DETERMINANTS OF HIGH LABOUR TURNOVER AMONG DOMESTIC WORKERS IN RUARAKA CONSTITUENCY, NAIROBI CITY COUNTY, KENYA

OGEGA MONGINA JANE

D53/CTY/PT/24879/2013

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT OPTION) OF KENYATTA UNIVERSITY

JUNE-2017
DECLARATION

This research project is my original work and has not been submitted for examination in any other University.

Signature________________________________Date______________________

MONGINA JANE OGEWA

D53/CTY/PT/24879/2013

This research project has been submitted for examination with my approval as the University Supervisor

Signature________________________________Date______________________

DR JAN ESTHER KARUGU

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS

KENYATTA UNIVERSITY
DEDICATION

This research project is lovingly dedicated to my dear husband Herbert Oduori, Son John Oduori. My late parents, John Ogega and Veronica Moraa for seeing me through my education and constantly encouraging me to strive for excellence. May God Almighty continue showering you with everlasting blessings
ACKNOWLEDGEMENT
I am grateful to a number of people whose contributions, suggestions and encouragement were crucial in the writing of this research project. First I thank God who created me with a purpose in life part of which I fulfill through this study. He gave me the idea, strength and ability to undertake the academic journey. Second, I thank my supervisor Dr. Janesther Karugu for her guidance and assistance in the writing of this research project. Third, I thank my husband Herbert, for his sincere and demonstrated love, sacrifice, support and understanding. My siblings Rachel and Doris for their encouragement. May they be inspired by this research study. Lastly, I appreciate all my MBA classmates whom I found understanding and committed to unity of purpose. May God bless all who had a positive impact in the preparation of this research project
TABLE OF CONTENTS

DECLARATION ................................................................. i

DEDICATION ........................................................................ ii

ACKNOWLEDGEMENT ........................................................... iii

TABLE OF CONTENTS ............................................................ iv

LIST OF TABLES ...................................................................... iv

LIST OF FIGURES .................................................................... vi

LIST OF ABBREVIATIONS AND ACRONYMS ................................ vii

OPERATIONAL DEFINITION OF TERMS .................................... viii

ABSTRACT ............................................................................. ix

CHAPTER ONE: INTRODUCTION ............................................. 2

1.1 Background of study ......................................................... 2

1.2 Statement of the Problem ................................................... 7

1.3. OBJECTIVES OF THE STUDY ........................................... 7

1.3.1 General Objective ......................................................... 7

1.4. Research Questions ......................................................... 8

1.5 Significance of the Study .................................................... 8

1.6 Scope of Study .................................................................... 8

1.7 Limitation of the Study ...................................................... 8

1.8 Organization of the Study .................................................. 9

Table 1.1 Organization of the Study ........................................ 9

CHAPTER TWO: LITERATURE REVIEW .................................... 10

2.1 Introduction ...................................................................... 10

2.3 Empirical Review ............................................................ 12

2.4 Research gaps .................................................................... 16
2.5 Conceptual Framework ........................................................................................................ 17

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY ............................................. 19

3.1 Introduction .......................................................................................................................... 19

3.2 Research Design .................................................................................................................. 19

3.5 Data collection instruments ............................................................................................... 20

3.6 Instruments Validity ............................................................................................................ 21

3.6.1 Reliability ....................................................................................................................... 21

3.7 Data Analysis and Presentation .......................................................................................... 22

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS .................................................................................................................. 23

4.1 Introduction .......................................................................................................................... 23

4.2 Presentation of Findings ...................................................................................................... 23

4.3.2 How does Mistreatment of domestic employees affect labour turnover .................. 30

4.3.3 How does working conditions affect labour turnover in Ruaraka ......................... 32

CHAPTER FIVE: SUMMARY, CONCLUSIONS & RECOMMENDATIONS .................................. 39

5.1 Introduction .......................................................................................................................... 39

5.2 Summary of findings .......................................................................................................... 39

5.3 Conclusion .......................................................................................................................... 41

5.4 Recommendations ............................................................................................................ 42

5.5 Areas of Further Research ................................................................................................ 42

REFERENCES ............................................................................................................................ 44

APPENDIX I: QUESTIONNAIRE ............................................................................................. 47

APPENDIX II: INTERVIEW QUESTIONS .................................................................................. 52
LIST OF TABLES

Table 3.1: Target Population........................................................................................................20
Table 4.1: Response Rate...............................................................................................................24
Table 4.2: Gender of the Respondents ..........................................................................................24
Table 4.3: Level of education ........................................................................................................26
Table 4.4: Number of years in the current job .............................................................................27
Table 4.5 How Pay influences turnover of domestic employees in lucky summer estate ..........30
Table 4.6: How Mistreatment of domestic employees affects labour turnover in Ruaraka ........32
Table 4.7: How working conditions affects labour turnover .......................................................34
Table 4.8: If you would quit your existing job what would be your plans? .................................35
Table 4.11 Model Summary ........................................................................................................37
Table 4.12 Model Summary-ANOVA..........................................................................................38
Table 4.13 Model Summary-Coefficients....................................................................................38
LIST OF FIGURES

Figure 2.1: Conceptual Framework .................................................................................. 18

Figure 4.1 Genders of the Respondents ........................................................................ 24

Figure 4.2: Frequency of Age Interval ........................................................................... 25

Figure 4.3: Frequency of respondents based on Highest Education Level ................. 26

Figure 4.4: Percentage of respondents based on years of service ............................... 27
LIST OF ABBREVIATIONS AND ACRONYMS

USA – United States of America

LSE- Lucky Summer Estate

IOM – Institute of Medicine

UK- United Kingdom

SSOP- Service Sector of Pakistan

HRM- Human Resource Management

NIOSH-National Institute of Occupational Health and Safety

UNC- University of North Carolina

SPSS- Statistical Package for Social Science
OPERATIONAL DEFINATION OF TERMS

**Domestic work**- This refers to work performed in or for a household or households

**Domestic worker**- Any person engaged in domestic work within an employment relationship

**Employee Turnover**- This refers to the number or percentage of workers who leave an organization and are replaced by new employees

**Expatriates** – this is a person temporarily or permanently residing as an immigrant in a country other than that of their citizenship

**Conceptual framework**- an element of the scientific research process in which a specific concept is defined as a measurable occurrence or in measurable terms that basically gives a clear meaning of the concept

**Mistreatment**- this refers to verbal, nonverbal physical, social or psychological abuse and humiliation by an employer over the target.

**Retention**- This refers to the ability of an organization to retain its employees. Employee retention can be represented as a statistic i.e a retention of 80% indicates that the organization kept 80% of its employees for a given period of time

**Working conditions**- these are the physical elements around the work area of an employee and also all things that form part of the employee’s involvement with the work itself
ABSTRACT

The purpose of the study was to investigate the determinants leading to high labour turnover of domestic workers in Lucky summer estate in Ruaraka constituency. The overall objective of the study was to establish the reasons that lead to high labour turnover among domestic workers in Lucky summer estate in Ruaraka constituency. The study was seeking to establish if poor pay, mistreatment and working conditions lead to high labour turnover. Target Population was 500 house helps in Lucky Summer Estate. The sample size of the study was selected using systematic sampling whereby after every 10th house one house help was chosen to get a sample of 50 respondents which comprised of 10% of the population. Data was collected from respondents using questionnaires and interview questions. Cronbach alpha coefficient was used to test reliability. This study adopted quantitative approach to analyze data collected on the determinant of labour turnover among domestic workers in Ruaraka. Pilot study was done by the researcher to pretest and validate the questionnaires. Data collected was analyzed SPSS software version 21 was used in the analysis of the collected data and presented through frequencies, percentages, correlation and regression were also used. Regression output indicated that the model explained 60% of variance in labour turnover meaning 40% of what affects labour turnover is explained by other factors in Ruaraka apart from Mistreatment, Poor pay and Working conditions. The findings of this study showed that Labour turnover is positively affected by pay, mistreatment of domestic workers and working conditions. Favourable climate in the workplace leads to improved performance of the employees and the organization as a whole. The level of pay level and benefits plays a vital role in the employee retention, employee satisfaction which reduces labour-turnover. The study also found out that mistreatment in the workplace increases labour turnover which can lead to legal issues. The reverse is true that where employees are allowed to work and are not mistreated, the labour turnover is quite low. The researcher suggests further research to be undertaken which may include studies on the factors that affect the employee retention among domestic workers, how work environment affect productivity of domestic workers, Role of employers in reducing employee turnover.
CHAPTER ONE: INTRODUCTION

1.1 Background of study

Recruitment and retention of direct-care staff in long-term care settings are major concerns for domestic workers. With the aging of the population, the demographic challenge is portrayed as twofold. First, the demand for direct care staff in homes and long-term care settings is growing dramatically, because the older populations is growing fast and older people are living longer and needing more care. Direct care of domestic workers in long-term care settings is one of the fastest growing occupations in the U.S. (Olson, 2003). From 1988 to 1998, there was a 40 percent increase in jobs for the direct-care workers, reaching 2.1 million positions (Olson, 2003).

Second, the supply of domestic workers (mostly women) needed to fill the jobs associated with long-term care is diminishing. For example, according to the Institute of Medicine (IOM), advocacy groups, and provider associations, a serious shortage of direct-care workers already exists, and this crisis is expected to worsen (GAO, 2001). The ratio of potential care providers (working-age population aged 18-64) to care recipients (population over age 85) will decline from 39.5 workers for each person 85 and older in 2000 to 22.1 in 2030 and 14.8 in 2040 (GAO, 2001).

The main reason for private sector companies to hire expatriates rather than nationals is that they are paid one third the pay of a national. These companies are seeking to make profit and grow. However, the nationals although well educated they are not well trained. The country is in great need to Saudize their workforce because of the social drawback that exist because of different cultural values between the expats and Saudi citizens, over and above the fear of the sudden migration of expats. Once the Saudization laws are implemented, the country cannot guarantee the transfer of knowledge from Expatriates to the local employees (Randeree, 2012).

The study of employee engagement has received international recognition worldwide because of the cost of unengaged employees. Rath and Clifton (2004) reported that western economies are losing billions of US dollars each year because of unengaged employees. Similarly, many companies in Saudi Arabia are suffering from the high turnover of Saudi nationals, who are less committed to their employers. Pew Research Center (2011) reported that there is growing
number of unemployed Saudi nationals living under the poverty line. Hay Group research (2010) indicated that Saudi employees showed that Saudi nationals are highly motivated when they are encouraged by their supervisors. Unfortunately the organizations are not capitalizing on the Saudi national’s enthusiasm. In fact half of the workforce reported that they are neither enabled nor encouraged to put extra effort to get the job done. The study also indicated that 34 percent of Saudi employees are frustrated. Hay research shows that motivated Saudi employees could achieve 4.5 times revenue growth more than their peers if they are motivated to work.

Employee turnover Intention may have negative impact on the domestic employees. So it is very important to understand the turnover in services sector of Pakistan (SSOP). The value of understanding staff turnover in the solutions market of Pakistan is obvious when the competition for skilled workers between companies is considered. By determining the factors of employees’ objective to keep, turnover actions could be expected more precisely and actions to prevent turnover could be taken in advance (Hwang & Kuo, 2006).

Dyke and Strick, (1990); Denvir and McMahon, (1992) argue that high turnover rates in Ghana might have negative effects on the employers if not properly managed. Intention to leave is a complex phenomenon that depends on various factors. Research findings have shown that people who are relatively satisfied with their jobs, will stay in them longer, i.e. lower turnover, and be less absent (Jewell and Segall, 1990; 1976).

Watiri et al. (1995); Kiragu et al. (2010); Adunda. (1996) among others attempted to answer the question of what determines peoples intention to quit jobs in Kenya estates by investigating possible antecedents of employees intentions to quit. There are several reasons why people leave jobs which could be used to predict intentions to quit and actual turnover may include lack of commitment, job dissatisfaction, insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors, ambiguity of performance evaluation methods and extensive job pressures.
Kiragu (2010) many homes today experience a high turnover of domestic workers. If one clocks a year in a given home then it’s considered an achievement. Therefore identifying the factors and understanding why they leave, some even without any notice is important for their employers. The reasons for the high turnover of house helps are as varied as the grains of sand. Some cannot handle the workload; some cannot take basic instructions while some return to their husbands. Employee turnover occurs when workers leave an organization and need to be replaced by new recruits. You can plan for this turnover if someone retires, is dismissed or resigns due to ill health or pregnancy. However, sudden, voluntary resignations can be very disruptive.

Maryanne (2014) asserts that while changing house girls as frequently as changing a diaper may appear to be the norm in many homes today, child development experts warns that a high turnover potentially has negative effects on children. The constant interruption and readjustment to a new caregiver can be a challenge especially to young children. House help turnover may also have a negative impact on the employer performance at the place of work and also disrupt daily running of the house. Negative effects include recruitment cost, induction cost; time spent looking for the replacement, increased work load to the employer among others.

1.1.1 Labour Turnover

Armstrong (2001) defines turnover as a process in which people leave their place of work at any time for any reason. “Many other scholars have defined it using different terms. Cotton and Tuttle (1986) referred to it as an individuals’ estimated probability that they will stay with an employing organization. Tette and Meyer (1993) defined it as “Conscious willingness to seek for other alternatives in other organizations”. This is mentioned in the Attitude Behavior theory of Fishbein and Ajzen (1975). Price and Mueller (2001) also described that turnover intentions construct alternative in measuring actual turnover.

Employee turnover can be measured as a ratio of the number of workers that had to be replaced in a given time period to the average number of workers (Agnes, 2009). Turnover of employees has been measured by many researchers with slightly differences like Khatri and Fern (2001) cleared that there is the modest relationship between job satisfaction and turnover and Sarminah (2004) found a moderate link. There is a negative relationship between job satisfaction and turnover (Korunka et al., 2005). The highest rate of employee turnover tends to be among

4
those who have recently joined the organization. Long serving employees are more likely to stay mainly because they become used to the work and have an established relationship with those around them.

Employee turnover is a huge concern to most companies, employee turnover is a costly expense especially in lower paying job roles, for which the employee turnover rate is highest. High turnover ratio brings both direct and indirect costs. As Staw (2001) found that expenditures of selection, recruitment of new employees, training and development are called direct costs. Similarly, the expenditures of learning, loss of social characteristics are indirect costs (Dess and Shaw, 2001)

Many factors play a role in the employee turnover rate of any company, and these can stem from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover. Companies take a deep interest in their employee turnover rate because it is a costly part of doing business (Beam, 2009). The employee turnover rate is usually calculated by dividing the number of employees separated from the company they were working for by the base number of jobs during the period.

Employee turnover may have both negative and positive effects. Negative effects of labor turnover includes; recruitment cost, induction cost, training cost, time spent looking for the replacement training and inducting, low productivity, bad organization image, demonization, leaving cost of house helps and also time spent during recruitment, increase the workload to the employer.

According to (Mullins, 2002) positive effects turnover include termination of bad matches even under the conditions of careful recruitment and selection innovations such as creates possibilities for replacing house helps and therefore enable urbanization to import new type of knowledge and skills to market conditions. Up till now there is no globally accepted framework of turnover despite the large researches on it. But, its information assists the high management authority to be alert for the threats of turnover.
1.1.2 Determinants of Employee Turnover

Determinants of employee turnover today have become increasingly complex. Labor turnover levels can be very high in an organization with poor working conditions, undesirable jobs, pay inequities and limited opportunities for advancement. An employee’s stage in life also determines one’s stability in a job. Older and married employees who have been with the organization for a long time can be more stable because of their family responsibilities while the young and unmarried can be very mobile. Labour turnover can also be caused by impatience, limited tolerance for frustration, curiosity, lack of commitment and uncertainty as to what one wants to do. The company (group) one keeps can also be an influence. A poor fit between employees’ personalities and their jobs will increase the search for alternative jobs.

If the group to which one belongs is cohesive and friendly and there are colleagues who joined their work group at about the same time, the employees’ tendency to consider leaving will be reduced. The existence of alternative job opportunities will also influence labor turnover (Nzuve, 2010).

Ahmad and Schroeder (2003) were of the view that in situations where employees are not stable in terms of the jobs they do, they tend to quit and look for jobs that are secured because with secured jobs employees can easily predict their career advancement. This cause of employee turnover from the observations of the researcher seems to be a common cause of employees leaving one homestead to the other or joining a company outside the sector. Grobleret al., (2006) are of the view that demographic variables have a strong relationship with labour turnover. The writers are of the view that employees with propensity to quit are young employees with little seniority who are dissatisfied with their jobs. Couger (2007) is of the view that employee turnover may come from poor personnel policies, poor recruitment policies, poor supervisory practices, poor grievance procedures, or lack of motivation. Employee turnover apart from the fact that it creates a lot of complaints from the employer due to poor services rendered by the new employee whilst learning on the job, its effect can also be linked to productivity.
1.2 Statement of the Problem
Studies on employee turnover show that salaries are not the main drivers of employee turnover. Locally, Njoroge (2007) did a survey of factors that influence employee retention in estates in Nairobi. The study focused on employees who had been retained by their employer for more than 10 years. Better compensation, performance management, equitable compensation packages, job satisfaction were found to influence their decision to stay with their current employer.

In the recent past, Lucky summer estate in Nairobi has experienced frequent employee movements from one home to another or from one estate to another. These staff movements from one home to another or from one estate to another has triggered the need for a fact finding mission to determine the perceived reasons for the turnover and suggest workable alternatives to counter these problems The research question to be answered is What are the reasons perceived to be influencing employee turnover in LSE in Ruaraka constituency? This is in line with the literature gap identified since most studies do not highlight the exact Kenyan situation viz a viz turnover in estates and specifically Lucky Summer estate in Nairobi County.

1.3. OBJECTIVES OF THE STUDY
1.3.1 General Objective
The overall objective of this study was to establish the determinants of high labour turnover among domestic workers in Ruaraka constituency, Nairobi County

1.3.2 Specific objectives
The specific objectives of this study were:-

i) To establish the effects of wages on high labour turnover among domestic workers in
Ruaraka constituency, Nairobi County.

ii) To assess the effect of mistreatment on the high labour turnover of domestic workers in
Ruaraka constituency, Nairobi County.

iii) To determine the effect of working conditions on high labour turnover of domestic
workers in Ruaraka constituency, Nairobi County.
1.4. Research Questions

i) How does level of pay have an impact on employee turnover among domestic workers at Lucky summer estate in Ruaraka constituency?

ii) How does mistreatment of domestic workers by their employer a fueling factor attributing to their turnover at Lucky summer estate in Ruaraka constituency?

iii) How does working conditions influence turnover among domestic workers at Lucky summer estate in Ruaraka constituency?

1.5 Significance of the Study

The findings of the study served as a useful indicator on the factors that lead to house help turnover and the effects of house help turnover to the house help owners and to the house help so that these factors can be addressed by the house help employers. The findings can also help the government to enact laws which will address some of the issues facing house helps and protect them. It was also important for the employers to know what causes high labour turnover and work on towards improving them. The scholars would also benefit by knowing what research has been done and areas of further research.

1.6 Scope of Study

The Study Focused on Lucky Summer estate in Ruaraka Constituency Nairobi County as it has one of the highest domestic workers hence it’s a good selection for research.

1.7 Limitation of the Study

Some respondents feared their employers such that they were not willing to give information when the employer was in the house but assured them it was confidential and the information was not going to be accessed by their employers and with that they were able to give their views without fear. Some also feared to open the homes to the outsiders. Therefore the researcher pretended to be looking for a job as a house help to get access to the house and had to introduce herself first explaining the purpose of being there. Some respondents were not well conversant with the English language and the researcher used Kiswahili. The researcher therefore ensured that she was flexible to the language the respondent used. However the researcher had to get an interpreter for those who were only conversant with their mother tongue that the researcher did not understand.
### 1.8 Organization of the Study

**Table 1.1 Organization of the Study**

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Description</th>
</tr>
</thead>
</table>
| Introduction: | • acknowledgements;  
|            | • table of contents;  
|            | • List of tables and figures.                                              |
| Chapter 1: | • Introduction to the research, research questions, objectives,  
|            | research questions, significance and limitations of the study             |
| Chapter 2: | • Literature review of board involvement in decision making and  
|            | the formal independence of corporate board models.                        |
| Chapter 3: | • Research Design, Data collection instruments, Instruments  
|            | Validity, Data Analysis and Presentation                                   |
| Chapter 4: | • Data analysis, presentation and interpretation of findings              |
| Chapter 5: | • Summary, conclusions & recommendations                                   |
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction
This section entails the theoretical review, conceptual framework and literature review. This section expands on the theory used in the research as explained in the theoretical background. It also expands on the concepts given in the conceptual background to build the conceptual model and finally explains views of different researchers, which are related to the study. Basically this chapter is based on views of different researchers, which were conceptualized by the researcher to get a directed path for this research.

2.2 Theoretical review
There are various modern theories on employee turnover that have been used. They are discussed below

2.2.1 Herzberg’s motivation-hygiene theory
The study will be guided by the Hertzberg’s (1968) motivation-hygiene theory of job satisfaction. Hertzberg believes that every worker has two sets of needs (motivational and hygiene needs). He contends that employees in this respect, domestic workers will stay in the homes of their employers as long as their needs are satisfied and they are motivated. Not to meet their needs would automatically call for departure hence their turnover. This study was interested in establishing whether domestic workers turnover is only driven by their desire to satisfy their needs or whether there are other reasons. People are satisfied at their work by factors related to content of that work. Those factors are called intrinsic motivators and contain achievement, recognition, interesting work, responsibility, advancement and growth.
Factors that make people unhappy with their work are called dissatisfiers or hygiene factors. Herzberg found the following dissatisfiers: company policy, supervision, working conditions, interpersonal relationships, salary, status, security. What makes them different from motivators is the fact that they are not related to the content of the work put to the context of the job (Armstrong, 2007).

The theory as advocated by Vroom (1968) argues that employees (domestic workers) are likely to leave if their expectations are not met. This theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a
given outcome and the attractiveness of the outcome to the individual. The theory suggests that a job is motivating for employees when they can see a relation between performance and outcome, if they have abilities to do the job and if they see the outcome as satisfying their needs. The theory can be a suggestion for employers to focus on main aspects of their subordinates perceptions. As well as that, it is helpful in explaining occupational choices and in predicting tasks that people will work most and least hard at (Finchamand Rhodes, 2005). Employers of the domestic workers in Ruaraka should create good working conditions so that employees can feel motivated to continue working leading to a lower labour turnover

2.2.2 Expectancy Theory

The expectancy theory puts forth the premise that employees will put forth an amount of work and commitment equal to what they expect to receive in return. Commission compensation structures leverage this theory by allowing employees to earn as much money as they desire, completely based on their job performance. Making sure that employees always expect future pay raises and potential job promotions can keep them working hard to achieve personal goals. If employees expect little compensation and no growth opportunities in return for their work, they may put forth only minimal effort until they eventually look to a new employer for new opportunities (Heize, 2009).

This can apply where an employer embraces the theory by compensating domestic workers reasonably, employees are likely to stick to their work place and labour turnover will be low. But where the theory is not embraced employees will be dissatisfied hence increased labour turnover. Domestic workers also expect good remuneration and good pay such that if their expectations are not met the labour turnover will increase.

2.2.3 Equity Theory

Equity theory suggests that employee perceptions of what they contribute to the organization, what they get in return, and how their return-contribution ratio compares to others inside and outside the organization, determine how fair they perceive their employment relationship to be (Adams, 1963). Perceptions of inequity are expected to cause employees to take actions to restore equity. Unfortunately, some such actions (e.g., quitting or lack of cooperation) may not be helpful to the organization.
In application to domestic workers their effort is determined by how they are treated in their working environment. In an environment where they are treated well and their work is appreciated the labour turnover is low and the reverse is true.

2.3 Empirical Review
2.3.1 Poor Pay Effects on Employee Turnover

Pay practice is one of human resources management practice which normally refers to pay, wage, salary and benefit etc. The pay has an important role in implementation strategies. First, a high level of pay and/or benefits relative to that of competitors can ensure that the company attract and retains high-quality employee, but this might have a negative impact on the company’s overall labor costs. Second, by tying pay to performance, the company can elicit specific activities and level of performance from employee (Noel et al., 2006). Generally, pay practice is very significant for the organizations and firms which can attract employees to apply for the job as recruitment. On the other hand, the employees have to retain the high performance of work in order to show their quality of work otherwise will lose their work. Pay practice has some correlation with job satisfaction as well. As supported by Ting (1997) asserts the significant of pay is strongly determined of job satisfaction. Moreover, on his work explains two different type of pay practices effect on job satisfaction; satisfaction with pay itself and satisfaction with financial prospects in the future. There is a longstanding interest of two items which are correlated with job satisfaction.

Along the same line, the relationship between pay practice and job satisfaction is useful to influence motivation of employees’ work then achieved higher productivity. According to the efficiency wage theories affirm that paying higher wage can sometimes increase works’ productivity. These theories address three main channels by which wages can raise productivity (Katz, 1987). The first place assumes that the harder workers work the higher is the cost of being caught shirking and the higher is the probability of being caught shirking. A higher wage increases worker effort due to the greater cost to workers of losing the job (meaning workers want to reduce the chances that they are caught shirking). In other word, the wage or pay practice is influenced employees’ work and turnover as well. Second, a higher wage increases effort by increasing workers' loyalty to the firm (Akerlof, 1984). As this point of these theories implies
that not easily for the high wage employees to turnover their job. As supported by the following in third channel of these theories, affirm that a higher wage reduces firms' turnover and recruitment costs. In addition, if introducing employee involvement increases monitoring costs (plausible since it is harder to observe whether a worker produced a good suggestion than whether she met her production quota), increases the return to costly-to-measure effort, and/or increases employers' return to worker skills and retention, then plants with employee involvement should pay higher wages.

The relationship between pay practices and job satisfaction is ambiguous in the efficiency wage theories. However, there are some distinct studies such as Steijin (2002) examine the overall job satisfaction of Dutch public workers with respect to their pay. The results show that there is positive effect of the existence of HRM practice which refers to pay practice on the job satisfaction. Likewise, Bradley, Petrescu and Simmons (2004) observe the impact of human resource management practices and pay inequality on workers' job satisfaction. On their study employ many HRM practices such as work organization, recruitment and pay practice as independent variables and job satisfaction as dependent variable. The results show that the pay practice is positively associated with the job satisfaction. Furthermore, on their works clarify satisfaction with pay is high where seniority and individual performance-related schemes are in place. The attractively turn to the relationship between pay practice and turnover, Katz (1987) study about the efficiency wage theories: a partial evaluation. The result on his/her study confirms that a higher wage reduces firms' turnover and recruitment costs. In other word, the wage is negatively related to the turnover and recruitment cost. If the employees have the higher wage the firms or organizations should have lower levels of voluntary turnover (quits).

2.3.2 Mistreatment Effects on employee Turnover

Workplace mistreatment costs American organizations billions of dollars a year, and this bully inflicted trauma is emerging as a more deleterious problem for both individuals and organizations than all other occupational stresses combined (Adams & Crawford, 1992). A 2007 study commissioned by The Workplace Mistreatment Institute estimated that fifty-four million people have been bullied at work (U.S. Workplace Mistreatment Survey).
With all the laws, policies, and regulations designed to protect workers from harassment, asking how mistreatment can happen is a paramount question. One contributing factor is that mistreatment behavior is often ignored, tolerated, misinterpreted, or even instigated by the organization’s management as a deliberate management strategy (Sheehan, 1999).

Although workplace mistreatment should be a serious concern for organizations, it often goes unreported because the targets feel humiliated and shamed (Baron & Neuman, 1998). Moreover, employers exacerbate the problem by ignoring or discounting complaints. Many targets suffer silently; some quit their jobs. For others, the stress is so unbearable it contributes to heart attacks or other stress-related physical ailments (Gardner & Johnson, 2001; Stress, 1999). In extreme cases, either the bully or the target resorts to homicide or suicide (Einarsen & Mikkelsen, 2003; Namie & Namie, 2003; Workplace Violence, 2001). These overwhelming feelings of stress can impact not only the target but other workers who witness the mistreatment. Lutgen-Sandvik (2006) reports that the stress and desire to quit also translate to witnesses of workplace mistreatment. Her finding means that workplace mistreatment is not a problem isolated to the target and the bully but is a systemic problem. Lutgen-Sandvik’s findings are supported by Vartia (2001) and Mikkelson & Einarsen (2001, 2002) who found similar results in international studies.

Glendinning (2001) says workplace mistreatment is likened to a cancer in the workplace; and, if measures are not taken to cure it, both the organization and individual employees will become increasingly unhealthy and will increase the labour turn over. Targets of workplace mistreatment often report increased fear, anxiety, helplessness, and anger. Although the source of these feelings is emotional abuse at work, the targets often carry the negative effects into their personal lives (Einarsen & Mikkelsen, 2003). In addition, targets report reducing their efforts, taking time off to avoid the bully, or leaving the organization. As a result, productivity and profits diminish (Harvey, Heames & Richey, 2006). As the public’s awareness of workplace mistreatment increases, targets will become more vocal and conciliatory remedies will be necessary. Some people believe this matter is best resolved by organizational awareness and training programs (Glendinning, 2001; Salin, 2003; Sheehan, 1999). However, proponents of legislative changes posit that power imbalances, evidenced by the fact that seventy-two percent of the bullies are supervisors, and
the organizational culture contribute to the problem (Keashly, 2002; U.S. Workplace Mistreatment Survey). In their opinions, companies will continue the status quo until mandated to change (Davenport, Schwartz & Elliott, 2002; Namie & Namie, 2003).

Left unchecked, the negative effects of workplace mistreatment can be costly for both the company and individual employees. A study by the National Institute of Occupational Health and Safety (NIOSH) found that stressful working conditions lead to higher levels of absenteeism and turnover and lower motivation and morale (Hauge, Skogstad, & Einarsen, 2007; Stress, 1999; Zapf & Gross, 2001). Additionally, a study conducted by Christine Pearson of the University of North Carolina at Chapel Hill corroborated those findings. Her research found that 53 percent of the respondents reported lost work time attempting to avoid the bully; 22 percent reduced work efforts; 10 percent cut back on the number of hours they worked; and 12 percent quit (Pearson & Porath, 2005). Even when targets report mistreatment, their claims can be either discounted or labeled as personality conflicts by managers who are ill-equipped to handle the problem. Therefore, rather than risk the added humiliation of having their allegations ignored, targets of workplace mistreatment often suffer in silence and live in fear of personal humiliation, social rejection, and economic loss.

2.3.3 Working Conditions Influence on Employee Turnover

Workplace condition includes not only the physical elements around the work area of an employee but also all things that form part of the employee’s involvement with the work itself. World at Work, the Total Reward Association defines workplace condition as the total cluster of observable physical, psychological and behavioral elements in the workplace. A positive work condition is believed to make employees feel good about coming to work and provide the necessary motivation to sustain them throughout the day. This observation is echoed by Wells & Thellen (2002), who stress that organizations offering suitable levels of privacy and sound controls at the work place thereby improving levels of motivation and commitment in employees have an increased ability to satisfy and retain employees. Heneman (2007) also does allude to the fact that one of the most crucial elements of any organizations total reward strategy is having a positive work condition.
A physical work environment can result a person to fit or misfit to the environment of the workplace. A physical work environment can also be known as an ergonomic workplace. Researches on the workplace environment need to be done in order to get an ergonomic workplace for every each of the employees. By having this ergonomic physical workplace at their workplace, it will help employees from not getting the nerve injury (Cooper & Dewe, 2004). Moreover, based on Brill et al. (1985), they had stated that there are a few factors of physical work environment that need to be improved. The factors are such as lightings, the floor configuration, office layout and also the furniture layout. According to McCoy and Evans (2005), they stated that the elements of physical work environment need to be proper so that the employees would not be stress while getting their job done. In their article, they also stated that the physical element plays an important role in developing the network and relationship at workplace.

Result of the employees’ performance can be increased from five to ten percent depending on their improvement of the physical workplace design at their workplace (Brill, 1992). According to Amir (2010) there are elements that related to the physical environment. There are two main elements which are the office layout plan and also the office comfort. Amir (2010) also stated that a physical workplace is an area in an organization that is being arranged so that the goal of the company could be achieved.

2.4 Research gaps

With the fact that there is high employee turnover in Lucky summer estate, the questions of why is very valid. There are reasons as to why this rate is increasing. The review affirms that leadership, employee characteristics, human resource policies affects the turnover rate. It is upon this study to establish whether the variables also affect summer estate in Nairobi.

Most studies cited have been done outside Kenya and have been conducted in western economies like the in USA, UK, India, Australia and Other parts of Europe. Only a few appear to have been conducted in East Africa especially with Kenya as the focus. The researcher feels that a study in context of Kenya will give a different insight of the factors influencing high employee turnover.
The research gap seen on this study is the literature gap. Hence this in reflection of the statement of the problem affirms that there is a problem of not knowing the factors influencing the high employee turnover that needs to be addressed and after solving the problem, the gap will automatically be filled. The literature review talks about all independent variables being the factors affecting the dependent variable, though it does not highlight the exact Kenyan situation viz a via turnover in estates and specifically summer estate in Nairobi county. In as much as the review is relevant, there is no literature review that touches exactly on summer estate in Nairobi county. It is also clear that many organizations do not disclose reasons for their high employee turnovers.

Watiri et al. (1995); Kiragu et al. (2010); Adunda. (1996) among others attempted to answer the question of what determines peoples intention to quit jobs in Kenya estates by investigating possible antecedents of employees intentions to quit. There are several reasons why people leave jobs which could be used to predict intentions to quit and actual turnover may include lack of commitment, job dissatisfaction, insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors, ambiguity of performance evaluation methods and extensive job pressures. This study looked at how the level of pay, Mistreatment and working conditions affect the labour turnover among domestic workers.

2.5 Conceptual Framework
A conceptual framework is defined as an element concerning the scientific researching process; whereby a specified concept is described equivalently as a measurable event or in measurable terms that basically gives a clear meaning of the concept. According to Mugenda and Mugenda (2003) conceptual framework is a diagrammatic presentation of the relationship between dependent and independent variables. In this study, the dependent variable is domestic labour turnover while independent variables are poor pay, mistreatment and working conditions.
Figure 2.1: Conceptual Framework

Independent variables

- **Wages**
  - Poor pay
  - Delayed salary
  - Salary cutoffs

- **Mistreatment**
  - Physical & Sexual abuse
  - Financial Exploitation

- **Working conditions**
  - working hours
  - workload

Dependent variable

- **Domestic workers turnover**
  - Turnover rates

Source: Author 2017
CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction
This section presents the methodology, which was used to carry out the study. It further describes the type and source of data, the target population and sampling methods and the techniques that were used to select the sample size. It also describes how data was collected and analyzed.

3.2 Research Design

According to Kothari (2004), a research design is a frame of procedures and methods for acquisition of relevant information. This research used correlation research design which aims to systematically investigate and explain the nature of the relationship between variables in the real world. Multiple linear regression analysis was used in this study to test if independent variables (poor pay, mistreatment of domestic workers and working conditions) had any statistical significance on the dependent variable, Labour Turnover.

Correlation research studies systematically investigate relationships between variables of interest and check more than simple descriptions of what currently exists (Porter & Carter, 2000). The studies purely describe and try to explain the reality of relationships that currently exist, but do not try to explain causality.
3.3 Target Population

Mugenda and Mugenda (2003) describes target population as a complete set of individual cases object with some common characteristics to which researchers want to generalize the results of the study. The study population comprised of all employees from Lucky Summer Estate phase one. The researcher targeted approximately 500 employees. The number of house in Phase one of Lucky Summer was acquired from Lucky Summer sub-county offices in Lucky summer ward. These were 400 female employees and 100 male employees.

Table 1: Target Population

<table>
<thead>
<tr>
<th>Gender</th>
<th>Target Population</th>
<th>Sample size 10%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>400</td>
<td>40</td>
</tr>
<tr>
<td>Male</td>
<td>100</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>500</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Author (2017)

3.4 Sampling Design.

The sample design of the study was selected using systematic sampling whereby after every 10th house one house help was chosen. This systematic sampling was used to get a sample of 50 respondents which comprised 10% of the population. According to Mugenda and Mugenda (2003), a sample of 10-30% is good enough if well-chosen and the elements in the sample are more than 30. The researcher therefore selected 50 respondents based on 10% of the target population as shown in Table 1 above. From each stratum, 10% respondents was used to gather the required information. The target population mentioned above was divided into groups on the basis of gender that is male and female employees.

3.5 Data collection instruments

The researcher used questionnaires and personal interviews to collect data. Questionnaires were delivered on hand and collected immediately after completion by respondents. According to Mugenda and Mugenda (2003), questionnaires are very convenient in obtaining answers from a large number of respondents and enable the researcher get first-hand information about the work situation. Questionnaires were constructed based on the research objectives. A carefully crafted
but wide ranging questionnaire aimed at eliciting right responses was constructed and piloted in order to detect any ambiguities or inherent problems. Some questions were open-ended, and a few in a “Yes” or “No” answer format. In order to compliment the responses from the respondents to the questionnaire, the researcher conducted face-to-face interview with some the domestic workers. The interview focused on the reasons causing the high labour of the domestic workers in Lucky Summer estate. The researcher then thoroughly checked and verified the questionnaires to ensure accuracy and reliability of information given by respondents. Perakyla (2007) points out that it is possible to ensure validity of qualitative data if the researcher follows procedures that minimize biases.

3.6 Instruments Validity
Validity is the degree to which a test measures what it purposes to measure. According to Cook and Campbell (1979), it is the best available approximation to the truth or falsity of a given inference, proposition or conclusion. In this case face validity which is commonly used in research of this nature was applied to determine if the instrument measured what it was supposed to measure. To establish face validity a panel of experts were asked to give their opinion as to whether or not the instrument met this criterion. According to Carmine and Zeller (1979) validity can be assessed using expert opinion and informed judgment.

3.6.1 Reliability
Reliability refers to the ability of an instrument to produce similar results at different times with the same respondents (Shaughnessy and Zechmeister1997). The study used a three step measure of reliability. First those items were tested for reliability by other researchers as cited in the previous section was adopted. Secondly the researcher used the most common measure of internal consistency known as Cronbach Alpha which indicates the extent to which a set of items can be treated as measuring a single latent variable. The recommended value of 0.7 was used as cut off point since a Cronbach Alpha value of less than 0.7 implies that internal consistency among items is weak (Nunnally, 1978). Thirdly the questionnaires were pre-tested with a sample of respondents in order to establish whether the questions therein measure the expected theorized variables in the conceptual framework. In this case respondents were asked to comment on the clarity and the amount of time it took to fill one questionnaire. The questionnaire were then
based on the findings of the pilot test and the final version was developed thereafter for use. A correlation coefficient of 0.05 was considered reliable for the study

3.7 Data Analysis and Presentation

Data collected for analysis was inspected for errors and completeness. After inspection and correction, the data was coded where each question represented a variable and each respondent represented an observation. Coded questionnaires were keyed into SPSS version 21 for data analysis. Descriptive statistics of centrality and deviation such as means, modes and standard deviation were used to analyze the data. Analyzed data was presented by using graphs, tables and charts. Also inferential statistics such as regression analysis was used to establish the significance of each of the factors that lead to employee turnover. The following model was applied

Regression Model:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \]

Where \( Y \) = Labour turnover

\( \beta_0 \) = constant term

\( \beta_1 - \beta_3 \) (coefficients)

\( X_1 \) = Poor Pay

\( X_2 \) = Mistreatment of workers

\( X_3 \) = Working conditions,
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS.

4.1 Introduction
This chapter presents the information processed from the data collected during the study on the relationship between Mistreatment of domestic workers, Poor Pay and Working Conditions on Labour Turnover in Ruaraka Constituency.

4.2 Presentation of Findings.
4.2.1 Response Rate.
A total of 50 questionnaires were administered and the study managed to obtain 40 completed questionnaires representing 80% response rate. The questionnaires contained questions that addressed the objectives of the study. The objectives of the study were: To examine how pay influences turnover of domestic employees in Lucky Summer estate. To find out how mistreatment influences employee turnover of domestic workers in Lucky Summer estate. To assess how working conditions influences employee turnover of domestic workers in Ruaraka. Therefore, the data analysis is based on 40 respondents, which is represented by 80% response rate. This indicates that a good number responded to the questionnaire. The response rate is as shown in Table 4.1

Table 4.2: Response Rate

<table>
<thead>
<tr>
<th>Response Rate</th>
<th>Number of Questionnaires</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed</td>
<td>40</td>
<td>80%</td>
</tr>
<tr>
<td>Incomplete</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Author (2017)
4.2.2 Gender of the Respondents

The researcher sought and obtained the gender of respondents who participated in the research. Majority (67.5%) of the respondents were female while 32.5% were male. This is an indication that the researcher did not only look at females who are believed to dominate the sector. It also implies that most of the respondents’ are female. The study findings are as shown in Figure 4.1

![Gender of the Respondents](image)

Figure 4.2 Genders of the Respondents

Source: Author (2017)

4.2.3 Age Interval of the respondents

The researcher also sought to know the age of the respondents and found out that 50% of the respondents were between 20-29 indicating the majority are in this age group. Followed by 37.5% who were between 30-39 years. 40-49 years had a percentage of 5%. The age below 20 years had the smallest percentage of 7.5%
Table 4.3: Age Intervals

<table>
<thead>
<tr>
<th>Age Intervals</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 20 years</td>
<td>3</td>
<td>7.5</td>
<td>7.5</td>
<td>7.5</td>
</tr>
<tr>
<td>20-29</td>
<td>20</td>
<td>50.0</td>
<td>50.0</td>
<td>57.5</td>
</tr>
<tr>
<td>30-39</td>
<td>15</td>
<td>37.5</td>
<td>37.5</td>
<td>95.0</td>
</tr>
<tr>
<td>40-49</td>
<td>2</td>
<td>5.0</td>
<td>5.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Author (2017)

Figure 4.2: Frequency of Age Interval
Source: Author (2017)

4.2.4 Level of Education

The respondents were also requested to indicate their highest level of education. It is important to consider the level of education of the respondents because it has an impact on the way the respondents interpret the questions. The study found out that 25 respondents representing 62.5% were Secondary school leavers while 10 respondents representing 25% were College school
leavers and 5 respondents representing 12.5% had gone up to Primary School level. The study findings are shown in Figure 4.3.

Table 4.3: Level of education

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Level</td>
<td>5</td>
<td>12.5</td>
<td>12.5</td>
<td>12.5</td>
</tr>
<tr>
<td>Secondary Level</td>
<td>25</td>
<td>62.5</td>
<td>62.5</td>
<td>75.0</td>
</tr>
<tr>
<td>College Level</td>
<td>10</td>
<td>25.0</td>
<td>25.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Author (2017)

Figure 4.3: Frequency of respondents based on Highest Education Level

Source: Author (2017)

The study further sought to know the experience the domestic workers have. The study established that the majority with a percentage of 53% had experience of 1-2 years. 23% had experience of less than one year and those with 3 years and above had a percentage of 25%.
The results are shown by Table 4.4 below

**Table 4.4: Number of years in the current job**

<table>
<thead>
<tr>
<th>How long have you been at your current job</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shorter than 1 year</td>
<td>9</td>
<td>22.5</td>
<td>22.5</td>
<td>22.5</td>
</tr>
<tr>
<td>Valid</td>
<td>21</td>
<td>52.5</td>
<td>52.5</td>
<td>75.0</td>
</tr>
<tr>
<td>1-2 years</td>
<td>10</td>
<td>25.0</td>
<td>25.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Author (2017)

**Figure 4.4: Percentage of respondents based on years of service**

Source: Author (2017)
4.3.1 Pay influence on labour turnover in Lucky Summer estate

Here the researcher sought to establish whether the salary packages influences labour turnover. From table 4.5, it is apparent that majority of the respondents with a frequency of 23 representing 57.5% of the whole sample size Disagreed that they are satisfied with their salary. 1 respondent representing 2.5% also strongly disagreed that they are satisfied with their salary. The researcher attributes the huge number of respondents who disagreed or strongly disagreed that they are satisfied with their salary, to the reality that most domestic workers move from one employer to another in a very short period trying to look for greener pastures. The remaining 5 respondents representing 12.5% Strongly Agreed they were satisfied 6 representing 15% also agreed that they were satisfied and the other 12.5% were undecided the reality that they are satisfied with their salary.

When the researcher asked the respondents whether it is true they do not get their salary on time, the data collected revealed that 7 respondents representing 17.5% strongly agreed to this fact, 21 responds representing 52.5% agreed that they do not receive their salary on time, 4 respondents representing 10% remained neutral on this statement, 8 respondents representing 20% disagreed with on the statement and 20% also Strongly disagreed that they do not receive their salary on time. This implies that majority of domestic workers don’t receive their salary on time hence a high turnover as they look for places where they can get their salary when it falls due.

Similarly, when the researcher sought to establish whether employees salary is slashed if they accidentally break something in the house, 13 respondents with a statistical frequency of representing 32.5%, followed by 3 respondents representing 7.5% who agreed that their salary is slashed, 11 respondents representing 27.5% were undecided 3 respondents representing 11% disagreed with the statement 13 respondents representing 32.5% Strongly disagreed that their salary is slashed if they break something in the house.

When the researcher sought to establish whether domestic workers in Ruaraka receive salary increment yearly, Majority of the respondents with a statistical frequency of 20 representing 50% disagreed to the statement and 4 respondents representing 10% strongly disagreed that they
receive salary increment yearly. Only 6 representing 15% respondents remained neutral on whether they receive salary increment.

The researcher attributes the 4 respondents to be newly employed and do not know whether the employer is going to retain them to the end of the year and more so, if they will receive a salary increment after one year.

To sum it all, when the researcher sought to establish whether domestic workers in Lucky Summer that it is true they do not get any bonus at the end of the year, it was apparent that majority, 35% of the respondents Strongly agreed to this statement, followed closely by 12 representing 30% respondents who agreed that they do not receive any bonus. 2 respondents representing 5% remained neutral that they get bonuses at the end of the year. This will thus lead to high turnover as employees do not receive any form of motivation in terms of benefits. This is in line with (Bradley, Petrescu & Simmons 2004), who carried out a research on the impact of human resource management practices and pay inequality on workers’ job satisfaction. On their study they employed many HRM practices such as work organization, recruitment and pay practice as independent variables and job satisfaction as dependent variable. The results show that the pay practice is positively associated with the job satisfaction. They recommended that employees should be motivated in their workplace as it reduces the high labour turnover
Table 4.3 How Pay influences turnover of domestic employees in lucky summer estate

<table>
<thead>
<tr>
<th>Pay influence on employee turnover</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with my salary</td>
<td>5</td>
<td>12.5%</td>
<td>6</td>
<td>15%</td>
<td>5</td>
</tr>
<tr>
<td>I do not receive my salary on time</td>
<td>7</td>
<td>17.5%</td>
<td>21</td>
<td>52.5%</td>
<td>4</td>
</tr>
<tr>
<td>My salary is slashed if I break something in the house</td>
<td>3</td>
<td>7.5%</td>
<td>13</td>
<td>32.5%</td>
<td>11</td>
</tr>
<tr>
<td>I receive salary increment yearly</td>
<td>4</td>
<td>10.0%</td>
<td>6</td>
<td>15.0%</td>
<td>6</td>
</tr>
<tr>
<td>I do not get a bonus at the end of the year</td>
<td>8</td>
<td>20.0%</td>
<td>12</td>
<td>30.0%</td>
<td>2</td>
</tr>
</tbody>
</table>

Source: Author (2017)

4.3.2 How does Mistreatment of domestic employees affect labour turnover

Here the researcher wanted to establish whether Mistreatment of domestic employees affect labour turnover. The respondents were supposed to rate their opinions on the different kinds of mistreatments. Based on the responses collected the following table was developed.

From table 4.6, it is apparent that majority of the respondents with a frequency of 21 representing 52.5 % of the sample size Agreed that they have faced a kind of mistreatment.2 respondents representing 5% also strongly agreed that they have experienced some kind of mistreatment, while 66 respondents representing 40% disagreed respectively they have faced a
kind of mistreatment. 1 respondent representing 2.5% remained neutral on whether they had faced a kind of mistreatment.

Additionally, when the researcher sought to establish whether the stress level of the job is acceptable, 26 respondents representing 65% of the whole sample size disagreed that stress level is acceptable. 1 respondent representing 2.5% of the selected sample strongly disagreed that the stress was acceptable. 12 respondents representing 30% agreed that stress level is acceptable and 1 respondent representing 2.5% was undecided.

Similarly, when the researcher sought to find out whether the respondents were stressed by their employer, the researcher found out that majority of the respondents represented by a statistical frequency of 28 representing a statistical percentile of 70% agreed that their employer stresses them. 2 respondents with a percentage of 5% strongly agreed that the employer stresses them. 8 of respondents representing 20% disagreed on the statement and 2 representing 5% were undecided that the employer stresses them. The researcher attributes this to the reality that domestic workers are given a lot of work without being given a chance to express their views causing stress.

The researcher also sought to find out if employees are treated in a rude and disrespectful manner. 25 respondents representing 62.5% agreed, 1 respondents representing 2.5% strongly agreed that they are treated in a rude way, 8 respondents with a statistical percentage of 20% disagreed to the statement with 1 respondents representing 2.5% strongly disagreeing to the statement. 5 respondents representing 12% remained neutral.

To sum it all, when the researcher wanted to know whether employees domestic workers are humiliated in front of visitors. The researcher found out that majority of the respondents with a statistical frequency of 20 representing 50% of the whole sample size agreed that they are humiliated in front of visitors. 10 respondents representing 25% disagreed that they were humiliated in front of visitors. While 7 respondents representing 17.5% remained neutral and 3 respondents representing 7.5% disagreed. The information contained in the above table can be summarized in the figure beneath.
The findings of this study are similar to similar studies that were conducted by other scholars as per the literature review. For instance, Hauge, Skogstad, & Einarsen(2007) asserts that if left unchecked negative effects of workplace mistreatment can be costly for both the company and individual employees. According to him stressful working conditions leads to higher levels of absenteeism and turnover and lower motivation and morale. Additionally Lutgen-Sandvik (2006) further established that stress and desire to quit also translate to witnesses of workplace mistreatment. According to her majority of domestic workers who desire to quit is as a result of mistreatment. Similar findings were also established by Glendinning (2001) who established that mistreatment is like cancer in the work place and if not cured could lead to a level of employee turnover.

Table 4.4: How Mistreatment of domestic employees affects labour turnover in Ruaraka

<table>
<thead>
<tr>
<th>Mistreatment</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>F</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have faced a kind of mistreatment</td>
<td>2.5%</td>
<td>52.5%</td>
<td>1.25%</td>
<td>16.40%</td>
<td>0.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The stress Level of the job is acceptable</td>
<td>0.0%</td>
<td>30.0%</td>
<td>1.25%</td>
<td>26.65%</td>
<td>1.25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My employer stresses me</td>
<td>2.5%</td>
<td>70.0%</td>
<td>2.5%</td>
<td>8.20%</td>
<td>0.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am treated in a rude and disrespectful manner</td>
<td>2.5%</td>
<td>62.5%</td>
<td>12.5%</td>
<td>8.20%</td>
<td>1.25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am humiliated in front of visitors</td>
<td>0.0%</td>
<td>50.0%</td>
<td>7.17%</td>
<td>10.25%</td>
<td>3.75%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Author (2017)

4.3.3 How does working conditions affect labour turnover in Ruaraka.
The study question sought to identify the impact that working conditions would cause on the labour turnover in Ruaraka. When the researcher asked the respondents on whether they would recommend the work environment to others as a good place to work, the responses gathered from the respondents revealed that majority of the respondents with a frequency of 22
representing 55% of the sample size disagreed that they would recommend the work environment to job seekers. 3 respondents representing 7.5% strongly disagreed that they would recommend the work environment as conducive. 6 respondents representing 15% of the whole sample size said that they were undecided about the working environment. While 7 respondents representing 17.5% and 2 respondents representing 5% of the whole sample size respectively agreed and strongly agreed that they would recommend the work environment as a good place to work.

Similarly, when the researcher sought to establish whether they get along well with their employer, 20 respondents representing 50% of the sample size disagreed to this question, while 4 respondents representing 10% strongly disagreed to this statement and other 5 respondents representing 12.5% were undecided about this statement. There were 3 respondents representing 7.5 % agreed and 8 respondents representing 20% strongly agreed to this statement.

In addition, when the researcher asked the respondents whether it is true that they were not satisfied with the flexibility the workplace offers, it was apparent that 22 respondents representing 55% agreed to this statement, 4 respondents representing 10 % strongly agreed to the statement, 10 respondents representing 25.5% said that they strongly disagreed, while 1 representing 7.5 % strongly disagreed to this statement.

To sum it all, when the respondents were asked whether the communication between the employer and employee was good and 18 respondents representing 45% disagreed, 3 respondents with a percentage 7.5% strongly disagreed to this statement. The remaining 13 respondents with a percentage of 32.5% and 3 respondents represented by 7.5% strongly agreed and agreed and respectively that their communication with their employer was good whereas 7.5% remained neutral

It is therefore clearly spelt out the working conditions of domestic workers are harsh as the respondents have expressed their frustrations about getting along well with their employers, flexibility in the work place and also the working environment leading to a high labour turn over in Ruaraka. The arguments of (Wells &Thellen 2002) were also ascertained in the findings of the study. They stressed that organizations offering suitable levels of privacy and sound controls at
the workplace thereby improving levels of motivation and commitment in employees have an increased ability to satisfy and retain employee leading to a low labour turnover.

**Table 4.8 Labour Turnover.**

<table>
<thead>
<tr>
<th>Working conditions</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>P</td>
<td>F</td>
<td>P</td>
<td>F</td>
</tr>
<tr>
<td>I often think about quitting</td>
<td>6</td>
<td>15%</td>
<td>27</td>
<td>67.5%</td>
<td>1</td>
</tr>
<tr>
<td>I intend to make a genuine effort to find another job</td>
<td>7</td>
<td>17.5%</td>
<td>25</td>
<td>62.5%</td>
<td>3</td>
</tr>
<tr>
<td>over the next few months</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>17.5%</td>
<td>25</td>
<td>62.5%</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>15%</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>I intend to leave my workplace</td>
<td>9</td>
<td>22.5%</td>
<td>22</td>
<td>55.0%</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>15%</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Source: Author (2017)**

Here the researcher wanted to establish whether the domestic workers were willing to quit. From table 4.8, it is apparent that majority of the respondents with a frequency of 27 representing 67.5% of the sample size agreed that they often thought about quitting. 6 respondents representing 15% also strongly agreed to that while 6 respondents representing 15% disagreed they often thought about quitting. 1 respondent representing 2.5% was undecided.

The researcher also asked whether the respondents were willing to find another job over the next few months and majority 62.5% agreed to that and 17.5% strongly agreed that they were willing to find another job. 7.5% and 5% of the respondents disagreed and strongly disagreed respectively that they were to make effort to get another job. 7.5% of the respondents remained neutral.

Additionally, when the researcher sought to establish whether the employees of Ruaraka intended to leave their job, 22 respondents representing 55% of the whole sample size agreed that they intended to leave. 9 respondents representing 22.5% of the selected sample strongly agreed that they were intending to leave. 6 respondents representing 12.5% disagreed they were intending to leave their jobs and 3 respondent representing 7.5% was undecided.
4.5 Correlations

Table 4.10: Correlations

<table>
<thead>
<tr>
<th></th>
<th>Pay</th>
<th>Mistreat</th>
<th>Working Conditions</th>
<th>Labour turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay</td>
<td>Pearson Correlation</td>
<td>.77</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mistreat</td>
<td>Pearson Correlation</td>
<td>.41**</td>
<td>.63</td>
<td>.009</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working Conditions</td>
<td>Pearson Correlation</td>
<td>.58**</td>
<td>.49**</td>
<td>.77</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.002</td>
<td></td>
</tr>
<tr>
<td>Labour turnover</td>
<td>Pearson Correlation</td>
<td>.34*</td>
<td>.79**</td>
<td>.30</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.032</td>
<td>.000</td>
<td>.06</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Source: Author (2017)

All the variables (independent and dependent) are found to be reliable as the values of Cronbach’s Alpha Coefficient are above 0.70 except for mistreatment which is slightly below 0.70, its at 0.633. The overall results indicate that every item is measuring the same underlying variable. Thus the questionnaire was reliable tool to use in this research.
From Table 4.10, Salary is strongly positively correlated to mistreatment, $r = .41$, $p<.05$, working conditions, $r = .58$, $p<.05$ and to labour turnover, $r = .34$, $p<.05$ and weakly positively correlated to intention to quit, $r = .45$, $p<.05$.

Mistreatment is strongly positively correlated to labour turnover, $r = .79$, $p<.05$, and strongly positively correlated to working conditions, $r = .49$, $p<.05$. While Working conditions is very weakly positively correlated to labour turnover, $r = .30$, $p = .06$

### 4.6 Regression

**Table 4.11 Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.793(^a)</td>
<td>.629</td>
<td>.598</td>
<td>.662</td>
<td>.629</td>
<td>20.367</td>
<td>3</td>
<td>36</td>
</tr>
</tbody>
</table>

\(^a\) Predictors: (Constant), Working Conditions, Mistreatment, Salary  
\(^b\) Dependent Variable: Labour turnover

**Source:** Author (2017)

As showed in Table 4.11 the model was explained in coefficient of determinations showed in R Squared = .63 and adjusted R Squared = .60. The standard error of estimate =.66 significant at $p<.05$. The model explained 60 percent of variance in labour turnover contributed by the three independent variables Working Conditions, Poor Pay and Mistreatment. 40\% of what affects labour turnover explained by other factors in Ruaraka Constituency.

**Table 4.12 Model Summary-ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>26.805</td>
<td>3</td>
<td>8.935</td>
<td>20.367</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>15.793</td>
<td>36</td>
<td>.439</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>42.597</td>
<td>39</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^a\) Dependent Variable: Labour Turnover  
\(^b\) Predictors: (Constant), Working Conditions, Mistreatment, Salary

**Source:** Author (2017)
Based on the result from Table 12, the model is highly significant and accepted because the p-value of F ratio is less than 0.05. Working Conditions, Mistreatment and Poor pay significantly influence Labour Turnover. It can be explained that the 3 independent variables in the regression model are able to be used to predict employees’ intention to quit.

Table 4.13 Model Summary-Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>-0.266</td>
<td>.512</td>
<td>-.519</td>
<td>.607</td>
</tr>
<tr>
<td>Level of Pay</td>
<td>.160</td>
<td>.213</td>
<td>.101</td>
<td>.751</td>
</tr>
<tr>
<td>Mistreatment</td>
<td>.902</td>
<td>.136</td>
<td>.787</td>
<td>6.621</td>
</tr>
<tr>
<td>Working Conditions</td>
<td>-.172</td>
<td>.147</td>
<td>-.157</td>
<td>-1.164</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Labour Turnover

Source: Author (2017)

The regression compares the magnitude of the coefficients of the independent to determine which one had more effects on performance. From Table 4.13, the following regression model is established.

\[ Y = -0.266 + 0.160X1 + 0.902X2 - 0.172X3, \]

\[ P=0.000 \]

Where X1= Poor Pay, X2=Mistreatment, X3=Working Conditions

The model illustrates that when all variables are held at zero (constant), the other factors contributing to Labour Turnover would be -0.266. However, holding other factors constant (Poor pay and Working Conditions) a unit increase in Mistreatment, would lead to a 0.902 increase in Labour Turnover among the domestic workers in Ruaraka and holding other factors constant (Poor Pay and Mistreatment) a unit increase in Working Condition and Pay will have no statistical effect on Labour Turnover since the p value for both is greater than 0. 05. The findings of the study on Mistreatment corresponds with those of Glendinning (2001) says workplace
mistreatment is likened to a cancer in the workplace; and, if measures are not taken to cure it, both the organization and individual employees will become increasingly unhealthy and will increase the labour turnover. The level of pay and working conditions do not have a statistical influence on labour turnover and this can be attributed to that the level of pay and the working conditions alone would not contribute to labour turnover. The domestic workers would take other factors into consideration such as Mistreatment in the workplace.
CHAPTER FIVE

SUMMARY, CONCLUSIONS & RECOMMENDATION

5.1 Introduction
This chapter represents the summary, recommendations, and conclusions of the previous four chapters more especially chapter two that conducted an in-depth analysis on the literature review of the chosen research topic, the recommendation that was be made there on would include areas of further research in order to determine whether the findings of this study are true. In addition, the recommendations involve the researcher’s opinion and the opinion of other researchers on the chosen research topic. The summary provides an overview of the research finding. Conclusions involve the researcher’s thoughts or opinions about the study. Therefore, conclusions are made to complete partly the expectations to the objectives of the study that were highlighted in chapter two.

5.2 Summary of findings
5.2.1 Pay influence on labour turnover in Ruaraka
The study established that majority of domestic employees in Ruaraka were not satisfied with their salary leading to a high labour turn over as the employees are not satisfied with their pay. The researcher also found out that domestic workers in Ruaraka are not satisfied with their salary and they do not receive their salary on time. This is a big contributor to a labour turnover as these employees have other obligations to meet hence will search for jobs where they will get their salary as agreed. High level of pay and/or benefits relative to that of competitors can ensure that the company attract and retains high-quality employee and reduce labour turn over. According to the regression outcome of the study pay and labour turnover has an insignificant relationship with ($\beta = 0.160$) and ($p = 0.457$) in Ruaraka. This may have been attributed to poverty levels making employees care less about the poor pay
5.2.2 How does Mistreatment of domestic employees affect labour turnover

From the analysis of data, the study shows that Mistreatment has strong positive correlation to Labour Turn over with ($\beta=0.902$) and ($p = 0.000$). That means that mistreatment contributes 90% to Labour turnover in Ruaraka according to this study.

From the findings of the study, the researcher established that because of mistreatments there is a high labour turn over. This is supported by a majority of the respondents have faced a kind of mistreatment in their work place. Majority also confessed that the level of stress is unacceptable and their employer stresses them. 50% and 20% of the respondents respectively agreed and strongly agreed that they have been treated in a disrespectful way. However 37.5% and 35% of employees respectively strongly disagreed and disagreed to that they were humiliated in front of visitors.

The findings of this study are similar to similar studies that were conducted by other scholars as per the literature review. That if left unchecked negative effects of workplace mistreatment can be costly for both the company and individual employees. Stressful working conditions leads to higher levels of absenteeism and turnover and lower motivation and morale. It is also established from literature review that stress and desire to quit also translate to witnesses of workplace mistreatment. Majority of domestic workers who desire to quit is as a result of mistreatment.

5.2.3 How does working conditions affect labour turnover in Ruaraka.

The researcher established that; majority of the respondents with a statistical percentile of 35% disagreed that they would recommend the work environment as a good place to work. 30% disagreed that they recommend the work environment. Majority also agreed that they were not satisfied with the flexibility the workplace offers leading to a high labour turnover. These findings are similar to those of the literature reviewed. It can also be argued that a positive work condition is believed to make employees feel good about coming to work and provide the necessary motivation to sustain them throughout the day and also that organizations offering suitable levels of privacy and sound controls at the work place improves levels of motivation and
commitment in employees have an increased ability to satisfy and retain employees. Therefore, working conditions should be viewed as an important factor in affecting labour turnover. The findings in this study however did not show any statistical relationship between working conditions and Labour turnover. This could be as a result of the different working conditions that they are exposed and once they get on to the job they get used to it and continue working.

5.3 Conclusion
The researcher, based on the research findings concludes that; Labour Turnover is positively affected by poor pay, mistreatment of the domestic workers and working conditions. Creating favorable climate in the work place leads to improved performance of employees and consequently increased organizational productivity and success. With a conducive working environment, employees are motivated in their work; they are flexible in their work and are able to consult one another in their duties. This facilitates improved productivity in their work and reducing turnover.

Pay plays a vital role in employee retention. High pay/benefits attract and retain employees. A high pay also motivates employees and become productive in their workplaces and they enjoy carrying out their daily routines. Good pay practice also increases job satisfaction which reduces the labour turnover. In Ruaraka majority of respondents confirmed that they are not comfortable with the pay given to them by their employers.

Mistreatment in the workplace increases labour turnover and can lead to legal action being taken against an employer. Employees find such environments stressful and they become unproductive as their morale and motivation. Most employees in Ruaraka attested that they are mistreated resulting to a high turnover around the area.

Working conditions includes the elements around the work area of an employee and the things that form part of employee’s involvement with the work itself. A positive environment makes employees feel good staying around and motivates them to stay in an organization. In Ruaraka it is evident that most respondents consented that the work environment is not conducive hence the increased labour turnover around the area.
5.4 Recommendations
This section of the entire paper provide recommendations on what the employers of domestic workers more particularly those in Ruaraka can treat their employees to reduce high labour turnover, some of the recommendations include:

Employers should ensure that employees are properly remunerated to increase their motivation. Increasing their pay so that they have a feeling of satisfaction. In the research it is evident that poor pay has led to high rate of turnover in Lucky Summer estate which can be reduced good pay.

Employees should be treated with a lot of respect and should not be mistreated particularly in the workplace. In the research, majority of respondents said they had faced a kind of mistreatment contributing to a high labour turnover. Employees should be treated well so that they can continue working for longer time. From the findings mistreatment greatly affects labour turnover.

The working conditions should be such that, the employee is always motivated to wake up and go to work. Therefore employers should create that environment that is conducive for work. Employees, while in a secure environment will tend to work in a freedom manner that will motivate them in delivering in their roles

Employers need to create that atmosphere that employees should feel free to talk to their bosses about concerns or what might be bothering them. This makes them feel comfortable enough to talk about matters concerning their wellbeing as well as their productivity.

5.5 Areas of Further Research
Since the study was conducted based on a number of limitations that existed both in the mind of the researcher, the environment and the respondents; among other unforeseen circumstances. It becomes important for the researcher to make recommendations on areas of further research; these suggestions will provide a framework for other researchers who might be willing to conduct similar studies in the future. Based on these limitations, it is vital to future researchers to conduct studies on these areas. One, conducting similar studies in other geographical regions in
order to test the variability and reliability of the findings of this research dissertation. Second, there is need for further research to be undertaken which may include studies on the factors that affect the employee retention among domestic workers, How work environment affect productivity of domestic workers, Role of employers in reducing employee turnover. These studies would play a vital role in establishing factors that lead to a high labour turnover in Lucky Summer estate hence answering the question “what are the reasons that lead to a labour turnover?”
REFERENCES


APPENDICES
APPENDIX 1: QUESTIONNAIRE

This research study aims at determining the reasons that lead to high turnover of domestic workers in Lucky Summer Estate in Ruaraka Constituency. In order to conduct this research study the questionnaire attached below has been developed as the main instrument of data collection. It is the researcher’s request that in order to achieve accurate data, the respondent answer the questions according to what he or she believe is true and avoid leaving blanks.

SECTION A: BACKGROUND

Are you male or female?
☐ Male
☐ Female

What is your age?
☐ Below 20 years
☐ 20-29
☐ 30-39
☐ 40-49

What is your highest level of education?
☐ Primary level
☐ Secondary level
☐ college level

How long have you been at your current job?
☐ Shorter than 1 year
☐ 1-2 years
☐ 3 years and above
Section B: Study Questions

SECTION B:

By the means of tick (✓) kindly indicate an option that best describes you where appropriate

Strongly agree – 1, Agree -2, undecided -3, Disagree – 4, strongly disagree - 5

1. How Salary influences turnover of domestic employees in lucky summer estate

<table>
<thead>
<tr>
<th>Pay influence on employee Turnover</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with my Salary.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I do not receive my salary on time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My salary is slashed if I break something in the house</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I receive salary increment yearly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I do not get any bonus at the end of the year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. Mistreatment influence on employee turnover of domestic employees in Lucky Summer estate?

<table>
<thead>
<tr>
<th>Mistreatment effects on employee turnover</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>You have faced a kind of abuse</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The stress level on the job is acceptable</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My employer stresses me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>You are treated in a rude and disrespectful manner</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>You are embarrassed, humiliated in front of visitors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Working conditions influence on employee turnover of domestic employees in Lucky Summer Estate?

<table>
<thead>
<tr>
<th>working conditions effects on employee turnover</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would Recommend the work environment as a good place to work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I get along with my employer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am not satisfied with the flexibility the workplace offers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My communication with My Employer is good</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I do not get any motivation from my employer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Labor Turn over**

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I intend to leave my work place.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I intend to make a genuine effort to find another job over the next few months.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I often think about quitting.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**THANKS FOR YOUR PARTICIPATION**
APPENDIXII: Interview questions for the domestic workers

1. What is the size of the home where you work?

2. Do you feel comfortable working in that home?

3. Does the family size affect you in terms of workload?

4. Where you inducted or trained when you were employed?

5. Are you entitled to any medical care when you fall sick?

6. Are you entitled to any sick off or annual leave?

7. Are you allowed to hold a party or have visitors in the home?

8. Are you allowed to have a phone in the home?

9. Are you allowed to dress the way you want?

10. Do you eat with the rest of the family members?