

**INFLUENCE OF EMPLOYEES' MOTIVATION ON STAFF  
TURNOVER IN TECHNICAL, VOCATIONAL EDUCATION AND  
TRAINING INSTITUTIONS, NYERI COUNTY, KENYA**

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## DECLARATION

This research project is my original work and it has never been forwarded in any other University for academic award.

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## **DEDICATION**

This research project is dedicated to my family. I am what I am today because of what you have done in my life. You are the rock of my life.

## **ACKNOWLEDGEMENT**

In many ways my research project could not have been accomplished had it not been for some special people whom I want to thank for their direct or indirect contributions. Special thanks to Dr. Paul Waithaka who served as my University Supervisor and took me through this research project with a lot of devotion and professionalism. He is my role model and may God bless him. Special thanks to my husband who has supported me morally and financially. Lots of thanks to my children whose understanding has helped me complete the study. My Bishop Lawrence Kariuki, Mr. & Mrs. Pastor Ngari and Mr. & Mrs. Pastor Gerald for their moral support and great encouragement. Special thanks to my Principal from The Nyeri National Polytechnic, Mrs. Anne N. Mwangi and my colleagues from library department due to their continued encouragement and great support. Lastly, I want to appreciate the efforts from my lecturers and my classmates who have made this project a success. Without you all this research project could not be accomplished.

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## OPERATIONAL DEFINITION ON TERMS

<b>Absenteeism</b>	Voluntary non- attendance at work place without valid reason.
<b>Employees' motivation</b>	They are the elements that encourage an employee to pursue work- related tasks goals.
<b>Job satisfaction</b>	It is the level at which employees in an organization like (satisfaction) or dislike (dissatisfaction) their jobs
<b>Organizational Culture</b>	A system used to define hierarchy within an organization and defines each job, its function and also where it reports to within the organization.
<b>Promotion</b>	It is an advancement of an employee's salary, rank, designation or higher share of duties within an organization.
<b>Performance appraisal</b>	It is the process of assessing employees' by means of comparing already established standards which have been communicated to them with the present performance, and afterwards giving feedback to the employees of their performance level for the purpose of improving their performance as required by the organization.
<b>Retention</b>	Ability of an organization to retain employees
<b>Staff turnover</b>	It is the rate at which employees leave their employers.

## **ABBREVIATIONS AND ACRONYMS**

<b>BOM</b>	Board of Management
<b>CDP</b>	Career Development Path Conditions
<b>GoK</b>	Government of Kenya
<b>HR</b>	Human Resource
<b>HRM</b>	Human Resource Management
<b>HRMP</b>	Human Resource Management Plan
<b>ICSA</b>	Institute of Chartered Secretarial and Administrators
<b>IRS</b>	International Research Survey
<b>JAB</b>	Joint Admission Board
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>SPSS</b>	Software Statistical Package for Social Sciences
<b>TFEU</b>	Treaty on the Functioning of the European Union
<b>TTI</b>	Technical Training Institute
<b>TVET</b>	Technical, Vocational Education and Training Institutions
<b>USA</b>	United States of America
<b>WLB</b>	Work Life Balance

## ABSTRACT

The effectiveness or decline of any organization in providing its quality services or products is highly dependent on the human resource to achieve their mission, vision and the organization's goals since high performance is obtained by well-motivated employees who are ready to exercise discretionary effort. However, the more the employees lose the level of motivation, performance decreases and there is high rate of absenteeism, physical problems and turnover. Motivation has been cited by various researchers as a major tool to eliminate the negative impacts of employees' turnover for any organization for it is usually the backbone of human resource management. It is upon this background that the researcher wished to study on the influence of employees' motivation on staff turnover in Technical, Vocational Education and Training Institutions in Nyeri County. The specific objectives of the study were to determine the role of remuneration, career development opportunities, internal promotions and workplace environment on staff turnover in TVET institutions. The study was built upon Maslows theory, Herzberg's motivation theory, Equity theory and Expectance – value theory. The study adopted descriptive research design methodology. The researcher targeted Board of Management employees as the target population of the study from the three institutions. The target population of this study was one hundred and thirty two (132) employees from TVET institutions. Census design was used whereby it included all the population from the institutions. Both open and closed ended questionnaires were used for collection of data. A pilot test was done to pretest the questionnaires to ensure internal consistency of the instruments by computing Cronbach's alpha to determine reliability of the instrument. Acceptable reliability of Cronbach's alpha 0.8 and above was taken. Out of the probable 132 respondents, 128 respondent representing 97.0% of the target sample returned the questionnaires. Collected data was analyzed using statistical package for social sciences (SPSS) to generate descriptive and inferential statistics which was presented using frequency distribution tables, pie chart and bar charts. Influence of employees' motivation on staff turnover was analyzed using multiple regression analysis. Remuneration had inverse and significance relationship on staff turnover in TVET institutions. In addition, career development opportunities and internal promotion had inverse but insignificance effect on staff turnover in TVET institutions. Workplace environment had direct and significance relationship on staff turnover in TVET institutions. The researcher recommended that TVET institutions should review both monetary and non-monetary motivational factors to reduce the rate of staff turnover. TVET institutions should also come up with internal promotion policy or a criterion that has to be communicated to all employees as it significantly influences their decision to stay or leave the institution. In addition, this study suggest that TVET institutions should evaluate the possibilities of supporting employees to advance by giving them equal opportunities when opportunities arises and develop a policy that should focus on establishing the reward systems for employees who may have acquired additional skills and qualification over the years. The study suggests that future research could focus on the challenges TVET institutions face when addressing employees' motivation factors with a view of reducing turnover rate.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

This chapter presents the background information of the study. The chapter begins by introducing the concepts of employees' motivation and staff turnover, the problem statement, main and specific objectives and research questions, significance of the study, scope of the study, and the limitation of the study.

#### **1.1.1 Employees' Motivation**

All organizations focus on human resources as the greatest asset of any organization (Madison, 2010). High performance is obtained by well-motivated employees who are ready to exercise discretionary effort. This has led to more emphasis being put on the importance of satisfying employees through motivation, training and other human resource development strategies (Kepner, 2010). Motivation is a process by which employees choose between alternative forms of behavior in order to achieve set personal goals (Cole, 2012). Managers have to find out strategies to link between effective performance and individual motivation in order to achieve organizational goals and objectives.

Employee' motivation focuses on elements that cause an employee to pursue a job, tasks or goals (Cole, 2012). Motivated employees' are very crucial to the success of an organization. Employees' motivation acts as a long term success factor in many organizations though many organizations do not value it (Kovach and Ryan, 2008). High remuneration packages often impacts job satisfaction and employee's motivation, although it is not the only factor (Ding, 2010). Employers use different kinds of compensation strategies to motivate their employees. Employers provide base pay to engage the employees with the organization and ensure their continued participation. If they want to retain good performers, then, they must grant the employees a chance to earn more incentives (Dhameja, 2009).

Hertzberg theory (2008) addresses motivating factors associated with work such as remuneration, offering career development opportunities for personal growth so that

employees can pursue the positions they want within the company, internal promotions, good workplace environment, providing opportunities for achievement, recognizing employees' contributions and job security. Job characteristics may lead to workers satisfaction at work, while others may lead to dissatisfaction at work (Dhameja, 2009). Motivation increases workers performance. Managers are using both non-monetary incentives and monetary in order to increase staff retention and effectiveness (Kepner, 2010). Motivational incentives are very essential in an organization because employees leave their jobs from one organization to another for better pay or greener pastures, in search of career prospects, better conditions of service and also due to poor relationships with fellow colleagues, management and harassment by managers (Lee, 2008).

Career development is important to an employee as well as the organization (Armstrong, 2009). Career development is the continuous refinement or acquisition of skills and knowledge, including professional development and job mastery, enhanced by career planning strategies which may bring about rewards and promotions. Job mastery are the skills that are necessary for successful performance of one's job. Professional development skills are the skills and knowledge that go beyond the scope of the employee's job description, and they indirectly increase the employee's job performance (Gibbons, 2007). Top management should encourage the staff to embrace career development opportunities which acts as an added advantage to personal professional growth. Employees are motivated to achieve their best work through career development which in turn increases their contribution to the organization and help to achieve the organizational goals and objectives (Adams, 2012).

A promotion is the advancement of an employees' salary, rank, designation or higher share of duties within an organization (Rosen, 2006). Promotions are often as a result of good performance or loyalty to the organizations' management. Internal promotions lead the employees to obtain jobs better suiting their abilities and quickly rise up the talented workers (Gibbons, 2007). If an employee is stuck in the same position for a long time and does not see any prospects of advancement, it leads to resentment towards the organization and their work and automatically hinders employees' engagement and motivation. These circumstances may lead employees in

searching for other employment opportunities (Savych, 2011). An organization should adopt a policy of internal promoting and also they should ensure the right recruitment from the start. Internal promotions increase the morale of promoted employees, and increase their productivity and hence improve the overall organization performance (Lazear, 2008).

Many managers have a mistaken impression that the size of the employees' pay packet is proportional to the level of employee performance on the job. (Waldman, 2011). There are so many factors that determine the performance of employees. A good work-place environment for employees is important. Example of such an environment comprises of good working conditions, good ventilations, timely management feedback, and understanding of job goals and priorities (Prendergast& Sylvestre, 2013). The level of motivation and subsequent performance of an employee is impacted by the quality of the employee's workplace environment. The error rate of employees, absenteeism, level of new ideas and innovation, human relations with other employees and how long they are retained in the job is influenced by their engagement with the organization (Lazear, 2008).

### **1.1.2 Staff Turnover**

Borstorff (2009) views staff turnover as the rate at which employees leave their employers. Turnover is the number of employees leaving an organization and it is referred to as 'wastage'. When an employee vacates a position then a replacement must be made. High rate of turnover causes problems to an organization such as it is costly, lowers employees' morale and productivity and it gets worse if it is not dealt with. The measure of staff turnover is calculated as the ratio of the number of employees who have left an organization during the period under consideration which is usually one year divided by the average number of employees in the organization during that period of time (Abassi and Hollman, 2007). It is crucial to look at the mobility of human resources as it affects the performance of an organization in terms of ability of the organization to reach its goals and objectives.

Motivation is a major tool to eliminate the negative impacts of employees' turnover for any organization for it is usually the backbone of human resource management

(Bliss, 2010). The more the employees lose the level of motivation, performance decreases, and there is high rate of absenteeism, physical problems and turnover also rises (Griffeth, 2009). As much as staff turnover create costs, to some extent it is important because it brings in new ideas and skills since a very low rate would lead to stagnation of the organization as well as inbreeding. A 'natural' level of turnover is where an organization reduces its workforce without leading to redundancy (ICSA, 2009).

People have different reason for working (Benson, 2009). Everybody works because we obtain some returns from work. The level of remuneration we get from workplace impacts the quality of our lives our motivation and morale. Fair level of remuneration becomes a factor of any excelling organization that retains and recruits committed workers. Career development opportunities within any organization illustrate the effort and willingness to cherish employees. An effective career development program improves the job of an employee and enhances the retention of quality employees (Ramlall, 2007). Internal promotion acts as an encouragement and achievement of the employees' proven performance towards career success (Kim, 2005). Internal promotions build employees' career interest in the organization, and through performance recognition they are encouraged to stay leading to an organization achieve its goals and objectives.

An organization with future advancement opportunities acts as a motivation factor to the employees leading to expected performance (Vroom, 2011), and stay with the organization to prove their ability and skills. Career progression and internal promotion motivates an employee to continue staying in the organization (International Research Survey [IRS], 2005). Employees are motivated by good workplace environment which may include a good office, comfortable chairs, no slippery grounds and enough ventilation to allow fresh air for them to be productive (Singh, 2009). A good employer must know the strategies of attracting and keeping good employees. Good remuneration and benefits may attract employees through the front door, but poor workplace environments as well as poor management skills drive them out at the back (Smith, 2012).

### **1.1.3 TVET Institutions**

Technical, Industrial, Vocational Education and Training (TVET) is described as the “Education that leads the trainees to obtain practical skills, understanding and knowhow which is necessary for employment in a particular field, group of occupations or trade (Atchoarena, 2011). Developed and developing, countries such as Japan, Brazil, Sweden Italy, China and Kenya, have given more emphasis and recognition to TVET through sufficient funding. This has enabled more trainees to be exposed to technical, industrial vocational training and to a culture of scientific application and investigation at an early stage (Kabare, 2013). The main role of TVET is to furnish skills that are necessary to improve access to employment opportunities, enhance productivity and also raise the levels of income that have been widely recognized. The role of TVET has become more decisive through developments in the last three decades which has brought about technological change, trade liberalization necessities, the globalization process and increased competition due to requirements of higher skills and productivity among workers in both modern sector and Micro and Small Enterprises (Bennell, 2008).

To ensure TVET education is accessible, equitable and affordable to all, the government has put in place a raft of measures that includes, increase in students enrolment numbers within these institutions through expansion of the role of the Joint Admission Board (JAB) entrusted with admission of qualified students (TVET Technical Career Guide, 2015). Strengthening TVET would address skills mismatch in the country’s labour market in the next 20 years (Matiang’i, 2016). Higher education institutions should strive to create skills, competences and qualification that responds to the continent’s economic development agenda (Owoso, 2016). Section 28 of The Technical and Vocational Education and Training Bill (2012), highlights that the Board should determine conditions of service and the most suitable terms for the instructors, support staff, trainers and remunerating staff from all the TVET institutions to enhance employees motivation.

#### **1.1.4 TVET Institutions in Nyeri County**

Nyeri County is one of the 47 counties in Kenya and it covers an area of 2,475 km<sup>2</sup>. It comprises of three public TVET Technical institutions namely; The Nyeri National Polytechnic, Mathenge technical training institute, and Mukurwe-ini technical training institute. According to Elimu News Magazine (2007), with the introduction of 8-4-4 system of education in Kenya all the technical secondary schools were abolished. These institutions changed their status and became technical training institutes. The institutions are led by Board of Management and headed by a Chairman and the Principal to the institution is the secretary to the Board. The Board undertakes its mandate in accordance to the Education Act (Cap 211).

#### **1.2 Statement of the Problem**

Human resource is a very important asset in any organization and cannot be easily replicated. Employees' value to an organization is essentially intangible (Meaghan, 2009). All organizations aim at attaining high level performance through productivity and efficiency. The Kenya government is continuously seeking ways to economize, improve the quality of services and restore trust and this has brought higher education institutions to the fore (RoK, 2009). It emphasizes on stakeholders needs, competition in markets, customer choice and employees' motivation at work place. The effectiveness or decline of TVET in providing its quality services or training is highly dependent on the human resource to achieve their mission, vision and the organizations goals. Available data from [www.shredpublishers.co.ke/education-watch](http://www.shredpublishers.co.ke/education-watch) (2013) revealed that an employee decided to switch from being a BOM employee to mitumba business due to meager pays from a technical training institute.

Employee turnover rates have within the last decade become a nationwide epidemic on Airtel Kenya Limited (Achieng, 2013). Employees in Airtel Kenya Limited no longer have the company loyalty and have turned to job hunting rather than performance therefore affecting the entire performance of the organization (Catherine, 2012). A research carried out by Gachanja (2004) in British American insurance company on workers motivation and staff turnover found that inadequate job training,

none involvement in the organizations decision making, lack of good career policy and dissatisfaction with remuneration methods influence turnover.

According to Sousa (2007), turnover has greatly been experienced in most tertiary institutions. As a result, qualified and well experienced professionals have been leaving their positions. A study carried out by (Mugo, 2013) on staff perception on turnover in Nyeri County, showed that for the last five years employees have been leaving their jobs after working for less than three years, making the finance department spend money while paying them their unbudgeted benefits in trying to fill in the positions left vacant. According to Staff Establishment Reports (2012) on tertiary institutions in Nyeri County, 54 employees out of 352 had left the institutions between May 2011 and January 2012. It is upon this background that the researcher recognized the need to carry out a study on the influence of employees' motivation on staff turnover in TVET institutions in Nyeri County.

### **1.3. Objectives of the Study**

#### **1.3.1 General Objective**

The general objective of the study was to find out the influence of employees' motivation on staff turnover in TVET Institutions, Nyeri County .

#### **1.3.2 Specific Objectives**

The specific objectives were:

- (i) To find out the role of remuneration on staff turnover in TVET institutions, Nyeri County.
- (ii) To determine the role of career development opportunities on staff turnover in TVET institutions, Nyeri County.
- (iii) To examine the extent to which internal promotions affects staff turnover in TVET institutions, Nyeri County.
- (iv) To establish the extent to which workplace environment affects staff turnover in TVET institutions, Nyeri County.

#### **1.4 Research Question**

- (i) What is the role of remuneration on staff turnover in TVET institutions, Nyeri County?
- (ii) To what extent does career development opportunities affect staff turnover in TVET institutions, Nyeri County?
- (iii) What is the role of internal promotions on staff turnover in TVET institutions, Nyeri County?
- (iv) To what extent does workplace environment affect staff turnover in TVET institutions, Nyeri County?

#### **1.5 Significance of the Study**

This study will be significant to a number of stakeholders: The study provided possible solutions to assist the TVET technical institutions management and employee leaders realize the importance of employee motivation and its effect on staff turnover. It will also help TVET institutions to reduce costs which are related to staff turnover for they will be in a position to motivate and retain their employees and value employees as an asset to the institution. It will be of great benefit to the top management because they will be able to make better decisions and also address issues in their human resource departments. It will also benefit other organizations and future entrepreneurs especially in developing countries because many organizations overlook the employees' welfare with an aim of maximizing the profits. It will also benefit other researchers especially those dealing with issues relating to human resource.

#### **1.6 Scope of the study**

The study was limited to TVET institutions in Nyeri County which include; The Nyeri National Polytechnic, Mathenge Technical Institute and Mukurwei-ni Technical Institute. The researcher concentrated on BOM employees in the TVET institutions. This enabled the researcher to do a census of all BOM employees from each of the institutions. The study concentrated on the influence of employees' motivation on staff turnover whereby it was restricted on remuneration, career development

opportunities, internal promotions and workplace environment. The researcher carried out the study up to the final reporting stage between January 2016 and October 2016.

### **1.7 Limitations of the Study**

The study had a number of limitations: Some respondents feared to disclose the true position of the situation in their organization due to fear of breaking the laid down organizational policies. This is because they feared to be victimized by the employers especially when giving negative information about the institution. To minimize this constraint, the researcher requested the university to give an introduction letter showing the information received was for academic purpose only and was treated as confidential. Since all the identified staffs in the research population were involved in their daily work plan, they did not avail themselves when the researcher was in need of them. The researcher was had to reschedule the time in order to suit each targeted individual`s convenience.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter focuses on theoretical review and empirical review supporting the research and discusses variables on employees' motivation in relation to staff turnover. It also presents the conceptual framework of the study.

#### **2.2 Theoretical Review**

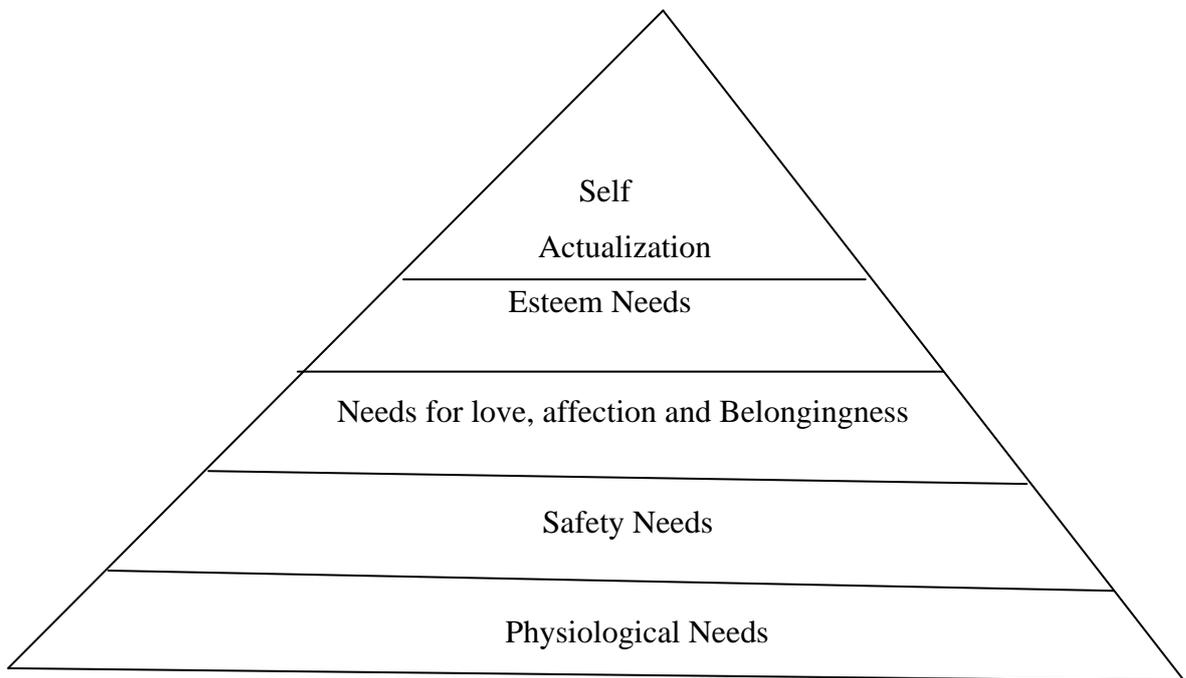
The study is built upon four theories which include: Abraham Maslow's Hierarchy of Needs Theory, Herzberg's Motivation Hygiene Theory, Equity Theory, and Expectance value Theory.

##### **2.2.1 Abraham Maslow's Hierarchy of Needs Theory**

Maslow, (1954) proposed a theory that outlined five hierarchical needs which can be applied to an organization and its employees' performance. He presented a hierarchy of needs model using the terms physiological, safety, social, esteem and self-actualization to illustrate how human motivation generally move. Physiological and safety needs are considered to be at the lower level while social, esteem and self-actualization are said to be high level needs. He believed that human beings have a set of motivation systems that are not related to unconscious desires or rewards. According to Maslow's theory, an individual does not feel the second need until the first need demands have been satisfied or the third until the second has been satisfied, and so on.

The human psychological needs are arranged with the understanding that people are incapable of paying higher attention to higher level needs when lower level needs are unmet. Once the needs are met, they cease to be motivators and the individual moves to the next level. The lower level needs include; air, shelter, water, food, sleep, sex, clothing and safety. When the physical needs are relatively satisfied, the individual's safety needs take precedence and dominate behaviour. Absence of safety may be due to natural disaster and war. The safety needs are protection from elements, order,

security, limits and stability financial security, health and well being of an individual. The theory indicates that people prefer an organized, safe and predictable world. They avoid physical harm and chaos and in case of threats, safety needs predominate. Maslow states that all human beings struggle to reach the highest levels of their abilities and that everybody is capable and has the desire to esteem needs and self actualization levels.



**Source: (Marshalls, 2004)**

**Figure 2.1: Abraham Maslow's Hierarchy of Needs Theory**

The Maslow theory has been critiqued for its little proof to bear its hierarchical aspect. For example in some cultures, communal needs are placed before any needs. The theory also has little proof that employees are motivated to gratify only one level at a time (Babayusi, 2011). Abraham Maslow's hierarchy of needs theory is still crucial and important in all organizations because every business is after success and excellence; any attempt to draw away from practical application of the hierarchy of needs theory, will affect negatively the human resource management, organizational culture, and the employee's performance, to achieve organizational goals and objectives and create better work environment, a good atmosphere, achieve target at the right time then a drive and application of the theory is paramount. The theory is relevant to the research because it prioritizes physiological needs as the first level

needs that requires to be fulfilled. If a person is satisfied with his current job, the less likelihood to desire for alternative employment opportunities. If TVET institutions fail to achieve them, automatically the employees will leave their jobs in search for more fulfilling organizations.

### **2.2.2 Herzberg's Motivation Hygiene Theory**

Herzberg (1959) two factor theory as cited in Bassett-Jones and Lloyd (2005) argued that employees in any organization are motivated by internal values other than values that are external to the work. That means that motivation is internally generated and is propelled by variables that are intrinsic to the work and Herzberg called them "motivators". They found that Motivators are closely connected to the job. Variables that are intrinsic in nature include; recognition, the work itself, achievement, responsibility, advancement and growth. There are other factors that cause dissatisfying experiences to employees which largely results from non-job related variables which he referred to as extrinsic. Herzberg referred to them as "hygiene" factors. Though they do not motivate employees; they must be present in the place of work to make employees happy. The dissatisfiers include organizational policies and administration, work conditions, co-worker relationships, supervisory styles and salary (Bassett-Jones & Lloyd, 2005).

Herzberg was of the opinion that by eradicating the causes of dissatisfaction by means of hygiene factors would not result in a state of satisfaction; rather, it would result in a neutral state. The use of intrinsic factors is the cause of motivation. Employees who are intrinsically rewarded in the workplace are people with high self esteem and they are satisfied with their jobs. Top management should help make work rewarding and satisfying for the employees and to keep employees' motivation consistent with organizational goals and objectives. This is a complex task due to the diversity of contemporary workplaces. The influence of different cultures is among the factors that affect what employees' value and what is rewarding to them. Campbell (2011), critics that Herzberg's work has been more concerned with job satisfaction and dissatisfaction than job behaviour. However, his work has led to job enrichment through adding motivators to jobs and to the quality of working life' movement.

(Kinneer (2011) in his study concluded that extrinsic factors such as friendly working environment, good interpersonal relationships, job security and competitive salary were observed by the employees as key motivational variables that influenced their stay in the organizations. Herzberg theory was important to the study in that the management of the TVET institutions should not only rely on intrinsic factors to influence employee stay, but they should combine both intrinsic and extrinsic factors as an effective way to reduce staff turnover.

### **2.2.3 Equity Theory**

Adams (1964) developed Equity theory also known as justice theory. According to him, Equity theory targets on the humanitarian concern with equality and fairness. If one party is given motivation opportunities and rewards, the person will assess the work reward ratio based on similar, external positions. Equity theory is widely applied to organizations settings to show the relationship between an employee's motivation employees perception of equitable or inequitable treatment. Equity Theory suggests that a person's motivation is based on what an individual considers to be fair when compared to others from similar institutions (Redmond, 2012). In an organization, Equity Theory focuses on an employee's work-compensation relationship or "exchange relationship" as well as the fact that employee's attempt to reduce any sense of unfairness that might arise.

Since Equity Theory deals with fairness/unfairness and social relationships, it is also termed as The Social Comparisons Theory or Inequity Theory (Gogia, 2010). In an organization it is relevant to relationship between employee and employer. If the employee feels that the motivators and the rewards are low compared to the standard, the employee will be demotivated and ask for more compensation or opt to leave the job in search of more favourable remuneration. Due to this, organizations must try to outperform competition and also recognize internal obligations or equalize in order to meet the employees needs. The theory was important to the study because if the employees in TVET institutions are not treated with equity and fairness, they would automatically leave their jobs and positions in search for new jobs where they will be treated with fairness and equity.

#### **2.2.4 Expectance Value Theory**

The expectance theory is also described as process theory. Vroom (1964), in an influential work, focused his attention on an individual's behaviour in the workplace. The theory provides the reason why employees choose one behavioural option over others. The reason behind this theory is that employees will be motivated because they believe that their involvement in decision making will lead to their desired outcome (Redmond, 2012). Expectance theory suggests that work motivation is dependent upon the perceived association between performance and outcomes and that employees mold their behavior based on the calculation of expected outcomes (Chen & Fang, 2011). Expectancy theory has positive and practical benefits in improving employees' motivation. The theory is based on the idea that motivation comes from an individual believing that they will obtain what they desire in the form of rewards and performance. It is also referred to as a process theory of motivation because it emphasizes on individual perceptions of the environment and subsequent interactions resulting from a consequence of personal expectations.

According to Spector (2011), the theory can be linked to George Strigles analysis on how buyers or sellers acquire necessary information of an investment. He supports the theory by coming up with some factors that can cause low turnover and job satisfaction for any organization. Training the employees can lead to increased expectancy in an organization, resulting to more confidence in their abilities. Increasing instrumentality in a company is part of implementing a good and effective reward system in order to attain specific goals and accomplishments. Though the theories may be applicable, they provide little practical assistance for human resource managers and business managers. Research on major reforms by Ministry of Education (2007) on employee engagement showed that by coming up with a variety of strategies that address various drivers of engagement, many positive outcomes can be achieved. The outcomes are; motivated employees, enhanced customer satisfaction, lower absenteeism, higher profitability, lower accident rates, as well as higher employee retention. The researcher used expectance value theory in the study because if TVET institutions are able to identify the expectations of the employees they can reduce the rate of staff turnover hence saving on the costs related with replacing the employees who have moved to other institutions.

## **2.3 Empirical Review**

### **2.3.1 Role of Remuneration on Staff Turnover**

The pleasure derived from a job is remuneration for none can deliver for an organization if such tasks are not accompanied with an attractive pay package (Adams, 2015). Usually, workers hop from one job to another in search of greener pastures and organizations that demand more work from workers with little regard to suitable pay in return normally experience high staff turnover (Fatuma, 2011). Employee remuneration include; salary, wages, allowances and other such kinds of payment done regularly as pegged on some known terms of reference. Organizations which provide higher posts and increased compensation packages will be most preferred by the employees (Rampur, 2009). Remuneration is very important to employees in any organization as it provides the means through which they meet their basic necessities of life. To the employer, remuneration is very important and it is a major factor in the process of recruitment (Newman, 2012). Remuneration is a reward that motivates employees to develop their skills (Tremblay, 2011).

A negative relationship between turnover intention and pay level has been frequently reported by researchers such that the relationship has been accepted as a fact. Pay is a significant factor explaining intention of turnover. Almazeki (2010) reported that employees' retention is high when salaries are high. The researcher concluded that a large number of employees leave the field in order to accept higher paying jobs in other fields. In conclusion, the researcher found that employees' turnover decreased when salaries were increased. The existing literature suggests that low salary is considered a main cause for employees' turnover. The researcher will therefore be seeking to explore issues of remuneration, fairness, pay satisfaction and pay expectation. This is in accordance to the equity theory which supports the fact that workers leave the organization due to the feeling of unfair pay. This has been felt as automatically true especially to the lowly paid (Newman, 2012). Tremblay (2011) argued that perceptions of pay equity depend so much on comparative issues than actual value because employees compare their pay with employees across other organizations and also from within their organization. Employees have the perception

that the decisions of pay allocations are unfair despite that the details of employees' compensation packages are not publicized.

Pay influences the perceptions of pay equity which determines pay satisfaction, which to some extent influences if an employee will stay with the present organization or look for an alternative job elsewhere. Griffest (2009) says that reasonable pay reduces turnover. It is very clear that the intentions to quit and pay satisfaction act as a go-between the relationship between effects of pay on turnover. Different studies have concluded that if compensation is reasonable, particularly when compared with other employees, an employee is likely not to leave the organization. In this regard the researcher sought to find out whether remuneration as a variable contributed to staff turnover within TVET institutions Nyeri County.

Booth (2012) says that the most common factor stated for leaving one organization to another is the provision of higher paying jobs. In a better economy the availability of alternative jobs plays a great role in turnover, but this seems to be overstated in exit interviews. Maertz and Campion (2013) concluded that there are many factors that contribute to employee turnover. In exit interviews one of the most common factors stated for leaving is the availability of higher paying jobs. It is reported that employees leave one job for another that pays only 50 cents an hour more (Maertz & Campion, 2013). Catherine (2012) suggests that an organization perceived to be in economic difficulty should raise the specter of impending layoffs. Employees believe that it is normal to look for other alternative jobs in other organizations.

It is important to note that the capability of the organizations to draw out a sense of commitment on the part of workers, strength of leadership and the reward system will influence such indices of turnover intentions, job satisfaction, and turnover rate (Blunt, 2010). This is also experienced in TVET institutions with financial constraints because employees will go out looking for jobs in more stable organizations. In a study by Griffen (2011) on the relationship between remuneration and turnover, it elaborates that remuneration is negatively linked to turnover intention in an organization and the researcher concluded that job satisfaction are significant relative to the turnover intention in most of the organizations. A research by Boxall (2010)

showed that employees are changing their job from one organization to another driven by remuneration or better salary. Based on the above-mentioned researches, conclusion can be that remuneration is significant relative to job satisfaction but has negative effect to turnover intention.

Nevertheless a research by Tang (2011) concluded that there is a strong impact between turnover intention and remuneration as compared to job satisfaction. The conclusion shows that the turnover intention is high for those who value remuneration package such as big amount of salary, rather than job satisfaction. In an American Survey (2010), more than half of the respondents did not list pay in the top three reasons why employees leave their jobs. They reported that other factors like job satisfaction, training, promotions, job titles and fringe benefits may make them leave their jobs. In this study the researcher aims to find out whether remuneration would be a factor that influence staff turnover in TVET institutions.

### **2.3.2 Career Development Opportunities and Staff Turnover**

Career development is generally a phrase used to explain a number of activities aimed at improving and enhancing an individual and organizational performance. Career development is an organizational practice and also an individual responsibility, depending upon the focus of the process (Minor, 2011). “Career development is a term used to describe a process utilized by an agency to provide opportunities for individual growth and development at all levels in an organization. It is designed to promote productivity, efficiency and effective job performance and to improve the overall level of individual job satisfaction (Bravo, 2011).” Organizations should note that differences exist among individuals, and what motivates one employee is very different from what motivates another employee.

Career development gives an opportunity for employees to clarify their individual goals and identify and what paths they need to take within the organization to obtain their objectives and earn valued rewards. If only organizations can realize the need of assisting their employees in satisfying their needs, then the more likely they would be committed to the organizational goals. Career development is at an individual's control and responsibility, and employees should make choices of adapting to

circumstances such as organizational change, learn to have a personal growth, and control of one's own destiny (Ramlall, 2007). Challenging work enhances decision for employees to stay or leave whether to have personal development and also whether they gain support at work. Employers should provide resources, equipments and tools, and suitable environment to ensure continuous self-development. Though employees' effort is much emphasized, career literature has shown a convergence between individual and organizational effort if career development is to succeed. Davey (2012) suggested that Career Development Path (CDP) represents a form of partnership and mutual commitment in exchange for shared responsibility and joint ownership of employees' careers. CDP should be a continuous development system in association with an organization's HR policies and functions. The mutual exchange of commitment and partnership shows that CDP is a long term progressive event, which fosters the capability of employees, and forms a durable employment relationship.

Harter (2012) found that employee development is inversely related to turnover. The researcher concludes that with respect to their careers, employees undergo several stages of career development which include: growth, exploration, establishment, maintenance, and decline. Socialization into this career development process has come up with expectations of formal training during the growth and exploration stages for the preparation of the careers to be started during the establishment stage. New employees are given an additional support through orientation, mentors, and coaches especially when they join their employment and have a high possibility of rating the person encouraging their development fairly high although they may be most likely affected by turnover than their older comrades.

Among the midcareer and old employees, who are not likely to turnover than young workers, it seems plausible that the old workers are more likely to encourage the development of others than their own personal development because of their position of leadership and influence in an organization. This is very true in institutions of higher learning. Harter (2012) has shown some mixed results concerning career progress/appraisal and turnover intent by concluding a lack of significant relationships between the two while others are on the contrary. Some researchers have concluded a strong positive relationship between learn and grow with retention while others have

cited poor individual development and career development as the main factor for staff turnover.

In this study the researcher sought to find out if there existed any relationship between the variable career development opportunities and turnover in TVET institutions. A study by Chen and Fang (2011) concluded that employees who look for career development have higher prospects for career growth opportunities in the organizations. There are chances for the employees to remain in an organization if they have an assurance that their career growth needs will be met. If the expectations are not met, the employees will seek for employment opportunities elsewhere. Career development opportunities can also be described as an inducement within the framework of the psychological contract. The degree to which these inducements are offered by the organization, the employee responds by contributing more to the organization's goals and developments. These two frameworks recommend that opportunities for career development within an organization should lead to employees' wanting to remain with their employing organizations.

Organizations that provide for professional development and career goals and also rewards their staff with fair pay, internal promotions and provides good workplace conditions, not only offer an emotional incentive to stay, but also constitute large opportunity costs associated with leaving that organization. A study by Salamin (2012) on relationship between career growth development and turnover found that salary growth and promotions have a negative association with turnover. The researcher also concluded that people who perceive little progress toward achieving their career goals or few opportunities for professional ability development in their present positions or who feel under-rewarded by the organization in terms of promotional opportunities or compensation have little to lose by leaving that organization. The researcher aims at looking at the factors affecting career development opportunities as indicators of turnover.

A research by Hassan (2013) to investigate the effect of training on employee retention found that career development opportunities and training have a direct effect on employee retention. The main problems faced by HR professionals is to identify

and develop the career development strategies and train them which would improve the commitment of employee to make them feel they are important in an organization. This will enable the organization to retain employees and they will be more motivated to work hard and enthusiastically which in turn will compel the organization to achieve their goals and objectives effectively and efficiently. Lack of training and promotion opportunities were found to be the main factors that lead high performing employees leave the organization. It is worth noting that training alone does not lead to turnover. If an organization does not have an opportunity to advance or move up, then the employees including those who have received training have a high probability of leaving the organization.

If an organization fails to provide career development and opportunities to advance or move up, then the staff turnover will easily increase even after training (Silverman, 2013). Employees who have already been trained by their organization will also leave if they do not get a chance to advance. Nevertheless an employee who gets a career opportunity within the organization will be motivated to stick around (Bravo, 2011). According to Anis (2010), technology is changing so rapidly that any skill becomes obsolete in quick time and therefore to keep at par with the evolving technology every organization that wants to remain competitive need to provide career development opportunities to their employees to remain competitive. Employers need to develop their employees' skills frequently. In another research done by Shader (2012) on the nursing industry in USA in examining the relationships between work satisfaction from career development, stress, age, cohesion, work schedule, and anticipated turnover in an academic medical centre results showed that job satisfaction derived from an established career development program and putting people in the right job and right responsibility actually reduce stress due of better cohesion and work schedule management.

It also concluded a significant relation to staff retention and reduces employees' turnover. Kraimer (2011) studied on employees' perception on career development opportunities on turnover and concluded that organizations should come up with ways to manage employees' perceptions on career development opportunity if they wish to retain committed career-oriented employees. If an organization does not have career

paths that lead to opportunities that match those desired by employees, they may choose to look for alternative jobs in the hopes that other organizations may offer more desirable job paths. Though there are high costs associated with staffing and turnover, expenditures for development support may be well justified, but only when employees perceive that there are career opportunities within the organization that match their interests and career goals. In this study the researcher aims to find out if career development opportunities would be a factor that influence staff turnover in TVET institutions.

### **2.3.3 Internal Promotions and Staff Turnover**

Many organizations have been focusing in promoting from within. It doesn't mean that it is cheaper than external hiring, but internally promoted employees are better performing, more motivated, and also they are more engaged with the organization (Armstrong, 2009). Employees' who sticks in their current position for a long time and does not see any prospect of advancement, can lead to a feeling of resentment toward the organization and their job, ultimately hindering employees' motivation and engagement. These employees may begin to search for other employment opportunities if under these circumstances. This in return will lead to organizations losing a high-performing employee in the process. Instead of watching as their talented pools slowly diminish, employers are taking the advantage of establishing an organizational culture of promoting from within (Lauren, 2014).

Internal Promotions not only show lower-tier employees that they can advance their careers with their current organization, but it will also bypass the necessary training and assimilation that outsourced hiring usually requires. If an organization adopt internal promoting policy, it is very essential to ensure that the right candidates are hired from the start. Employees who have the potential for promotion can be identified through periodical performance appraisals (Ramlall, 2007). A case study by Ben (2011) in Chipotle restaurants on how they use internal promotions concluded that turnover for salaried managers dropped from 52% to 35%, and turnover for hourly managers dropped a whopping 64% (111% down to 47%). The researcher concluded that all the employees know that they are eligible for leadership positions if they are willing and able to put forth the effort.

Internal promotion is an underutilized tool used to engage employees and managers in the recruiting process, it provide career growth, reduces costs associated with employing a new employee. Talented workers are usually more committed to the organization and productive higher up in organizational hierarchies. Internal promotion is an advantage to the organization as it assignees employees to jobs better suiting their abilities and quickly moves up talented employees (Gibbons 2013). Internal promotions also rewards past employees' efforts, promote investments in specific human capital and lowers job turnover (Lazear, 2010). A formal recognition of one's performance and ability which has been rewarded with pay rise, status, work challenges, responsibility and autonomy are an evidence of internal promotions. According to Kim (2009), internal promotion is viewed by employees as an achievement of their proven performance record towards career success.

Promotion is as a result of recognition from the management, and it encourages the employees to utilize their professionals through a wider job scope and perspective (Nollen, 2012). Internal promotion acts as a connection between the employees' job interest with the organization, while employees' morale is improved through performance recognition which encourages them to stay. The probability that there will be future advancement opportunities in the organization becomes a motivating factor to the employees to perform to the standard (Vroom, 2011), and also stay with the organization to show their skills and ability. Lazear (2008) did a survey on how to effectively encourage workers to work harder and found out that there must be a fair but not over generous chance of promotion and a reasonable pay rise or a lower chance of promotion and a much larger pay rise.

The researcher concluded that jobs in the higher candle may be highly paid not because of a higher performance, but to act as a motivator to encourage effort at the lower candle. Regular job turnover should be encouraged in organizations so that follow-up promotions keep hope alive among the junior employees. Salary rise should not be so large that the required level of effort puts employees off and they leave the organization or employees do not co-operate when teamwork is required and employees engage in non-productive industrial politics (Lazear, 2008).

A study by Wayne (2014) concluded a positive relation between promotion and employees' performance with affective organizational commitment. According to organizational support theory, internal promotion leads to fair treatment to employees, signifying that appraising the employees' performance in an organization is recognizing them through formal promotion. The organization also commits itself to develop the employee's career path and learning opportunity (Guest, 2012). The perception of the accessibility of internal promotion in the organization is regarded as a discretionary decision to reward well performing employees. When the employees feel they are appreciated, they give in return loyalty and put more effort towards performance (Wiesenberger, 2008). This serves as a motivating factor making the employees who gain their career prospects in the organization more willing to stay and improve performance to the organizations expectations. The researcher therefore intend to measure turnover in relation to internal promotions as it is an important human resource management tool.

#### **2.3.4 Workplace Environment and Staff Turnover**

An enabling, inspirational and supportive workplace environment creates experiences that impact on engagement by influencing the employees in regard to their roles and expectations and carry them out (Armstrong, 2009). In the presence of an enabling environment, conditions that encourage high performance and effective discretionary behavior will be created. A positive, 'emotionally healthy' workplace environment, is the one in which employees feel part of a team with shared goals and values, and is a prerequisite to keeping people beyond the shorter-term attractions of schemes and programs (Riley,2014).Working conditions offers an atmosphere upon work done. These include work processes, availability of working tools and equipments, presence of enough working space needed for accomplishment of various tasks, leadership styles that give freedom of expression of personal desires, innovation and creativity, a feeling of recognition and social worth (Olango, (2011). Most of the time supervisors demand lot of effort from employees in the execution of tasks with little regard to provide necessary tools and resources required for effective discharge of duties and failure to improve the working environment accounts for mass exodus of workers to other organizations (Khern, 2013).

A study conducted at Oyugis Town Council on factors influencing employee performance in local authorities by Odhiambo (2013), observed that many council workers operated briefcase offices in the corridors of the Town hall due to insufficient working spaces, with other employees resorting to leave any way. The researcher also found out that the workers also reported being frustrated in the performance of tasks due to lack of adequate resources, particularly field officers. Workers being unable to access the necessary resources for discharging their duties resorted to conspiring with potential tax payers to deny the council revenues, put down their tools and take off. Allan (2014) investigated on the influence of working conditions on workers turnover in health facilities in Venezuela and found out that many workers were satisfied with their jobs, citing presence of improved working environment. Health facilities were considered to have hit the performance high, all courtesy to continuous improvement with which workers were performing.

Working environment also entails availability of motivating rewards, accessibility to fringe benefits, annual salary increment, as well as guaranteed annual leaves (Odundo, 2012). When workers have performed their duties in accordance to the expectations of the organization, such workers should be treated in a special manner by rewarding their efforts so as to be able to give more in future engagements (Donn, 2014). Organizations should also be structured in a manner that guarantees recognition of innovation and creativity, selfless sacrifice and service to the organization and boldness to embrace risky ventures for the sake of accomplishing group goals. Getting workers absorbed in their tasks is greatly influenced by the immediate surrounding factors than by what is remote (Sembene, 2014). He argued that where as superior remuneration has great influence on employee motivation to perform, remuneration is a remote factor.

The actual performance is influenced by several factors, based on the establishment of a good working environment. A study on service delivery in government departments in Kenya by Okal (2013) reported that a visit to several government departments in rural areas reveals how pathetic employees working environment are. He noted that many Chief's offices lack furniture and enough space, compelling them to convene

meetings in the open fields under big trees rather than in modern halls that help in boosting the integrity of the officers in the eyes of the subjects.

Pettman (2015) concluded that regular relocation and working many hours are some of the factors that causes hotel management turnover, but respondents' argued that the primary concern regarding work time was not due to spending many hours on work, rather it is lack of having sufficient time to stay with the family. Other causes of employee turnover include lack of satisfactory work-life balance, work stress and heavy workloads (Ramrup & Pacis, 2012). Other factors include; poor quality of supervision, availability of better opportunities and possibility of a better offer, fringe benefits, job dissatisfaction, personal adjustment to work situation (grievances), home responsibility and insufficient pay, sexual harassment, inadequate orientation, lack of training, dead end (no chance for promotion), job insecurity, relocation from area and health problems were also identified by researcher as primary causes of turnover.

Pay is considered as the most import aspect of working conditions, although Article 153 of the Treaty on the Functioning of the European Union (TFEU) does not consider pay as the scope of its actions in the area of working conditions. Employees move from one organization to another since they prefer a working environment that is suitable for them. "If working conditions are substandard or the workplace environment lacks important facilities, such as proper lighting, furniture, clean restrooms, and other health and safety provisions, employees won't be willing to put up with the inconvenience for long." If employees find that the work environment is appropriate and suitable for them in a specific organization, they may work in that same organization for many years (Stepina & Boyle 2012).

In a study on the influence of motivation on performance of employees in the informal sector in the Industrial Area in the Export Processing Zone, Kamau (2014) observed that, owing to the tough economic times in the world, employees were becoming more receptive to monetary rewards than any other form of rewards. The researcher noted that this was because funds could be used to acquire several items, and that ordinarily, it would be difficult to tell which items employees needed, yet with financial rewards they are at liberty to choose what they desire. In another study

focusing on the influence of rewards on employee performance, Zangolewa (2013) noted that none of the workers can provide voluntary services to a profit making organizations if such engagements are not attached to some recognizable pay.

It is possible to create a positive work environment filled with satisfied employees who are there for the long haul. It can be done by implementing an employee recognition program that praises and recognizes exceptional employees. According to a survey by the Globorforce (2012), organizations surveyed with employee recognition programs in place had a 51% increase in employee retention. The Wall Street Journal also recommends that supervisors should conduct “stay” interviews, which consist of sitting down with loyal employees and asking them what’s made them stay over the years, what’s working well and what needs improvement. In this study the researcher aims to find out whether working environment may affect turnover in TVET institutions.

#### **2.4 Summary of Literature Review and Research gap**

Organizations must have strong retention strategies in order to reduce spending more on hiring and training costs. One major cause of employee turnover is low pay. Many TVET institutions do not pay standard pay packages across the board and there is always a feeling that regular change of jobs would lead into better remuneration. The employees entry salary scale usually start at a very low rate that do not attract quality and long-term employees since they look for better paying positions. Other factors that leads to organizations experience high rates of staff turnover are lack of substantial benefits such as provision of health insurance, vacation pay, retirement benefits, sick leave, additional schooling or training programs and other fringe benefits which are so often perks of other organizations they further suggest that lack of employer’s interest in providing substantial benefits drives career oriented employees to other organizations.

Healthy workplace practices have a variety of forms, including those directed at the physical workplace environment safety, fitness, ergonomics, health practices supporting healthy lifestyles, diet, and social environment and personal resources organizational culture, a sense of control over one’s work and work life balance

(WLB). The major reason why an employee will leave is availability of new opportunities in leadership. The relationship between the employee and the supervisor is one of the most critical factors in creating a workplace environment that encourages dedication and productivity to an organization and its mission. If a supervisor fails to have a strong sense of mutual respect, the people you lead will always be looking for an opportunity to leave.

Mobley (2011) highlights that in addition to remuneration, job description, lack of internal promotions and job characteristics; there are other specific factors that can influence turnover rates to the individual. They include trait-based and personal factors. Examples of personal factors are changes in family situation, a desire to learn a new skill, or an unsolicited job offer. Trait-based factors are also associated with staff turnover. Trait-based factors are the characteristics that forecast job performance and counter-productive behaviours such as substance abuse on the job, absenteeism, loafing, sabotage of employer's equipment or production and theft. The trait-based factors can be measured and used to screen the employees' in order to identify those that show a lower probability of turnover.

Perez (2010) reported that employee turnover incur significant cost for an organization. It is therefore important to identify staff turnover early enough in order to enable planners to help implement courses of action. In a study conducted by Lucie (2013) on staff turnover as a possible threat to knowledge loss, staff turnover is the inability to ensure the knowledge continuity. Employees should be considered as the most important asset in an organization and hence the organizations should deal with the staff turnover for them to maintain their competitive advantage. A study by Rampur (2011) on the causes of employees' turnover and its effect to different industries concluded that productivity is a very important issue in an organization. The researcher concentrated on the causes because they are the main causes of the damaging effects on the employees' productivity.

Several researchers have carried out the research on staff turnover in different organizations but there is still more to be reviewed. Most of those studies were carried out several years ago and since then many changes have occurred since we are living

in a dynamic world. Approaches mentioned in those studies are still in use today but requires to be reviewed. This allowed the researcher to identify a gap and thus felt the need to carry out a study in the same area but concentrate purposely in TVET institutions Nyeri County in order to come up with new approaches to deal with employees' turnover in these institutions. Table 2.1 shows summary of the research gap:

**Table 2.1 Summary of Literature Review and Research Gap**

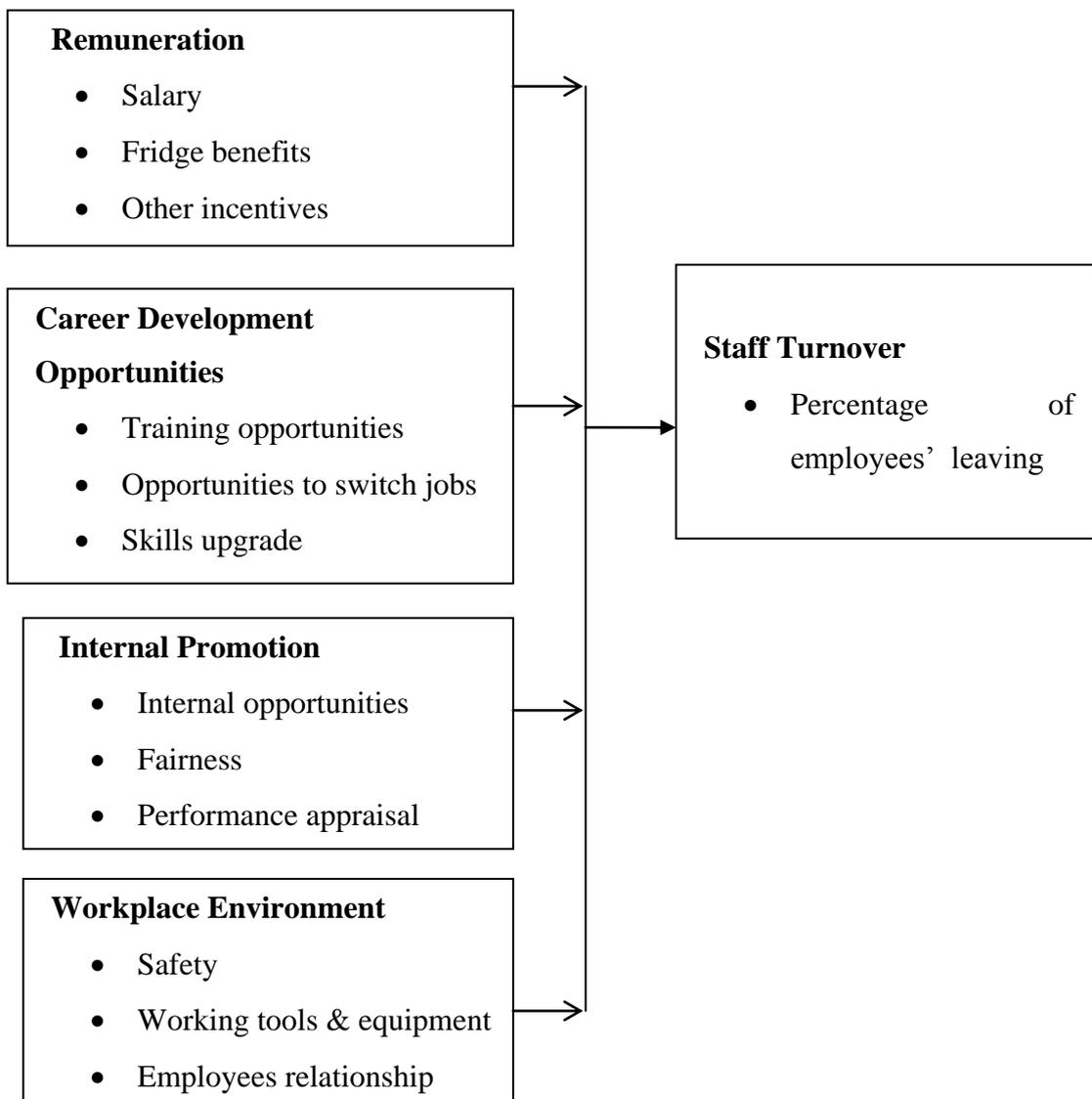
<b>Author</b>	<b>Focus of the study</b>	<b>Findings</b>	<b>Gap to be filled by this study</b>	<b>Contribution of the current study</b>
Mobley (2011)	Study on specific factors that causes staff turnover.	The findings found that Personal and trait-based factors are associated with employees' performance and productivity.	The study fails to discuss elements on employees' motivation.	It incorporates study of employees' motivation and staff turnover.
Tremblay(2011)	Study on the relationship between pay and staff turnover.	The study found that Pay is a significant element explaining turnover. Retention is higher when salaries are higher	The study does not take into account employee motivation on staff turnover.	The study does not take into account employee motivation.
Booth (2012)	Study on reasons for leaving one organization to another.	The findings found that higher paying jobs attracts employees from other organizations	Motivation and turnover not discussed.	This study incorporates the employees' motivation factors on staff turnover.
Harter (2012)	Effect of career development on turnover.	The study found presence of mixed results concerning career progress/ appraisal and turnover.	The study does not take into account employee motivation and turnover.	The study incorporates the elements of employees' motivation and staff turnover.

Hassan (2013)	Study on effect of training on employee retention.	The study found that Career development opportunities and training have a direct effect on employee retention.	The study does not take into account employee motivation and turnover.	The study incorporates the elements of employees' motivation and staff turnover.
Kraimer (2011)	Employees' perception on career development opportunities on turnover.	The findings were that organizations should seek to manage employees' perceptions of career opportunity in order to retain career oriented employees'.	The study does no capture employees motivation and turnover.	The study incorporates the elements of employees' motivation and staff turnover
Gallan (2014)	Influence of working conditions on workers turnover in health facilities.	The study found that the presence of improved working environment satisfies the employees.	The study does no capture employees motivation and turnover.	The study incorporates the elements of employees' motivation and staff turnover.

**Source: Author (2016)**

## 2.5 Conceptual Framework

A conceptual framework is proposed for the study to show the study's variables and how they interact. Figure 2.2 shows the independent variables, their indicators and how they contribute to the dependent variable, staff turnover.



**Independent Variables**

**Dependent variable**

**Researcher (2016)**

**Figure 2.2 Conceptual Framework**

Conceptual framework showed the relationship between dependent variable and independent variables. From expectancy theory staff turnover is influenced by both internal and external factors. Internal factors include remuneration, career development opportunities, internal promotions and workplace environment. External factors may be better jobs, increasing employers and government policies. This study investigated the influence of employees' motivation on staff turnover in TVET institutions Nyeri County.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses the research methods that were employed by the researcher in carrying out the research. It consisted of research design, target population, reliability and validity, data analysis and data presentation.

#### **3.2 Research Design**

Kothari (2004) states that once the research problem has been formulated the researcher is required to prepare a research design. Research design is a plan of how the required data was obtained using what tools, from where and by whom. Research design constitutes a blue print for the collection, measurement and analysis. The research design that was adopted in conducting this study was descriptive research design. According to Orodho (2005), descriptive survey involves collection of information through a questionnaire from a sample. The design was appropriate in collecting, classifying, analyzing, comparing and interpreting data.

#### **3.3 Target Population**

Target population refers to the total number of elements, or the total area of interest to the researcher (Oso, 2011). The target population comprised of 132 BOM employees in TVET institutions in Nyeri County (Table 3.1). The reason for targeting this group is because they are the functional employees and they gave the researcher the right information that helped conclude the study. All BOM employees were considered in this study. Census research technique involves a complete enumeration of all items in a population. Unlike a sample survey, in which only a subset of elements is selected for inclusion and enumeration, a census generally does not suffer from sampling error. The researcher adopted census design considering the total population in the three TVET institutions is not large. According to Kothari (2004), census design is used if the total population is to be covered. This made sure that no element of chance is left and highest accuracy is obtained. The advantage of this method is that the whole

population is reached and therefore high accuracy. Also there are no chances of biasness, though it is costly and time consuming.

**Table 3.1: Distribution of the Target Population**

<b>INSTITUTION</b>	<b>Employees</b>	<b>Total population</b>
MATHENGE T.T.I	Male	18
	Female	12
	<b>Sub-total</b>	<b>30</b>
NYERI POLYTECHNIC	Male	48
	Female	32
	<b>Sub-total</b>	<b>80</b>
MUKURWEI-NI T.T.I	Male	14
	Female	8
	<b>Sub-total</b>	<b>22</b>
<b>Total</b>		<b>132</b>

(Source: TVET Institutions in Nyeri County, 2016)

### **3.4 Data Collection Instruments and Procedure.**

Both primary and secondary data were used in this study. Primary data was collected using questionnaires; which is a collection of items to which a respondent is expected to react, usually in writing (Oso, 2011). The questionnaires were administered using drop and pick method. Open and closed questionnaires were used. Open questions were used in order to give the respondents free expression of views while closed questionnaires enabled the respondents to answer in a given order. The main intention of using the questionnaires is because the responses are gathered in a standardized way so questionnaires are more objective compared to other tools of data collection. They also assist in collecting a wide variety of data from a potentially large number of respondents and also the information needed can be described in writing. Secondary data was obtained from human resource offices.

### **3.5 Reliability and Validity**

### **3.5.1 Instrument Validity**

Mugenda (2011) defines validity as the accuracy and meaningfulness of inferences which are based on the research results. Validity is the degree to which results obtained from analysis of the data actually represent the phenomenon under study. In order to test and hence improve validity of the questionnaire, the researcher first pre-conducted a pilot study. In order to ascertain validity, the instrument was designed and handed to the supervisor in the School of Business, Kenyatta University for analysis and provision of feedback. Instrument validity was further established by undertaking a pilot study to pretest the questionnaires to ensure that validity was achieved. The pilot study was conducted at Michuki Technical Training Institute in Murang'a county which had 60 BOM employees. According to Orodho (2005), the number in the pre-test should be 10% of the entire sample. Therefore the researcher carried out a pilot study on 6 employees in Michuki TTI. Six questionnaires were administered to potential respondents whereby editing was done to make sure that the final questionnaires was valid. Validity is the degree to which the instrument measures what the test is designed to measure. This is important in the establishment of accuracy and truthfulness of the research.

### **3.5.2 Instrument Reliability**

Orodho (2005) states that reliability of a measurement concerns the degree to which a particular measuring procedure gives similar results over a number of repeated trials. Mugenda (2011) defines reliability as a measure of the degree to which a research instrument yields consistent result or data after repeated trials. To test the reliability of the instruments the study used test-retest technique. Test retest reliability is measured by administering a test twice at two different points in time. The questionnaires were administered to the respondents in pilot TVET institution similar to those in the sample. The study tested the internal consistency of the instruments by computing Cronbach's alpha to determine the reliability of the instrument. A Cronbach's alpha of 0.8 and above was taken as acceptable reliability according to Cronbach (1957). Pilot test of this study gave a Cronbach's Alpha coefficient of 0.851 as shown in table 3.2 below.

**Table 3.2 Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.851	.815	16

**Source: Author 2016**

The instrument of data collection was found to be reliable since Cronbach alpha coefficient cut off of 0.8 was achieved.

### **3.6 Data Analysis and Presentation**

Data analysis deals with the organization, interpretation and presentation of collected data (Oso, 2011). According to Mugenda (2011), the term analysis refers to the communication of certain measures along which searching for a pattern of relationship exist among data groups. The purpose of data analysis is to summarize the collected data and organize it in a manner to answer research questions. Data collected was both qualitative and quantitative. Data collected was edited to ensure completeness and consistency, coded and fed into the computer using statistical package for social sciences (SPSS) to generate descriptive and inferential statistics.

Descriptive statistics involved the use of absolute and relative (percentages) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively). The researcher also conducted a multiple regression analysis so as to find out the influence of employees' motivation variables on the staff turnover in TVET institutions. The specific model adopted by the study was:-

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon_i$$

Where:

**Y** is the dependent variable (Staff turnover)

**X<sub>1</sub>** is Remuneration

**X<sub>2</sub>** is Career development opportunities

**X<sub>3</sub>** is internal promotions

**X<sub>4</sub>** is workplace environment

**β<sub>0</sub>** is the Intercept

**ε<sub>i</sub>** is the Error term

Regression results were generated at 95% confidence level to determine the p values which should be lower than 5% level of significance for the variable to be statistically significant. The ANOVA model was used to test whether statistical model could be fitted to a data set collected by the study. Correlation coefficient (R) values were used to show the relationship between independent and dependent variables while coefficient of determination ( $R^2$ ) was used to show the percentage of staff turnover that can be explained by the motivational variables. The results from data analysis were presented using frequency distribution tables, pie charts and bar charts.

### **3.7 Ethical Considerations**

A letter of authorization was obtained from graduate school of the university to enable the researcher to collect data. Ethical approval was sought from the Kenyatta University Ethical Review Committee and a research permit was obtained from NACOSTI. The researcher sought for authority from the TVET institutions' administration to conduct the study. Consent to participate in the study was sought from potential participants before administering the questionnaires. Respondents were not asked to indicate their names and they were assured that the study was solely for academic purposes only and any confidential information obtained was not to be revealed to any unauthorized third party. The researcher maintained privacy, confidentiality, anonymity where respondents' identities were not salient features in the study and also researcher's responsibility where the researcher was sensitive to human dignity and well meaning in her intentions (Oso, 2011).

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION OF RESULTS

#### 4.1 Introduction

This chapter examines the data that was collected and analyzed with an aim of interpreting the results from the study. The broad objective of this study was to find out the influence of employees' motivation on staff turnover in TVET institutions, Nyeri County. The analysis was guided by the specific objectives and research questions of the study as highlighted in chapter one which were conceptualized in chapter two. Data interpretation was done in line with the research objectives and research questions. The techniques proposed in chapter three for data analysis and presentations were used to do the analysis and presentation.

#### 4.2 Response Rate

Data that was analyzed was obtained from one hundred and twenty eight (128) respondents out of the targeted one hundred and thirty two (132) employees of TVET institutions, Nyeri County thus the response rate was achieved at 97.0% (Table 4.1). Mangione (1995), provided the following classification of response rate: over 85% excellent, 70% - 85% very good, 60%-70% acceptable and below 50% not acceptable. This response rate therefore, was excellent representation of the entire population.

**Table 4.1: Response Rate**

	<b>Targeted</b>	<b>Returned</b>
Numbers	132	128
<b>Percentage</b>	<b>100%</b>	<b>97.0%</b>

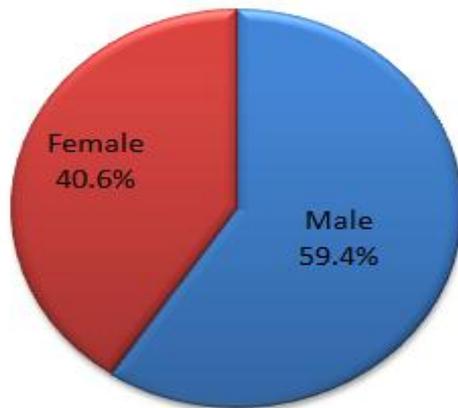
**Source: Author (2016)**

#### 4.3 Demographic Information of the Respondents

The background information of respondents was deemed necessary because the ability of the respondents to give satisfactory information on the study variables greatly depended on their educational background, age, number of years worked in the institution and work experience in the same position. Thus the background information of respondents solicited data on the samples has been presented below.

### 4.3.1 Response by Gender

The study sought to establish the gender composition in the personnel working with TVET institutions, Nyeri County.



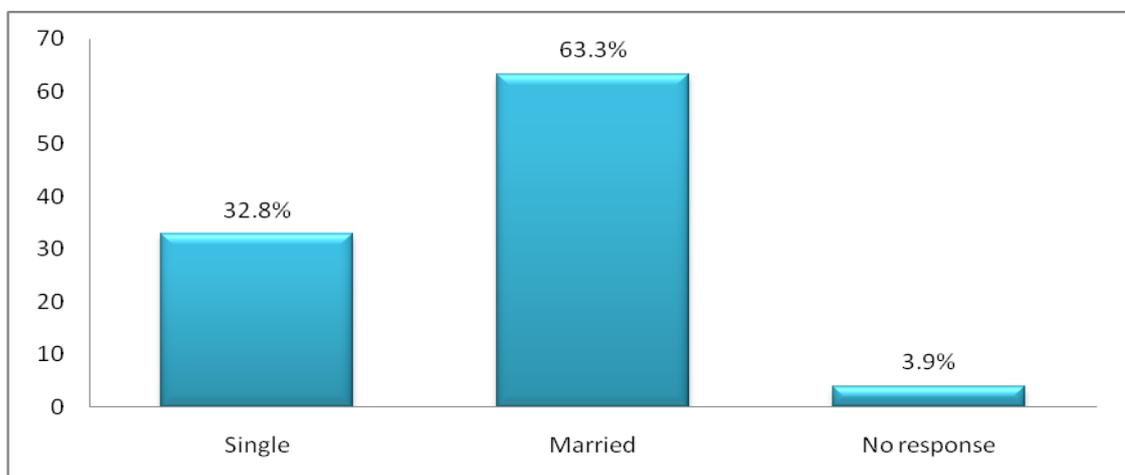
**Figure 4.1: Response by Gender**

**Source: Author (2016)**

From Figure 4.1, the results indicate that 59.4% of the respondents working with TVET institutions, Nyeri County were male while 40.6% were female. This is an indication that majority of the persons working with TVET institutions, Nyeri County were male although their female counterparts were a significant number. This is associated with the aspect of technical courses offered in these institutions which had low uptake by female gender.

### 4.3.2 Marital Status

The researcher sought to establish the marital status of the respondents in the study.



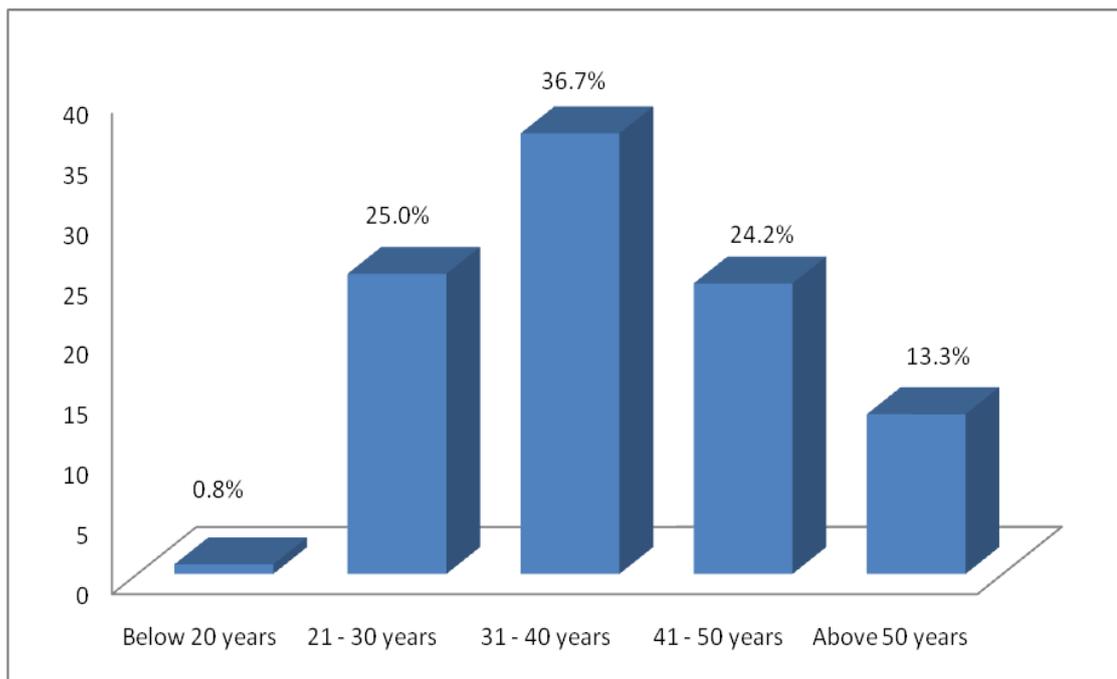
**Figure 4.2: Marital Status**

**Source: Author (2016)**

From Figure 4.2, the results indicate that 32.8% of the respondents were single, 63.3% were married while 3.9% declined to indicate their status. Thus, most of the respondents were married which is an indication that they have family responsibility which they had to balance with work.

#### 4.3.3 Age of Respondents

The age of the respondent has been used in many studies to determine the age brackets of various levels of employees in the organization. This study thus sought to establish the age category of the employees in TVET institutions, Nyeri County.



**Figure 4.3: Age of Respondents**

**Source: Author (2016)**

From Figure 4.3 above, the results indicate that 0.8% of the respondents working with TVET institutions were less than 20 years, 25.0% were aged between 21-30 years, and 36.7% between 31-40 years, 24.2% were aged between 41- 50 years whereas 13.3% of the respondents were above 50 years. Thus most of the respondents were aged between 21–50 years. This is an indication of the category of majority of employees working with public sector mainly in teaching profession where recruitment takes place after tertiary education. The findings indicate that the respondents’ motivation differs as age is a factor that influence demand for a particular motivator.

#### 4.3.4 Education Characteristics of Respondents

Details about the education levels of respondents were obtained and the results are presented in the Figure 4.4 below.



**Figure 4.4: Education Levels of Respondents**

**Source: Author (2016)**

The findings in Figure 4.4 above indicates that, 2.3% of the respondents were master degree holders, 12.5% were bachelor degree holders, 26.6% were diploma holders, 31.3% had certificate while 27.3% indicated that they had none of the above. The results of the findings indicate that majority of the employees working with TVET institutions, Nyeri County are either certificate or diploma holders. In addition, 27.3% of the respondent indicated that their qualifications were not among options provided in the study. Based on the findings respondents were found to have necessary knowledge and skills to articulate motivation and turnover issues investigated by this study.

#### 4.3.5 Respondent Current Salary

In trying to assess the financial benefits that employees receive from employment, the respondents were asked to indicate their current range of salary they earn monthly. Results obtained from the respondents are summarized in Table 4.2 below

**Table 4.2: Level of salary**

<b>Level of salary</b>	<b>Frequency</b>	<b>Percent</b>
Below 10,000	17	13.3
10,001 - 20,000	83	64.8
20,001 - 30,000	21	16.4
30,001 - 40,000	6	4.7
Above 40,000	1	.8
Total	128	100.0

**Author (2016)**

As reflected in the Table 4.2 above, 13.3% of the respondents earn monthly salary of less than 10,000, 64.8% earn between 10,001 - 20,000, 16.4% earn between 20,001 - 30,000, 4.7% earn between 30,001 - 40,000 while 0.8% earn a monthly salary of above 40,000. The finding of the study reveals that majority of Board of Management employees working with TVET institutions, Nyeri County earn between 10,001 and 20,000 per month. This is an indication that their salary scale is still low compared to other employees who have similar qualification in other sectors.

**4.3.6: Period of work under TVET**

The period of work the respondent has worked with TVET institutions was sought to establish whether the respondents were fairly familiar with the TVET institutions motivation factors which may affect employees turnover.

**Table 4.3: Period of work under TVET**

<b>Period of work under TVET</b>	<b>Frequency</b>	<b>Percent</b>
Below 3 years	40	31.3
3-5 Years	34	26.6
6-8 Years	27	21.1
9-11 Years	8	6.3
Above 11 years	19	14.8
Total	128	100.0

**Author (2016)**

From Table 4.3 above, the results indicate that 31.3% of the respondent have worked with TVET institutions for less than 3 years, 26.6% for a period between 3-5 Years, 21.1% 6-8 Years, 6.3% 9-11 Years while 14.8% have worked for over11 years. This is an indication that majority of the respondents have worked with TVET institutions for a period of 1-8 years which is an adequate period for the respondent to familiarize with motivation factors which may affects employees turnover.

#### 4.4 Descriptive Statistics for the Independent Variable

The study sought to establish how the respondents would rate motivation factors under consideration as an impetus behind turnover. The respondents were required to rate their level of satisfaction for each factor of motivation variables in a scale of one to five. Descriptive statistics were generated using SPSS and results were discussed

##### 4.4.1 Role of Remuneration on Staff Turnover

According to Adams (2015), the pleasure derived from a job is remuneration, for none can deliver for an organization if such tasks are not accompanied with an attractive pay package. Molina (2015), observed that employees tend to increase performance up to a certain level they seem commensurate with the expected pay. In this regard the researcher sought to find out whether remuneration as a variable contributed to staff turnover within TVET institutions Nyeri County. The results were summarized in Table 4.4 below.

**Table 4.4: Role of Remuneration on Staff Turnover**

Role of remuneration on staff turnover	N	Mean	Std. Error	Std. Deviation
Present salary as a measure of your qualification	127	1.8819	.07298	.82244
Present salary as compared to the salary received by other employees who have similar qualifications in the other sectors	127	1.8031	.08065	.90886
Fridge Benefits (e.g. allowances)	126	1.7540	.07863	.88260
Other Incentives	127	1.8583	.08040	.90610
Valid N (listwise)	126			

**Source (2016)**

Results on Table 4.4 above, show that most respondents were not satisfied with all aspect of remuneration where present salary as a measure of qualification had a mean score = 1.8819 with a standard deviation = 0.82244, Present salary as compared to the salary received by other employees who have similar qualifications in the other sectors had a mean score = 1.8031 with a standard deviation = 0.90886, Fringe Benefits (e.g. allowances) had a mean score = 1.7540 with a standard deviation = 0.88260 while other Incentives mean score = 1.8583 with a standard deviation = 0.90610. The finding of this study reveals that all aspect of remuneration was rated below average which is an indication that employees working with TVET institutions are not satisfied with the current remuneration.

TVET institutions therefore should develop an attractive pay system that could help minimize staff turnover and it is for this reason Newman (2012), cautioned the employers that remuneration is very important and it is a major factor in the process of recruitment hence remuneration is a significant factor explaining intention of turnover. Several researchers concurred that a large number of employees leave the field in order to accept higher paying jobs in other fields however turnover decreased when salary was increased. It's on this basis that TVET institutions should consider reviewing employees' remuneration to increase employee retention. This is in accordance to the equity theory which supports the fact that workers leave the organization due to the feeling of unfair pay.

#### **4.4.2 Career Development Opportunities and Staff Turnover**

Career development is a term used to describe a process utilized by an agency to provide opportunities for individual growth and development at all levels in an organization. This study therefore sought to determine the role of career development opportunities on staff turnover in TVET institutions, Nyeri County as indicated in table 4.5 below.

**Table 4.5: Career Development Opportunities and Staff Turnover**

Career development opportunities	N	Mean	Std. Error	Std. Deviation
There are chances of training opportunities.	127	2.2598	.09566	1.07801
Provide you with a chance to develop new skills.	127	2.1654	.10232	1.15308
There are incremental credits chances after personal development	126	2.0476	.09145	1.02651
Chances to change department after training and acquiring of new skills.	127	2.0394	.10452	1.17785
Valid N (listwise)	126			

**Author (2016)**

Results on Table 4.5 above, show that chances of training opportunities had a mean score = 2.2598 with a standard deviation = 1.07801, provision of a chance to develop new skills had a mean score = 2.1654 with a standard deviation = 1.15308, incremental credits chances after personal development had a mean score = 2.0476 with a standard deviation = 1.02651 while Chances to change department after training and acquiring of new skills had mean score = 2.0394 with a standard deviation = 1.17785. The finding of this study reveals that all aspect of career development opportunities were rated below average which is an indication that employees working with TVET institutions are not satisfied with career development opportunities. It is for this reason therefore that the study sought to advice TVET top management to consider career development opportunities in their strategies since career opportunities within the organization will motivate employees to stick around.

#### **4.4.3 Internal Promotions and Staff Turnover**

According to Rosen (2006), promotion is the advancement of an employee's salary, rank, designation or higher share of duties within an organization. Gibbons (2007) noted that if an employee is stuck in the same position for a long time and does not see any prospects of advancement, it leads to resentment towards the organization and their work and automatically hinders employees' engagement and motivation. This

study therefore sought to examine the extent to which internal promotions affects staff turnover in TVET institutions, Nyeri County.

**Table 4.6: Internal Promotions and Staff Turnover**

Internal promotions and staff turnover	N	Mean	Std. Error	Std. Deviation
There are chances of promotion opportunities to a higher position.	127	2.2205	.09676	1.09046
Performance appraisal is done before promotion	127	2.1575	.09580	1.07957
There are chances of changes of job title after promotion	127	2.2126	.10224	1.15215
There is fairness in the way promotion is offered	126	2.2698	.09850	1.10571
Valid N (listwise)	126			

**Author (2016)**

Results on Table 4.6 above, show that chances of promotion opportunities to a higher position had a mean score = 2.2205 with a standard deviation = 1.09046, Performance appraisal is done before promotion had a mean score = 2.1575 with a standard deviation = 1.07957, chances of changes of job title after promotion had a mean score = 2.2126 with a standard deviation = 1.15215 while fairness in the way promotion is offered had mean score = 2.2698 with a standard deviation = 1.10571. The finding of this study reveals that all aspect of internal promotions were rated below average which is an indication that employees working with TVET institutions are not satisfied with the internal promotions policies. TVET top management should consider reviewing their internal promotions in order to minimize staff turnover.

**4.4.4 Workplace Environment and Staff Turnover**

Singh (2009) noted that employees are motivated by good workplace environment which may include a good office, comfortable chairs, no slippery grounds and enough ventilation to allow fresh air for them to be productive. The fourth objective of the study therefore sought to establish the extent to which workplace environment affects staff turnover in TVET institutions, Nyeri County.

**Table 4.7: Workplace Environment and Staff Turnover**

Workplace environment	N	Mean	Std. Error	Std. Deviation
The whole institutions' environment	126	3.3175	.09131	1.02490
Working tools and equipments	126	3.3730	.09274	1.04103
Employees relationships	124	3.6290	.08756	.97504
The institution health and safety issues	126	3.1270	.10808	1.21316
Valid N (listwise)	124			

**Source: Author (2016)**

Results on Table 4.7 above, show that the whole institutions' environment had a mean score = 3.3175 with a standard deviation = 1.02490, Working tools and equipments had a mean score = 3.3730 with a standard deviation = 1.04103 Employees relationships had a mean score = 3.6290 with a standard deviation = 0.97504 while the institution health and safety issues had mean score = 3.1270 with a standard deviation = 1.21316. The finding of this study reveals that all aspect of workplace environment was rated above average which is an indication that employees working with TVET institutions are satisfied with workplace environment.

#### **4.5 Multiple Regression Analysis on Motivational Factors Influencing Staff Turnover**

The researcher carried out multiple regression analysis between the independent and dependent variables of the study. In order to conduct multiple regression analysis the set of items that measured each independent variable were aggregated by computing the average. Multiple regression analysis was then used to test whether there existed interdependency between independent variables (remuneration, career development opportunities, internal promotion and workplace environment) and dependent variable (staff turnover in TVET institutions). The findings of the multiple regression analysis for each of the four independent variables are as indicated below.

#### 4.5.1 Model Summary

The study used a multiple regression model to determine the correlation coefficient (R) and coefficient of determination ( $R^2$ ) of independent variables on the dependent variable.

**Table 4.8: Multiple Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.899 <sup>a</sup>	.809	.802	.49282

**Source: Author(2016)**

a. Predictors: (Constant), Workplace environment, Internal promotion, Remuneration, Career development

From the regression results above, the R value was 0.899 indicating that there is a strong positive relationship between motivation factors affecting staff turnover in TVET institutions. The R squared ( $R^2$ ) value of 0.809 shows that 80.9 percent of staff turnover in TVET institutions is explained by motivational factors considered under this study. The remaining 19.1 percent is explained by other factors not put into consideration in this study.

#### 4.5.2 Test of ANOVA

Analysis of variance (ANOVA) was used to evaluate whether statistical model could be fitted to a data set from which the data were sampled.

**Table 4:9 Regression Analysis ANOVA Table**

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	120.043	4	30.011	123.564	.000 <sup>b</sup>
1	Residual	28.416	117	.243		
	Total	148.459	121			

**Source: Author(2016)**

a. Dependent Variable: Staff turnover

b. Predictors: (Constant), Workplace environment, Internal promotion, Remuneration, Career development

The model was significant with the F ratio = 123.564 at p value  $0.000 < 0.05$ . This is an indication that remuneration, career development opportunities, internal promotion and workplace environment combined had significant effect on staff turnover in TVET institutions.

#### 4.5.3 Beta Coefficients

Beta coefficients were used to determine the causal effect of the independent variables on the dependent variable. Table 5:0 below shows the values as extracted from SPSS.

**Table 4.10: Regression Analysis Coefficient Table**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients				
	B	Std. Error	Beta		
(Constant)	.304	.182		1.668	.098
Remuneration	-.153	.073	-.105	-2.084	.039
Career development	-.015	.072	-.014	-.213	.831
Internal promotion	-.079	.060	-.064	-1.318	.190
Workplace environment	1.119	.080	1.002	13.939	.000

#### Source Author(2016)

a. Dependent Variable: Staff turnover

Remuneration had negative and significant effect on staff turnover in TVET institutions with  $\beta = -0.153$  at p value 0.039 which is less than 0.05, Workplace environment had a positive and significant effect on staff turnover in TVET institutions with  $\beta = 1.119$  at p value 0.000 which is also less than 0.05. Career development and Internal promotion were found to have negative but insignificant effect on staff turnover in TVET institutions with  $\beta = -0.015$  at p value 0.831 and  $\beta = -0.079$  at p value 0.190 respectively which are greater than 0.05. The regression equation for this study can be stated as:

$$Y = 0.304 - 0.153X_1 - 0.015X_2 - 0.079X_3 + 1.119 + e.$$

Where:

**Y** is the dependent variable (Staff turnover)

**X<sub>1</sub>** is Remuneration

**X<sub>2</sub>** is Career development opportunities

$X_3$  is internal promotions

$X_4$  is workplace environment

The finding of the study implies that holding all factors constant, staff turnover in TVET institutions would be 0.304. However if TVET institutions address remuneration factors by one unit, the staff turnover would decrease by 0.153 while the other variables in the model are held constant. Similarly, if TVET institutions address career development opportunities and internal promotion factors by one unit holding other variables constant, the staff turnover would decrease by 0.015 and 0.079 respectively. In contrary, if TVET institutions continue addressing workplace environment by one unit holding all other variable constant staff turnover may tend to increase by 1.119. The coefficient and interpretation of this model justify the earlier findings in Table 4.2, 4.3, 4.4 and 4.5 which indicated that employees working in TVET institutions are not satisfied with remuneration, career development opportunities and internal promotion factors. The findings further revealed that the respondents were satisfied with workplace environment factors hence if TVET institutions continues focusing on these factors without addressing remuneration, career development opportunities and internal promotion factors the employees will be demotivated which may lead to increase in staff turnover.

The finding of this study that remuneration has a significant inverse relationship with staff turnover is an indication that when employees are not satisfied with their current salaries, the likelihood of leaving the institution to look for a better paying job is very high. In addition, Career development opportunities and internal promotion were also found to have negative but insignificant effect on staff turnover.

The indication of the study is that employees working with TVET institutions are also likely to leave the institutions if they secure a better paying job with clearly stipulated internal promotion policy and career development opportunities. However if these two aspect of motivation are addressed employees are likely to remain.

The finding of this study that workplace environment had a positive and significant effect on staff turnover in TVET institutions is an indication that employees working in TVET institutions are slightly satisfied with workplace environment which may

play an important role in their decision to leave the institution. The finding of the study reveals employees working with TVET institutions are only satisfied to a certain extent by the work environment which may influence their decision to remain working in the organization since it was found to be a significant fact. In this regards, even though TVET institutions have improved workplace environment, the institution is still going to experience staff turnover since their staff are not satisfied by the current remuneration, career development opportunities and internal promotion practices. Therefore if TVET institutions want to retain good performers, then, they must grant the employees' a chance to earn more.

#### **4.6 Additional benefits can Motivate Employees Leave the Current Job**

The study sought to obtain details about additional benefits other than the one considered by this study which can motivate employees working with TVET institutions to leave the current job. The question was open ended where respondents identified lack of having sufficient time to stay with the family, work stress and heavy workloads, relocation from one work station to another, health problems as primary causes of turnover. In addition, relationship between the junior staff and the supervisor, work – life balance, work schedule, availability of better opportunities and possibility of a better offer, employee recognition programs were cited as additional benefits which may increase in employee retention.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter is a synthesis of the entire report and contains the summary of the findings, conclusion arrived at and policy recommendations arising from the study. Research gaps identified during the study are also identified as basis for future studies.

#### **5.2 Summary of Major Findings**

This study aimed at finding out the influence of employees' motivation on staff turnover in TVET institutions, Nyeri County. The specific objectives of the study were to investigate the effect of remuneration, career development opportunities, internal promotion and workplace environment on staff turnover in TVET institutions, Nyeri County. Overall, the findings of the study revealed that remuneration, career development opportunities and internal promotion had inverse relationship with staff turnover in TVET institutions, Nyeri County while workplace environment had direct relationship on staff turnover.

##### **5.2.1 Employee Remuneration**

Objective one of the study sought to find out the role of remuneration on staff turnover in TVET institutions, Nyeri County. The findings of the descriptive statistic indicated that currently the employees working on TVET institutions are not satisfied by present salary as a measure of your qualification, present salary as compared to the salary received by other employees who have similar qualifications in the other sectors, fridge benefits and other incentives offered. In order to ascertain the relationship between remuneration and staff turnover in TVET institutions, Nyeri County, the researcher tested the relationship between the two variables using multiple regression analysis. At 5% level of significance the regression results indicated a negative and significant relationship between remuneration and staff turnover in TVET institutions at with  $\beta = -0.153$  at p value  $0.039 < 0.05$

### **5.2.2 Career Development Opportunities**

Objective two of the study sought to determine the role of career development opportunities on staff turnover in TVET institutions, Nyeri County. The findings of the descriptive statistic indicated that employees working on TVET institutions are not satisfied by chances of training opportunities, chances to develop new skills, incremental credits chances after personal development and Chances to change department after training and acquiring of new skills. In order to ascertain the relationship between career development opportunities and staff turnover in TVET institutions, Nyeri County, the researcher tested the relationship between the two variables using multiple regression analysis. At 5% level of significance the regression results indicated a negative and insignificant relationship between career development opportunities and staff turnover in TVET institutions at  $\beta = -.015$  at p value  $0.831 > 0.05$

### **5.2.3 Internal Promotions**

Objective three of the study sought to examine the extent to which internal promotions affects staff turnover in TVET institutions, Nyeri County. The findings of the descriptive statistic indicated that employees working on TVET institutions are not satisfied by chances of promotion opportunities to a higher position, the way performance appraisal is done before promotion, chances of changes of job title after promotion and the way promotion is offered. In order to ascertain the relationship between internal promotions and staff turnover in TVET institutions, Nyeri County, the researcher tested the relationship between the two variables using multiple regression analysis. At 5% level of significance the regression results indicated a negative and insignificant relationship between internal promotions and staff turnover in TVET institutions at  $\beta = -0.079$  at p value  $0.190 > 0.05$ .

### **5.2.4 Workplace Environment**

Objective four of the study sought to establish the extent to which workplace environment affects staff turnover in TVET institutions, Nyeri County. The findings of the descriptive statistic indicated that on average employees working on TVET

institutions are satisfied with The whole institutions' environment, Working tools and equipments, Employees relationships and The institution health and safety issues. In order to ascertain the relationship between workplace environment and staff turnover in TVET institutions, Nyeri County, the researcher tested the relationship between the two variables using multiple regression analysis. At 5% level of significance the regression results indicated a positive and significant relationship between workplace environment and staff turnover in TVET institutions at  $\beta = 1.119$  at  $p \text{ value } 0.000 < 0.05$ .

### **5.3 Conclusion**

The general objective of the study was to find out the influence of employees' motivation on staff turnover in TVET institutions, Nyeri County. Employees' motivation refers to the the elements that encourage an employee to pursue work related tasks goals while staff turnover is the rate at which employees leave their employers. The study was guided by specific objectives with the aim of investigating the effect of remuneration, career development opportunities, internal promotion and workplace environment on staff turnover. The study findings revealed that there is a negative and significant relationship between remuneration and staff turnover in TVET institutions, Nyeri County. Staffs were dissatisfied with present salary as a measure of your qualification, Present salary as compared to the salary received by other employees who have similar qualifications in the other sectors, Fringe Benefits and other incentives offered. Therefore TVET institutions should ensure that remuneration of the employees is reviewed as monetary compensation was found to be major element that may motivate employee to leave the organization or to remain.

Career development opportunities had a negative and significant effect on staff turnover in TVET institutions. The results indicated that staffs were dissatisfied with chances of training opportunities, chances to develop new skills, incremental credits chances after personal development and chances to change department after training and acquiring of new skills. The finding of this study conclude that career development opportunities affects employees as it acts as a de-motivator which may increase the chances of employees looking for employment elsewhere to take advantage of career development opportunities.

In addition, internal promotion had a negative and significant effect on staff turnover in TVET institutions. Descriptive results indicated that staffs are not satisfied by chances of promotion opportunities to a higher position, the way performance appraisal is before promotion, chances of changes of job title after promotion and the way promotion is offered. The study concluded that internal promotion is an integral part of staff motivation as staff may anticipate leaving the current institution for lack of clear internal promotion policy.

Workplace environment had positive and significant effect on staff turnover in TVET institutions. The study further revealed that employees working with TVET institutions are satisfied with the whole institutions' environment, working tools and equipment, employees' relationships and the institution health and safety issues. This is an indication that much has been done to improve the workplace environment in the TVET institutions. In this regards the management should now lay emphasis on other motivation factors as workplace environment was found to be the only motivation factor under this study which employees may consider if making a decision whether to leave or remain in TVET institution.

#### **5.4 Recommendations**

Following the findings of this study, a number of recommendations can be made. To start with, the findings of study clearly show that employees' motivation is a major factor that influence staff turnover in TVET institutions. Following these findings, this study recommends that TVET institutions should review both monetary and non monetary motivational factors to reduce the rate of staff turnover. Remuneration had a significant effect on staff turnover. Following these findings, this study recommends that TVET institutions should review employee's salaries, fridge benefits and incentive by ensuring that they are relative to the salary received by other employees who have similar qualifications in the other sectors, this could motivate employees working in TVET institutions to offer quality service to their clients.

Internal promotion also impact on staff turnover, therefore TVET institutions should come up with internal promotion policy or criteria that have to be communicated to all

employees as it significantly influence their decision to stay or leave the institution. In addition, career development opportunities had an influence on staff turnover. Following these findings, this study recommends TVET institutions should evaluate the possibilities of supporting employees to advance by giving them equal opportunities when opportunities arises and develop a policy that will focus on establishing the reward systems for employees who may have acquired additional skills and qualification over the years.

Workplace environment had positive and significant effect on staff turnover in TVET institutions. Following these findings, this study recommends that TVET institutions should not relent on the issue of workplace environment as these motivational factors keeps on changing due to technological advancement and other staff consideration. Based on the findings, remuneration and workplace environment factors were found to have significant effect on staff turnover in TVET institutions. This research therefore suggests that TVET institutions should put more emphasis on addressing remuneration issues and keep improving workplace environment and considering a policy that address internal promotion and career development opportunities.

### **5.5 Suggestions for Further Research**

This study makes an important contribution in our understanding of the motivational factors that influence staff turnover. It further brings out the specific parameters that have significant effect on staff turnover in TVET institutions. Arising from this study, the researcher makes a number of recommendations for further research. A study focusing on the challenges TVET institutions face when addressing employees' motivation factors with a view of reducing turnover rate. Future researchers may adopt a case study research design for non TVET institutions so as to establish whether motivation factors in TVET institutions would still apply to non TVET institutions. This study considered four variables, namely remuneration, career development opportunities, internal promotion and workplace environment. Future researchers should also focus on other motivation factors such job characteristics, job security, recognition among others that may influence staff turnover.

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## **Appendix**

### **Appendix I: Introduction Letter and Consent Form for the Respondent**

My name is Kinyanjui Grace Wangare. I am a master student at Kenyatta University; I am conducting a research study on **“Influence of employees’ motivation on staff turnover in Technical, Vocational Education and Training Institutions, in Nyeri County, Kenya”**. The information you provide will only be used for the above named study.

#### **Procedures to be followed**

Participation in this study will require you to answer a questionnaire that will be provided. The information will only be used for the intended research purposes and will bear no identifying information. You have the right to refuse participation in this study. Please remember the participation in this study is voluntary. You may ask questions related to the study at any time. You may refuse to respond to any questions and may stop responding at any time. You may also stop being in the study at any time without any consequences.

#### **Discomforts and Risks**

The study involves no known risk to you and contains no deception. However if any of the questions make you uncomfortable, you may refuse to answer these questions if you so choose.

#### **Benefits**

Participation in this study is voluntary and if you choose to participate, your information will help in understanding the influence of employees’ motivation on staff turnover in technical, vocational education and training institutions.

**Confidentiality**

Privacy and confidentiality will be ensured. You are not required to write your names on the questionnaire to ensure anonymity. The questionnaires will be kept in a private office in order to ensure privacy.

**Contact Information**

If you have any questions you may contact Dr. Paul Waithaka on 0724863828 or the Kenyatta University Review Committee Secretariat on [chairman.kuerc@ku.ac.ke](mailto:chairman.kuerc@ku.ac.ke), [secretary.kuerc@ku.ac.ke](mailto:secretary.kuerc@ku.ac.ke) or [ercku2008@gmail.com](mailto:ercku2008@gmail.com).

**Investigator’s Statement**

I, the undersigned have explained to the volunteer in a language that he/she understands, the procedures to be followed in the study and the risks and benefits involved.

Name of the investigator.....

.....

.....

Investigator’s signature

Date

**Appendix II: Consent Form for the Respondent**

The information regarding my participation in the study on Influence of employees` motivation on staff turnover in Technical, Vocational Education and Training Institutions, in Nyeri County, Kenya, is clear to me. I have been given a chance to ask questions and my questions have been answered to my satisfaction. My participation in this study is entirely voluntary. I understand that my record will be kept private. I consent to take part in the study.

-----

Signature

-----

Date

### **Appendix III : The Questionnaire**

The questionnaire has been prepared for the purpose of data collection in partial fulfillment of the award of Masters of Business Administration (Human Resource) in Kenyatta University. It has two sections. Section A requires information concerning you. Section B concerns the variables to find out the influence of employees' motivation on staff turnover in TVET institutions in Nyeri County. Please put a tick to indicate the response that is applicable to you.

#### **SECTION A**

1. Gender: (Tick)      Male ( )      Female ( )

2. What is your marital status? Single ( ) Married ( )

3. What is your age bracket?

A. Below 20 years ( )

B. 21-30 ( )

C. 31-40 ( )

D. 41 -50 ( )

E. Above 50 ( )

4. Education Level:

A. PHD ( )

B. Masters ( )

C. Degree ( )

D. Diploma ( )

E. Certificate ( )

F. None ( )

5. Gross Salary:

- A. Below 10,000 ( )
- B. 10,001-20,000 ( )
- C. 20,001-30,000 ( )
- D. 30,001-40,000 ( )
- E. Above 40,000 ( )

6. Number of years worked in the institution:

- A. Below 5 years ( )
- B. 6- 10 years ( )
- C. 11- 15 years ( )
- D. 16- 20 years ( )
- E. Above 20years

7. Number of years worked in the current position

- A. Below 3 years ( )
- B. 3- 5 years ( )
- C. 6-8 years ( )
- D. 9—11 ( )
- E. Above 11 years ( )

8. On what terms have you been employed?

- A. Permanent
- B. Contract

9. What additional benefit can motivate you to leave the current job?

.....  
.....

**SECTION B**

This section you were provided with four major variables that influence high rate of labour turnover in TVET institutions in Nyeri County. Each variable is divided into a number of sub-items. You were requested to show precisely your level of satisfaction

in each sub- item by ticking the appropriate number in the column on the right hand side.

The columns were numbered 1 to5. The key below is to guide you.

<b>Satisfaction Level</b>	<b>Column number</b>
Extremely Satisfied (ES)	5
Very Satisfied (VS)	4
Satisfied (S)	3
Slightly Satisfied (SS)	2
Not Satisfied (NS)	1

**10. How satisfied are you with your: - Remuneration**

	ES 5	VS 4	S 3	SS 2	NS 1
A. Present salary as a measure of your qualification					
B. Present salary as compared to the salary received by other employees who have similar qualifications in the other sectors					
C. Fringe Benefits (e.g. allowances)					
D. Other Incentives					

**11. How satisfied are you with: - career development opportunities**

	ES 5	VS 4	S 3	SS 2	NS 1
A. There are chances of training opportunities.					
B. Provide you with a chance to develop new skills.					
C. There are incremental credits chances after personal development					
D. Chances to change department after training and acquiring of new skills.					

**12. How satisfied are you with: - Internal promotions**

	ES	VS	S	SS	NS
	5	4	3	2	1
A. There are chances of promotion opportunities to a higher position.					
B. Performance appraisal is done before promotion					
C. There are chances of changes of job title after promotion					
D. There is fairness in the way promotion is offered					

**11. How satisfied are you with: Workplace Environment**

	ES	VS	S	SS	NS
	5	4	3	2	1
A. The whole institutions' environment					
B. Working tools and equipments					
C. Employees relationships					
D. The institution health and safety issues					

**Staff turnover**

This section provided you with a table consisting of the list of TVET institutions in Nyeri County indicating the number of BOM employees who have left the institution within five years. The respective human resource officer was expected to fill in the table where applicable.

<b>INSTITUTION</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Nyeri Polytechnic</b>					
<b>Mathenge TTI</b>					
<b>Mukurwei-ni TTI</b>					
<b>Total</b>					