure, data analysis method data presentation and ethical considerations.

3.2 Research Design

The study used descriptive research design which is cross sectional. According to Gravertter and Forzano (2011), descriptive research design entails evaluating a set of variables as they exist normally. Matthews and Kostelis (2011) inorder to answer instant questions about state of current affairs, this research design attempts to do so. Houser (2011), says that an in-depth information on attributes of subjects within a certain study field which is provided for by the research design. Houser further emphasizes that an identity of relationships between variables is done through descriptive studies because of its power to determine the relationship between study variables that will enable this research design to be adopted.

3.3 Target Population

Cooper and Shindler (2005) define population as total collection of elements which the researcher is wishing to make several inferences. The study was carried out in nine departments in the County namely: Public Service and Administration; Medical Services; Education Youth and ICT; Finance and Planning; Agriculture Livestock, Fisheries, and Co-operative; Water, Environment and Natural Resources; Energy; Special Program and Culture and consisted of top, middle and lower employees. The target population of the County Government of Nyeri was two hundred and forty five distributed as follows.

Table 3.1 Population of the Study

Departments	Population
Chief officers	9
Directors	9
Administrators	48
Human Resource Managers	2
Supervisors	64
Clerical Staff	113
Total	245

Source: Nyeri County Government Annual Report (2016)

3.4 Sample Size and Sampling Technique

Stratified random sampling was used because the population consisted of the lower, middle and top cadre employees. To ensure all employees had an equal chance of being selected, a simple random sampling was used in order to ensure results are reliable enough to be generalized and avoids simple bias. Mugenda and Mugenda (2008), suggested that 30% will be representative sample thus this study adopted 30% of the population making sample size to be 74 distributed as follows:

Table 3.2: Sample Size

Departments	Population of the study	Sample Size (30% of the population)
Chief officers	9	3
Directors	9	3
Administrators	48	14
Human Resource Managers	2	1
Supervisors	64	19
Clerical Staff	113	34
Total	245	74

Source: Researcher (2017)

3.5 Data Collection

A semi-structured questionnaire was used to collect data which consisted of close-ended and open-ended questions. According to Cox (2000) this questionnaires are preferred since they data collection instruments that are effective to allow respondents to give much of their opinions in regard to the research problem. Saunders (2009) defines questionnaire as a universal expression of techniques used in collecting all data whereby a person is asked in a predetermined manner to answer the same set of questions. Drop and pick technique was administered to the questionnaire.

3.6. Validity and Reliability of the Research Instrument

Patton (2002), states that validity and reliability are two factors which any researcher should be concerned about while designing a study, analyzing results and judging the quality of the study.

3.6.1 Validity of the Research Instrument

Validity refers to the degree to which a study accurately reflects or assesses the specific concept that the researcher is attempting to measure. It is the degree to which results obtained from the analysis of data actually represent the phenomenon under study. To enhance the instrument's validity, the researcher sought expert opinion by consulting the study's supervisor with respect to content validity. After the final confirmation, a pilot test was conducted by distributing the questionnaire among 10 respondents from different sections such as; County Public and Administration; Medical Services; Agriculture, Livestock, Fisheries and Co-operative; Education, Youth and ICT which ensured the appropriateness of questionnaire and the investigated aspects are understandable generally .

Cooper and Schindler (2003) suggested that pilot group ranges for 10 employees as based on descriptive research design. The study assessed questionnaires clarity since the pilot study enabled him/her and there was abandonment or modification of items found redundant and misunderstood for quality improvement of instrument of research thus validity increase. Validity of data collected was checked and confirmation of results was done.

3.6.2 Reliability of the Research Instrument

Consistency of measurement is referred to as reliability Shanghverzy (2003), it is assessed frequently through test-retest reliability method including many items which are similar is what is referred to as reliability and included diverse sample testing of individuals and by use of procedures which are uniform in testing. Also, question of whether the study is repeatable is also a concern for reliability. Respondent's knowledge lack may be a factor that can affect reliability. If at the moment of data collection the respondent is stressed and tired, or has an attitude towards the interview /questionnaire it is suggested that it can have a negative impact of reliability of the study.

Eriksson and Wiedersheim-Paul (2001) quantitative research and reliability has an issue in connection moreover. A question of whether there is stability or not is a concern for quantitative study. The study used Cronbach's alpha methodology in order to check results reliability which was based on internal consistency. Cronbach's alpha was used to measure average of items measurable and its correlation (Hair, 1998). It was used to test desirable situations and overall reliability scales of the present situation which was 0.70.

3.7 Data Collection Procedure

An introduction letter for identification by staff of County Government was obtained by the researcher from Kenyatta University. This provided important information for achieving objectives of the research. Staffs who are eligible were distributed with questionnaires through various departmental heads. In order to help motivate respondents participate in the study and answer questions a cover letter was expected. This ensured confidentiality and anonymity and was shown on the way of filling the questionnaires. All employees through their departments got questionnaires which were distributed among them. This method helped keep track on those who never returned questionnaires on time and needed reminder and this enhanced confidentiality making the method advantageous. After data had been collected through the questionnaire from a representative sample it was edited for completeness, reliability and consistency.

3.8 Data Analysis and Presentation

In this study, two types of data was collected. Healey (2011) quantitative and qualitative and two kinds of statistical analysis were applied. Graphs, tables and charts were used to present the analyzed data. Multiple regressions was also used in this study to help determine relationship between variables under study. Statistical Package for Social Science (SPSS) was used to analyze quantitative data collected. Descriptive statistics including mean, frequency and percentage was used to analyze the computed data within the frame of reference of the research problem, data interpretation was done. Formula of linear regression was used to establish relationship between dependent and independent variables as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Whereby: Y = organization performance

β_0 = constant

$B_1, \beta_2, \beta_3, \beta_4$ = coefficients of the determinants of organization performance

X_1 = involuntary labour turnover

X_2 = voluntary labour turnover

X_3 = functional labour turnover

X_4 = dysfunctional labour turnover

ϵ = Error term

Assembling was done for complete instruments. Collected data from respondents was edited for consistency and completeness, then coded, interpreted in relation to objectives of the research. Analysis of quantitative data was done using descriptive statistics with help of SPSS version 22. Presentation of data analyzed was done using tables, percentages, graphs, charts and narrative form.

Carl Pearson's Correlation Coefficient techniques were used to establish relationships. Healey (2011) correlation coefficient is a statistic used in measuring the relationship of ranks paired to individual scores on two variables. It is strength of association index between two variables from 0 (no association) to + 1.00 (perfect association). A perfect negative relationship ($r = -1.00$) exists if there are ranks which are in perfect disagreement. A perfect positive association ($r = +1.00$) exists if there is no ranks disagreements between two variables (Healey, 2011).

3.9 Ethical Considerations

Ethical conducts of research issues in this research study like confidentiality, anonymity, informed consent and privacy was upheld. According to Saunders (2009), standards and norms of behavior that guide moral choices of behavior and relationships with others is what is referred to as ethics. Full information on objectives and purpose of the study was given to respondents and participants' in order to make decision which was informed as to whether or not to

participate. Additionally, gathered information for sole purpose of the researcher and respondents had an opportunity to ask questions about the study and answers were given for comfort, satisfaction and utmost confidentiality will be observed concerning the respondents' personality and identity. An authority was sought from school of Business, Kenyatta University to conduct the study and an introduction letter accompanied every questionnaire. Free, prior and informed Consent (FPIC) was employed by the researcher to enhance full disclosure of the study. The purpose and nature of the research was given to the respondent, expected organization and stakeholders benefit and the procedures to be used.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis, findings and discussion. It begins with instrument return rate, demographic data of the respondents while the rest of the sections are thematically presented based on the research questions. Descriptive, correlation and inferential statistics were used to discuss the findings of the study.

4.2 General Information

4.2.1 Response Rate.

Seventy four (74) questionnaires were distributed to all nine departments. Successful responses accounted to 100%. Therefore, response rate was satisfactory to make conclusions for the study. The rate was representative. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting: a rate of 60% is good and 70% and over is excellent. Based on the assertion, the response rate was considered to be excellent as indicated below.

4.2.2 Respondents Gender Distribution

The study sought to determine the gender of the respondents. From the findings, the studies found out that majority of the respondents as shown were females 56.76% and 43.24 % were males. This is an indication that both genders were well represented in the County and thus the finding of the study did not suffer from gender bias.

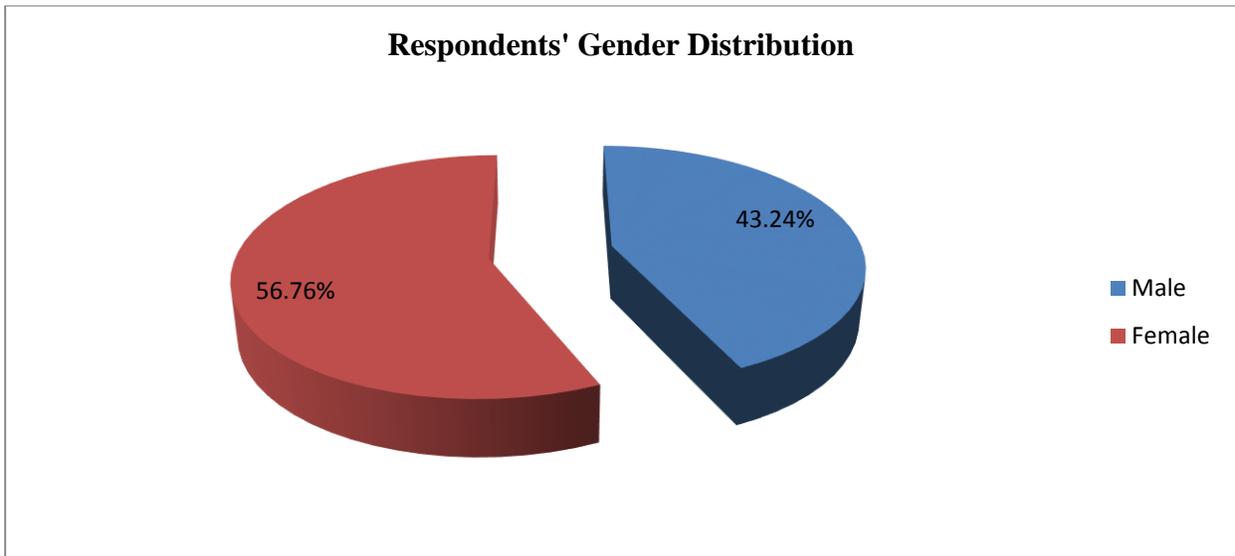


Figure 4.1 Respondents Gender Distribution

Source: Researcher (2018)

4.2:3 Marital Status

The study sought to know the marital status of the employees. 70.27% said they were married 24.32% were single, 1.7% were widowed while 1.35% were divorced and separated respectively. This was an indication that employees had dependants and therefore could not risk leaving their jobs so that they could cater for their family needs.

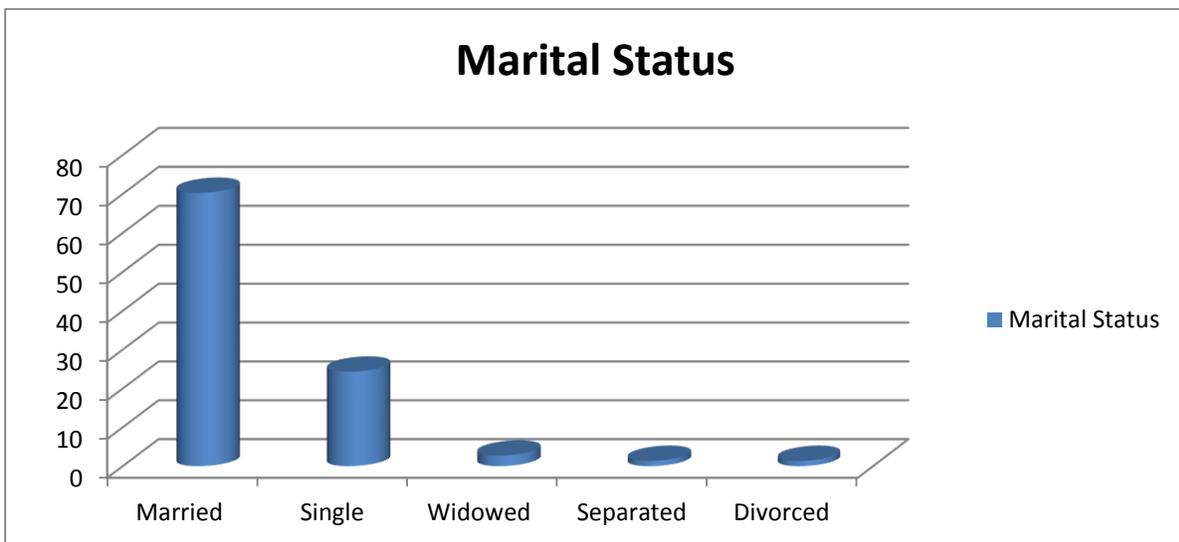


Figure 4.2 Marital Status

Source: Researcher (2018)

4.2.4 Level of Qualification.

Figure 4.3 is a tabular representation of the results that were obtained when the respondents were classified by the highest level of qualifications. From the study it was found that 72.97% of the respondents had attained a college and university certificate while 25.67% had either primary or secondary education or only 1.35% had no certificate. This is an indication that most of the respondents engaged by the County were well educated and thus more aware of safety practices and proper procedures for basic tasks. Qualified employees have confidence because they have a stronger understanding of the responsibilities of the job.



Figure 4.3 Level of Qualification

Source: Researcher (2018)

4:2.5 Job Roles

The study sought to establish respondent's job roles. From the finding 45.95% performed Clerical roles, 17.57% supervisory roles, Chief Officers and Directors 12.16% respectively, 10.81 % were Administrators while 1.35% were Human Resource Managers. This implies that all cadres of employees were involved while collecting data.

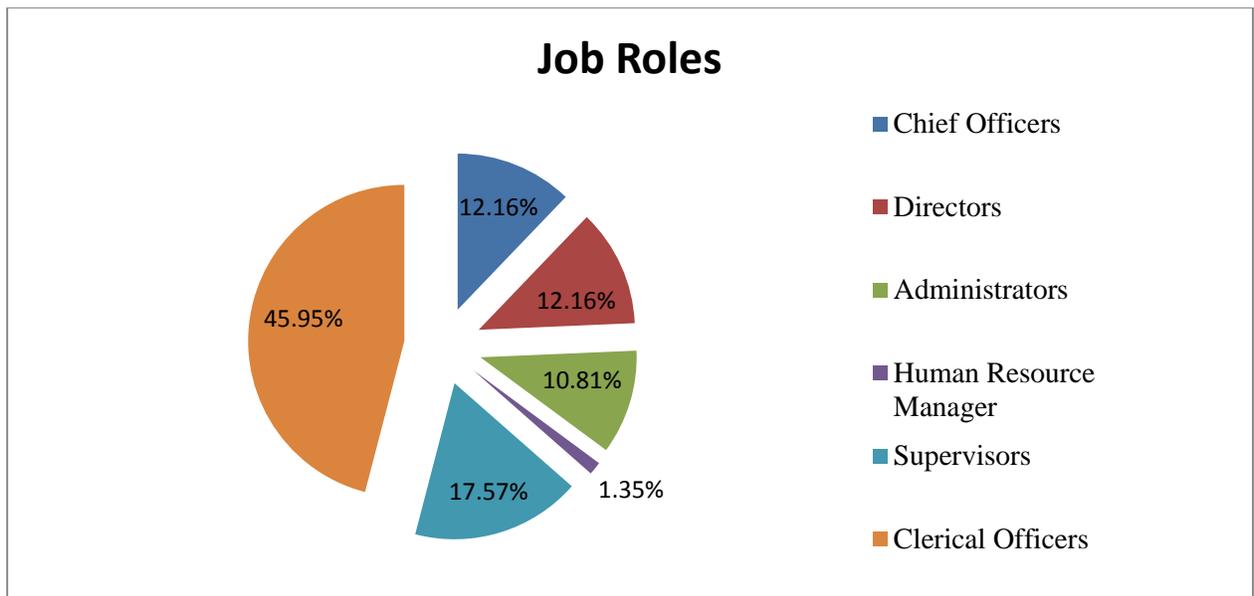


Figure 4.4 Job Roles
Source: Researcher (2018)

4.2.6 Work Station

The study sought to determine the departments of the respondents. Based on the findings as indicated in table 4.1 all the departments were well represented.

Table 4.1 Work Station

Department	No. of Respondents	Percentage
Public Service and Administration	13	17.57
Medical Services	17	22.97
Education, Youth and ICT	8	10.81
Finance and Economic Planning	7	9.46
Agriculture, Livestock, Fisheries and Co-operative	9	12.16
Water, Environment and Natural Resources	7	9.46
Energy	4	5.41
Special Program	5	6.76
Culture	4	5.41

Source: Researcher (2018)

4.2.7 Years of Service

Respondents' years of service was sought during the study. Results are as shown in figure 4.6 below. The respondents' years of service distribution was 45.95% for above 30 years, 20.27% for 16-30 years, 18.92% for 6-15 years and 14.86% for those who have worked for less than 5 years. The results in figure 4.6 depicts that majority of the respondents have been in service for more than 16 years. This can be interpreted to mean that the County has a number of employees who have served for a longer period an indication that most of the respondents had served for a considerable period and thus they were in a position to give credible information relating to this study.

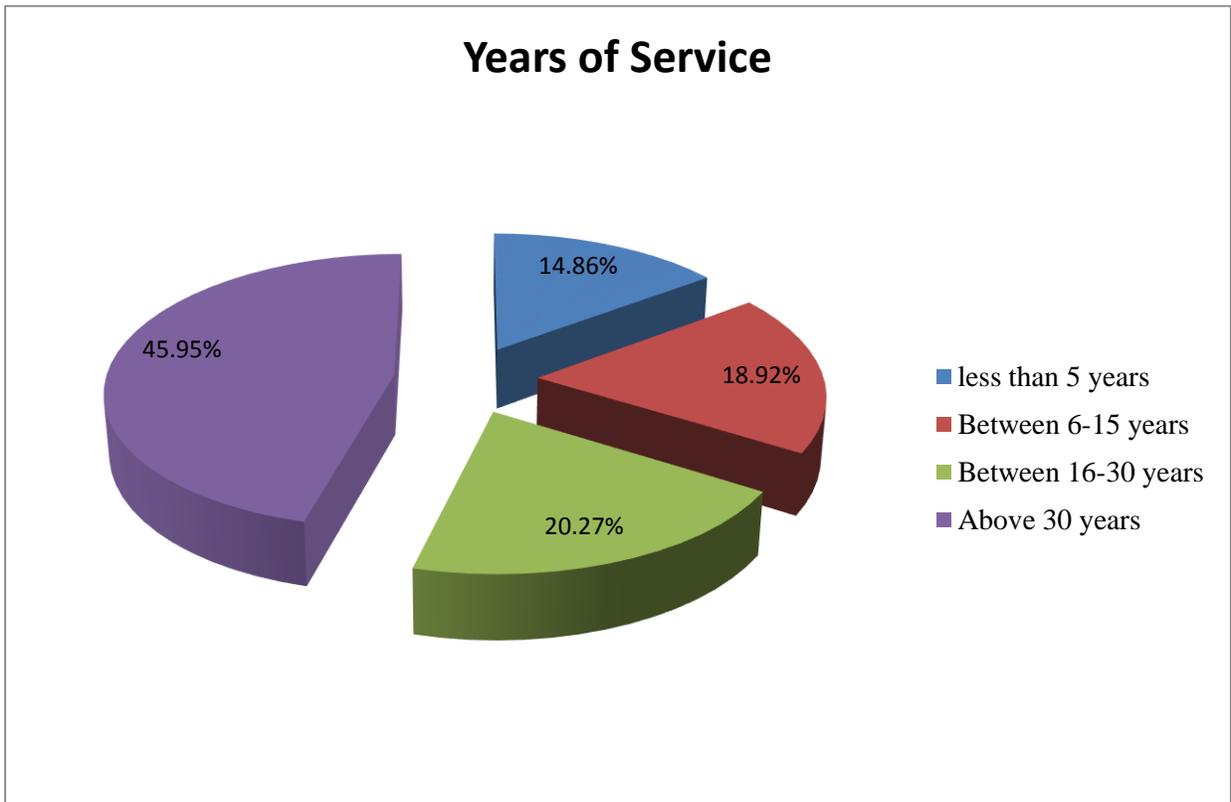


Figure 4.5 Years of Service
Source: Researcher (2018)

4.3 Descriptive Analysis

The study sought to determine the effects of labour turnover on organization in Nyeri county government, Kenya. In regard to this respondents were requested to indicate to what degree they concurred with various perspectives that were tried under voluntary labour turnover. The examination utilized a five-point likert scale ranging from firmly concurred (5) to emphatically disagree (1). The analyst utilized the arithmetic mean and standard deviation as appeared in the tables below.

4.3.1 Effects of Voluntary Labour Turnover

The study sought to establish the effects of voluntary labour turnover on performance in Nyeri County government, Kenya. The findings were summarised in the table below;

Table 4.2 Voluntary Labour Turnover

Voluntary Labour Turnover	Mean	Std. Dev
Lack of succession planning makes an employee voluntarily leave the County.	2.100	.922
When an employee leaves, the County incurs cost in finding a replacement.	3.893	.685
Preparing workers towards higher positions and skills makes them stay in the County.	3.821	.772
When employees are appreciated they stay in the County until the end of the prescribed period.	4.714	.810
The more time the employees spend with the County, the more they discover their real purpose and meaning.	3.134	1.231
Average	3.5324	0.884

Source: Research Data (2018)

The descriptive statistic measures considered were mean and standard deviation. Mean was utilized to establish the normal estimation of the information whereas standard deviation gave

the dispersion in the information. High mean presents majority of the respondents strongly agreeing with the factors displayed to them while low standard deviation means low dispersion of their reaction. The finding suggest that majority disagreed that lack of succession planning makes an employee voluntarily leave the County (M=2.100) standard deviation (0.922). Majority of the respondents strongly agreed that when an employee leaves, the county incurs cost in finding a replacement (M=3.893) standard deviation (0.685). Majority of the respondents strongly agreed that preparing workers towards higher positions and skills makes them stay in the County (M=3.821) standard deviation (0.772).

Majority of respondents strongly agreed that when employees are appreciated they stay in the County until the end of the prescribed period/contract period (4.714) standard deviation (0.810). Many of the respondents were neutral that the more time the employees spend with the County, the more they discover their real purpose and meaning (M=3.134) standard deviation (1.231). The average mean is 3.5324. On average high mean indicates that the respondents agreed on the statement presented to them on voluntary labour turnover. The average standard deviation is 0.884. On average low standard deviation indicates low level of dispersion or the high concentration of the respondents who agreed with a certain statement.

This findings concurs with Curtis (2012). Sudden exit of key members of an organization is the first thing to deal with which may be as a result of accident, death or resignation. Satisfying motivational issues like career planning is second. Succession planning is clearly with Human Resource Practitioner remit who the organization may ask to identify a candidate proactively to replace employees who are core and could be leaving the organization and so may bring problems of the organization operation staffs at various levels who would remain working in the organization for many years. In the past, succession planning issues were not greater problems. Bohlander (2007) added that nowadays all employees however, at all levels don't have same

corrections with organization. An extraneous factor and a perennial issue could be retention which may cause a business strategy to go off course.

4.3.2 Effects of Involuntary Employees Turnover and performance

The study sought to establish the effects of involuntary employees turnover on performance in Nyeri County government, Kenya. Various indicators on involuntary employees turnover were considered and the findings were summarised in the table below;

Table 4.3: Involuntary Employees Turnover

Involuntary Employees Turnover	Mean	Std. Dev
The County carries out regular performance reviews in order to provide career development for its employees.	3.828	.790
The more the employee is trained, the longer he/she stays in the County.	3.736	.744
The County carries out regular performance appraisal which enables them to dismiss poorly performing employees.	2.193	.786
Strong leaders who use good management skills positively impact the County by enabling employees stay.	4.645	.121
Most of the employees leave the County after reaching the prescribed retirement age.	3.121	.561
Average	3.5046	0.6004

Source: Research Data, (2018)

The descriptive statistic measures considered were mean and standard deviation. Mean was utilized to establish the normal distribution of the information while standard deviation gave the dispersion in the information. High mean presents majority of the respondents agreeing with the statement presented to them while low standard deviation means low dispersion of their reaction.

The result shows that majority of the respondents strongly agreed that the county carries out regular performance reviews in order to provide career development for its employees. (M=3.828) standard deviation (0.790). Majority of the respondents strongly agreed that the more the employee is trained, the longer he/she stays in the County (M=3.736) standard deviation (0.744). Majority of the respondents disagreed that the County carries out regular performance appraisal which enables them to dismiss poorly performing employees (M=2.193) standard deviation (0.786). Majority of the respondents strongly agreed that strong leaders who use good management skills positively impact the county by enabling employees stay(4.645) standard deviation (0.121).

Many of the respondents moderately agreed that most of the employees leave the County after reaching the prescribed retirement age (M=3.121) standard deviation (0.561). The average mean is 3.5046. On average high mean indicates that the respondents agreed on the statement presented to them on involuntary labour turnover. The average standard deviation is 0.6004. On average low standard deviation indicates low level of dispersion or the high concentration of the respondents who agreed with a certain statement.

The findings agrees with Damaris (2007) on the study of involuntary turnover and organization performance discovered that trained employee make effective use of human resources, achievement of goals and objectives, enhanced work performance and costs which are reduced by employees turnover. New applicants training naturally for a job varies in complexity and length based on job itself and organization. Off and on the job training, where training cannot be satisfactorily taught on the job and is complex, off the job training can be carried out even by small organizations.

Employees feel good when involved in ongoing training since they will improve performance and do their job better and feel that they are enough cared for by employer thus development and investment. Barcus (2007) employees exhibit higher levels of affective commitment to them when they are exposed to more opportunities for training which reduces turnover and saves turnover costs of employees.

4.3.3 Effects of Functional Employees Turnover

The study sought to establish the effects of functional employees turnover on performance on Nyeri County government. The results are as presented in table below;

Table 4.4 Effects of Functional Employees Turnover on performance

Functional Employees Turnover	Mean	Std. Dev
When employees leave it leads to staff unable to complete essential daily functions of the County thus leading to employee's workload.	3.956	0.943
Workplace organization is the most important factor that Employees consider they stay in the County.	3.850	1.404
A poor work environment may cause discomfort to some employees who may end up being attracted to other organizations with better working conditions.	4.171	0.691
The County ensures that all its employees are fully aware of the organization policies and procedures for dealing with absenteeism which is a strategy for employees' retention.	4.231	0.112
Employees who have worked for less than five years are more likely to leave the County.	4.521	0.233
Average	4.1458	0.6766

Source: Research Data, (2018)

The descriptive statistic measures considered were mean and standard deviation. Mean was utilized to establish the normal distribution of the information while standard deviation gave the dispersion in the information. High mean presents majority of the respondents emphatically agreeing with the statement presented to them while low standard deviation implies low dispersion of their reaction. From the findings, majority of the respondents indicated that when employees leave it leads to staff unable to complete essential daily functions of the County thus leading to employees workload (M=3.956) and standard deviation (0.943). Majority of the respondents felt workplace organization is the most important factor that employees consider they stay in the County (M=3.850) and standard deviation (1.404).

Majority of the respondents strongly agreed that poor work environment may cause discomfort to some employees who may end up being attracted to other organizations with better working conditions (M=4.171) and standard deviation (0.691). Majority of the respondents strongly agreed that the County ensures that all its employees are fully aware of the organization policies and procedures for dealing with absenteeism which is a strategy for employees' retention (M=4.231) and standard deviation (0.112). Majority of the respondents strongly agreed that employees who have worked for less than five years are more likely to leave the County (M=4.521) and standard deviation (0.233). The average mean is 4.1458. On average high mean indicates that the respondents agreed on the statement presented to them on functional labour turnover. The average standard deviation is 0.6766. On average low standard deviation indicates low level of dispersion or the high concentration of the respondents who agreed with a certain statement.

This findings concurs with Gallagher and Nadarajah (2004) on turnover and its results highlighted that existing employee's absenteeism is caused by turnover. Absenteeism can be a

major problem faced by employers in workplace today. Poor performance indicator is often seen through absenteeism. The smartest person in the office may make the employer incur higher costs due to absenteeism. Armstrong (2011) states that non-culpable absenteeism causes is not a big concern generally since managers get informed by employees that they won't be able to work ahead of time. There isn't serious impact, culpable and anticipated absenteeism. Culpable absenteeism causes are important as managers are provided with feedback about morals in workplace or single employee.

4.3.4 Effects of Dysfunctional Employees Turnover

The study sought to establish whether the dysfunctional employee turnover affects performance in Nyeri County government, Kenya. Various indicators on dysfunctional employees turnover were considered and the findings were summarised in the table below.

Table 4.6 Effects of Dysfunctional Employees Turnover on performance

Dysfuctional employees Turnover	Mean	Std. Dev
When more employees leave, it becomes more difficult to maintain an organizational image that is operating under the County vision.	3.413	0.949
When an employee leaves the County it is considered to be one of the persisting problems since it involves loss of expertise, quality employees who have worked for many years and experienced.	3.715	0.414
Overtime cost for existing staff to cover the gap left occurs due to a big number of employees leaving the County.	3.171	0.916
If there is a pervasive problem with the attitude of managers or workers many employees will leave the County.	3.891	0.511
In recent years workplace stress has become a common problem for human resource managers who may experience a variety of negative effects as a result of stressed worker.	4.197	0.654
Average	3.6774	0.688

Source: Research Data, (2018)

The descriptive statistic measures considered were mean and standard deviation. Mean was utilized to establish the normal distribution of the information while standard deviation gave the dispersion in the information. High mean presents majority of the respondents strongly agreeing with the statement presented to them while low standard deviation implies low dispersion of their reaction.

From the findings, many of the respondents agreed that when more employees leave, it becomes more difficult to maintain an organizational image that is operating under the County vision (M=3.413) and standard deviation (0.949). Majority of the respondents agreed that when an employee leaves the County it is considered to be one of the persisting problems since it involves loss of expertise, quality employees who have worked for many years and are experienced (M=3.715) and standard deviation (0.414).

Many of the respondents agreed that overtime cost for existing staff to cover the gap left occurs due to a big number of employees leaving the County (M=3.171) and standard deviation (0.916). Majority of the respondents strongly agreed that if there is a pervasive problem with the attitude of managers or workers in the workplace many employees will leave the County (M= 3.891) and standard deviation (0.511).

Majority of the respondents strongly agreed that in recent years workplace stress has become a common problem for human resource managers who may experience a variety of negative effects as a result of stressed worker (M=4.197) and standard deviation (0.654). The average mean is 3.6774. On average high mean indicates that the respondents agreed on the statement presented to them on dysfunctional employees turnover. The average standard deviation is 0.6888. On average low standard deviation indicates low level of dispersion or the high concentration of the respondents who agreed with a certain statement.

The above findings agrees with Lynda (2007) on the study of employees turnover and its causes says that image of the organization is the total sum course of company's impression left. Loss of expertise, poor attitude and increased job stress can lead to low performance. A number of factors from pay scale issues to conflict subject with organization management can attribute to employees turnover which is high.

4.4 Performance

Table 4.6 Performance

The study sought to establish the performance in Nyeri County government, Kenya. The findings were summarised in the table below;

Organization Performance	Mean	Std. Dev
The management has performance goals that include how to enable employees stay in the County.	4.174	0.373
We have performance measures that tell us how we provide quality services and operate.	4.715	0.114
Managers and supervisors take steps to ensure that performance information is useful and appropriate.	3.111	0.233
The County ensures that there is effective use of available resources to achieve growth and implement its plans	4.356	0.711
The achievement of County efficiency has always been a prime interest of managers and other employees.	4.841	0.229
Average	4.2394	0.332

Source: Research Data, (2018)

The findings in the table above indicate majority of the respondents agreed that the management has performance goals that include how to enable employees stay in the County (M=4.174)

standard deviation (0.373). Majority of the respondents strongly agreed that the county has performance measures that tell us how we provide quality services and operate (M=4.715) and standard deviation (0.114) Many of the respondents were neutral on whether managers and supervisors take steps to ensure that performance information is useful and appropriate (3.111) and standard deviation (0.233). However, majority of the respondents strongly agreed that the County ensures that there is effective use of available resources to achieve growth and implement its plans (M=4.356) standard deviation (0.711). Majority of the respondents strongly agreed that the achievement of County efficiency has always been a prime interest of managers and other employees (M=4.841) and standard deviation (0.229).

The study concurs with McEvoy and Cascio (2007) on the study on involvement between turnover and performance discovered that factors like management style, policies in human resource, hierarchies and organization culture makes up the work environment. Employee's satisfaction which affects employee turnover rates is greatly influenced by work environment. In developing a workforce performance which is high is a key needed to reduce turnover, increasing satisfaction of employees and using a work environment which is positive.

Functional environment of work which is beneficial leads to productivity increase which is cooperative and trust leads to environment which is relaxed maintained with humor that can set free efforts which are innovative .Workplaces featuring short-term performance pressures which are higher. Intensive monitoring of performance and pay-based commission has considerably higher rates of dismissals, quits and total turnover.

4.5 Correlation Analysis

The study sought to establish the correlation between variables. Table 4.7 presented the results obtained.

Table 4.7 Correlations between variables

		Voluntary Employees Turnover	Involuntary Employees Turnover	Functional Labour Turnover	Dysfunctional Labour Turnover	Organizational Performance
Voluntary Employees Turnover	Pearson Correlation Sig. (2-tailed)	1				-.000
Involuntary employees turnover	Pearson Correlation Sig. (2-tailed)	.092	1			.000
Functional Employees Turnover	Pearson Correlation Sig. (2-tailed)	-.211**	-.122	1		.000
Dysfunctional Employees Turnover	Pearson Correlation Sig. (2-tailed)	-.193*	.227**	-.249**	1	.000
Organizational Performance	Pearson Correlation Sig. (2-tailed)	.793*	-.327**	.349**	-.049**	1

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

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

The findings indicate that the correlation between voluntary employees turnover and performance was strong and positive ($r= 0.793$ $p=0.010$). The study also found that the correlation between involuntary employees turnover and performance was weak and negative ($r=-0.327$, $p= 0.002$), the correlation between functional employees turnover and performance was

weak and positive ($r=0.349$, $p=0.011$) while the correlation between dysfunctional employees turnover and performance was negative and weak ($r= -0.049$, $p= 0.021$)

4.5.1 Testing Multicollinearity

The study sought to investigate whether two or more independent variables have a high correlation with each other. The findings were presented in Table 4.8

Table 4.8 Multi-Collinearity Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1		
Voluntary Employees Turnover	.822	1.217
Involuntary Employees Turnover	.789	1.267
Functional Employees Turnover	.980	1.020
Disfunctional Employees Turnover	.823	1.215

Dependent Variable: Performance

Source: Research Data (2018)

A VIF value of 5 or more and a tolerance value of less than 0.2 presents a possibility of multicollinearity. The findings in table 4.8 indicate that the tolerance values were above 0.2 and that the VIF values were below 5 indicating that there was no possibility of multicollinearity between variables thus regression analysis could be done to show the relationships between the dependent and independent variables.

4.6 Regression Analysis

Regression analysis was performed to test the hypotheses after successful diagnostic tests. The regression model contained the model summary, the results of analysis of variance (ANOVA) and the regression coefficient results.

The results were presented in the tables below.

4.6.1 Model Summary

Table 4.9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig.
1	.859 ^a	.738	.701	23.1719299	.067	4.104	.000

Predictors: (Constant), Voluntary, Involuntary, Functional, Dysfunctional

Source: Research Data (2018)

The findings presented in table 4.9 shows the results on the model co-efficient of determination and co-efficient of correlations. The model indicate that there was strong positive linear relationship between labour turnover (Voluntary, Involuntary, Functional, Dysfunctional Employees turnover) and performance ($r= 0.859$, $p= 0.000$). The value of the adjusted R^2 was 0.738 (73.8 per cent) which indicates that the performance change was determined by labour turnover. The remaining percentage 26.2 per cent is explained by other predictors not considered in this model.

4.6 Model Testing

4.6.1 ANOVA Analysis

To determine the goodness of the study model, ANOVA analysis was done. Table 4.11 below shows the results after the test.

Table 4.11: ANOVA analysis

ANOVA ^a						
Model		Sum of squares	Df	Mean Square	F	Sig.
1	Regression	42.889	73	1.733	2.344	0.011 ^b
	Residual	16.799	1	.633		
	Total	32.686	74			
a. Dependent variable: Organizational Performance						
b. Predictors: (constant), Voluntary Labour Turnover, Involuntary Labour Turnover, Functional Labour Turnover, Dysfunctional Labour Turnover.						

Source: Research data, (2018)

The results from Table 4.9 indicate that the ANOVA analysis was significant as the P-value was less than 0.05 (sig=0.011) this indicates the goodness of fitting the study model. The regression model used was significant with the F statistic of 2.344 was significant at P= 0.011 as shown in the table 4.11 above which falls within the acceptable significance level of 0.05. This means that the independent variables not only have influence on performance but also their influence is significant. Based on this outcome, the prediction of the outcome of the study using this model was acceptable

Table 4.12: Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.119	.231		1.973	.106
Voluntary Labour Turnover	.714	.240	.230	.850	.002
Involuntary Labour Turnover	-.582	.050	1.231	3.616	.036
Functional Labour Turnover	.253	.017	1.075	3.159	.025
Dysfunctional Labour Turnover	-.151	.163	.623	3.111	.007

Source: Research Data, (2018)

Multi-regression analysis was used to measure the nature of the relationship between independent variables and the Organizational performance.

The model which was adopted for this study is: $Y = 2.119 + 0.714X_1 - 0.582X_2 + 0.253X_3 - 0.151X_4 + \varepsilon$

Where:-Y= Performance, β_0 = Constant, X_1 = Effects of voluntary employees turnover, X_2 = Effects of involuntary employees turnover, X_3 = Effects of functional employees turnover, X_4 = Effects of dysfunctional employees turnover ε = Error term of the model and β_1 =Coefficient of independent variables.

From the above regression equation it was revealed that holding voluntary employees turnover, involuntary employees turnover, functional employees turnover and dysfunctional employees turnover to a constant zero, organizational performance in Nyeri County government would be at 2.29 units. A unit increase in voluntary employees turnover would lead to increase in organizational performance by a factor of 0.714, a unit increase in involuntary employees turnover would lead to decrease in organizational performance by a factor of 0.582, a unit

increase in functional employees turnover would lead to increase in organizational performance by a factor of 0.253 and a unit increase in dysfunctional employees turnover would lead to decrease in organizational performance by a factor of 0.151. The Significant level for voluntary employees turnover is 0.0028, for involuntary employees turnover is 0.036, for functional employees turnover is 0.025 and for dysfunctional employees turnover is 0.007. Since all the four variables have significant values of less than 0.05 they were adopted to predict the 1 performance.

The study findings contradicts Groomroos (2007) study on the effects of voluntary turnover which found that as turnover increases, service quality may decline as it takes time and resources to replacing departing employee. The study finding contradicts Yoder and Staudohar (2005) findings that when an employee leaves an organization, it has a variety of effects that not only impact on the organization but also the individual employee and the wider society. The study found that these effects can be positive or negative and a greater understanding process of employee turnover can increase the degree to which organizations and employees within organizations can influence these effects.

The study agrees with Longenecker and Scazzero (2003) study on turnover and retention of employees in rapidly changing organizations which found that managers who operate like dictators, refusing to take other people's opinions into consideration, run off good employees. The finding agrees with Githinji (2014) study on effects of staff turnover on financial performance which found that recruitment and selection practices are related to productivity and quality of workers.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This section presents summary of the findings of the study and also the conclusions produced using them. The section likewise presents recommendations made by the researcher and the suggestions for further studies. The summary and the conclusion were guided by the four specific objectives of the study.

5.2 Summary

This section introduces the results and interpretation (findings) in light of the specific research objectives.

The first objective was to establish the effects of voluntary labour turnover on organizational performance in Nyeri County government, Kenya. The finding suggests that majority disagreed that lack of succession planning makes an employee voluntarily leave the County at any one given point. Majority of the respondents strongly agreed that when an employee leaves, the county incurs cost in finding a replacement. Majority of the respondents strongly agreed that preparing workers towards higher positions and skills makes them stay in the County. Majority of respondents strongly agreed that when employees are appreciated they stay in the County until the end of the prescribed period/contract period. Many of the respondents were neutral that the more time the employees spend with the County, the more they discover their real purpose and meaning.

The second objective of the study was to investigate the effects of involuntary labour turnover and organizational performance in Nyeri County government, Kenya. The result shows that majority of the respondents strongly agreed that the county carries out regular performance

reviews in order to provide career development for its employees. Majority of the respondents strongly agreed that the more the employee is trained, the longer he/she stays in the County. Majority of the respondents disagreed that the County carries out regular performance appraisal which enables them to dismiss poorly performing employees. Majority of the respondents strongly agreed that strong leaders who use good management skills positively impact the county by enabling employees stay. Many of the respondents moderately agreed that most of the employees leave the County after reaching the prescribed retirement age.

The third objective of the study was to investigate the effects of functional labour turnover on organizational performance in Nyeri County government, Kenya. From the findings, majority of the respondents presented that employees leaving the county leads to staff unable to complete essential daily functions of the County thus leading to employee's workload. Majority of the respondents felt workplace organization is the most important factor that employees consider they stay in the County.

Majority of the respondents strongly agreed that poor work environment may cause discomfort to some employees who may end up being attracted to other organizations with better working conditions. Majority of the respondents strongly agreed that the County ensures that all its employees are fully aware of the organization policies and procedures for dealing with absenteeism which is a strategy for employees' retention. Majority of the respondents strongly agreed that employees who have worked for less than five years are more likely to leave the County for they have little to lose in terms of benefits and salary.

The fourth objective of the study was to investigate the effects of dysfunctional labour turnover on organizational performance in Nyeri County government, Kenya. From the findings, many of

the respondents agreed that when more employees leave, it becomes more difficult to maintain an organizational image that is operating under the County vision. Majority of the respondents agreed that when an employee leaves the County it is considered to be one of the persisting problems since it involves loss of expertise, quality employees who have worked for many years and are experienced. Many of the respondents agreed that overtime cost for existing staff to cover the gap left occurs due to a big number of employees leaving the County. Majority of the respondents strongly agreed that if there is a pervasive problem with the attitude of managers or workers in the workplace many employees will leave the County. Majority of the respondents strongly agreed that in recent year's workplace stress has become a common problem for human resource managers who may experience a variety of negative effects as a result of stressed worker.

5.3 Conclusion

Employees turnover is particularly significant in explaining the organization performance. The study concludes that voluntary employees turnover have a significant negative relationship with organizational performance of the Nyeri County government. The study concludes that involuntary employees turnover have a significant negative relationship with organizational performance of the Nyeri County government. The study concludes that functional employees turnover have a significant positive relationship with organizational performance of the Nyeri County government.

The study concludes that dysfunctional employees turnover have a significant negative relationship with performance of the Nyeri County government. The study revealed the following; Staff turnover may be caused by lack of opportunities for career development, remuneration and working condition. Staff turnover if not taken into consideration will damage

the image of the county, where residents will lose trust in the county. Moreover, productivity of the County will also decrease, while employees will be demotivated to work for a company with high staff turnover rate. Paying employees a market related salary may help management in retaining valuable employees. Awareness programs to employees about the retention strategies in the County play an important role in staff turnover reduction. Although staff turnover has cost effects in County, it also results in lots of the residents' complaints about the service that is not up to standard.

5.4 Recommendations

The study recommends that, top County officials from the County should ensure that it retains its employees who are more knowledgeable and competent. Creation of opportunities for career advancement may help staff to become more competent and to enjoy their work even better. The study recommends that, the county government should give due recognition to its internal employees when there are new positions within the County. The study recommends that clear, achievable goals and standards for each position should be set and communicated to employees.

The study recommends the county government to involve its employees in any issue that will affect them in the County. The study recommends that County directors should reduce work boredom to employees by revisiting employee's job description in order to add some challenge job tasks on the employee's job description.

5.5 Suggestions for Further Research

More studies need to be done in this area with primary focus on increasing sample size to include other Counties in Kenya, as the focus on Nyeri is narrow and may not offer results that can be inferred to other demographics. Studies should also be conducted on the topic using fairly longer

time periods (more than 5 years) as such studies may be useful in showing the trends as well as the long terms relationship between employees turnover and performance.

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APPENDIX I

LETTER TO THE RESPONDENTS

Martha Gachambi,
P.O Box 843,
Nyeri

Dear Respondent,

RE: LABOUR TURNOVER AND ORGANIZATION PERFORMANCE IN NYERI COUNTY GOVERNMENT

Am a student at Kenyatta University pursuing Masters Degree in Business Administration (Human Resource Option). Currently, am carrying out a management project paper as required by the University. I am inviting you to participate in this research project by completing the attached questionnaire.

Thank you for taking the time to assist me in my educational endeavors. The data collected will provide useful information regarding labour turnover and performance. If you require additional information or have questions, please contact me at the number listed below. I hereby request that you spare your time and fill the questionnaire attached. The responses given will be treated strictly confidential

Thank you in advance.

Yours faithfully,

Martha Gachambi
Telephone No.0728875171

APPENDIX II

QUESTIONNAIRE FOR EMPLOYEES OF NYERI COUNTY GOVERNMENT

The questionnaire asks for your views on labour turnover and organization performance. Please indicate the appropriate responses in the spaces provided.

SECTION A: PERSONAL DETAILS

Please tick the appropriate box that correspond to your answer

1. What is your gender?

Male

Female

2. What is your marital status?

Married

Single

Widowed

Separated

Divorced

3. Please indicate your highest qualification level

CPE/KCPE

KACE/KCSE

Certificate

Diploma

Bachelors Degree

Masters Degree

Others, please specify.....

4. What is your job role?

Chief Officer

Directors

Administrators

Human Resource Managers

Supervisors

Clerical

5. Please specify the Department you are /were in

Public Service and Administration

Medical Services

Education Youth and ICT

Finance and Planning

Agriculture Livestock, Fisheries and Co-operative

Water, Environment and Natural Resources

Energy

Special Program

Culture

6. How long have you been in service?

Less than 5 years

Between 6-15 years

Between 16-30 years

Above 30 years

SECTION A: VOLUNTARY LABOUR TURNOVER

7. For the below statement indicate your level of agreement or disagreement 5= strongly agree, 4=agree, 3=moderately agree, 2=disagree, 1= strongly disagree.

		1	2	3	4	5
a	Lack of succession planning makes an employee voluntarily leave the County.					
b	When an employee leaves, the County incurs cost in finding a replacement.					
c	Preparing workers towards higher positions and skills makes them stay in the County.					
d	When employees are appreciated they stay in the County until the end of the prescribed period.					
e	The more time the employees spend with the County, the more they discover their real purpose and meaning.					

SECTION B: INVOLUNTARY LABOUR TURNOVER

8. For statement below please tick once to indicate the extent of agreement or disagreement with the statement 5= strongly agree, 4=agree, 3=moderately agree, 2=disagree, 1= strongly disagree

		5	4	3	2	1
a	The County carries out regular performance reviews in order to provide career development for its employees.					
b	The more the employee is trained, the longer he/she stays in the County.					
c	The County carries out regular performance appraisal which enables them to dismiss poorly performing employees.					
d	A strong leader who uses good management skills positively impacts the County by enabling employees stay.					
e	Most of the employees leave the County after reaching the prescribed retirement age.					

SECTION C. FUNCTIONAL LABOUR TURNOVER

9. Please indicate with a tick the extent to which turnover contribute to the following: 5= very large extent, 4=large extent, 3=moderate, 2=small extent, , 1= very small extent,

		5	4	3	2	1
a	When employees leave it leads to lack of staff to complete essential daily functions of the County thus leading to employees’ workload.					
b	Workplace organization is the most important factor that Employees consider they stay in the County.					
c	Poor work environment causes discomfort to a number of employees who ends up being attracted to other organizations with better work conditions.					
d	County ensures all its employees are fully aware of the organizations policies and procedures which deal with absenteeism which is a strategy for employees’ retention.					

e	An employee who has worked for five years and less are more likely to leave the County.					
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SECTION D: DYSFUNCTIONAL LABOUR TURNOVER

10. Please indicate whether you agree or disagree with the following statements 5= strongly agree, 4=agree, 3=moderately agree, 2=disagree, 1= strongly disagree

		1	2	3	4	5
a	When more employees leave, it becomes more difficult to maintain an organizational image that is operating under the County vision.					
b	When an employee leaves the County it is considered to be one of the persisting problems since it involves loss of expertise, quality employees who have worked for many years and experienced.					
c	Overtime cost to cover gap left by existing staff occurs due to a big number of employees leaving the County.					
d	If there is a pervasive problem with the attitude of managers or workers many employees will leave the County.					
e	Workplace stress is becoming a common problem in recent years for human resource managers who may experience a variety of negative effects as a result of stressed worker.					

SECTION E: PERFORMANCE

11. For the below statement indicate your level of agreement or disagreement 5= strongly agree, 4=agree, 3=moderately agree, 2=disagree, 1= strongly disagree.

		1	2	3	4	5
a	The management has performance goals that include how to enable employees stay in the County.					
b	We have performance measures that tell us how we provide quality services and operate.					
c	Managers and supervisors take steps to ensure that performance information is useful and appropriate.					

d	The County is ensuring that there is effective use of resources available achieving growth and implementing its plans					
e	The achievement of County efficiency has always been a prime interest of managers and other employees.					

THANK YOU FOR YOUR TIME AND CO-OPERATION