STAFF TURNOVER AND EMPLOYEE PERFORMANCE IN NON PROFIT HEALTHCARE PROVIDERS IN UASIN GISHU COUNTY KENYA

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OCTOBER, 2020
DECLARATION

This research project report is my original work and has not been presented for a degree in any other university.

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I confirm that the work in this research project has been carried out by the candidate under my supervision and has been submitted for examination with my approval as the duly appointed university supervisor.

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DEDICATION

This research project is dedicated to my mother Risper Awinja Okoti, brothers and sisters whose moral support and motivation has inspired me during this period.
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# TABLE OF CONTENTS

DECLARATION.......................................................................................................................... ii

ACKNOWLEDGEMENT........................................................................................................... iv

LIST OF TABLES ....................................................................................................................... viii

LIST OF FIGURES.................................................................................................................... ix

ABBREVIATIONS AND ACRONYMS........................................................................................ x

OPERATIONAL DEFINITION OF TERMS................................................................................ xi

ABSTRACT................................................................................................................................. xiii

CHAPTER ONE.......................................................................................................................... 1

INTRODUCTION ...................................................................................................................... 1

1.1 Background to the Study .................................................................................................... 1

1.1.1 Employee Performance ............................................................................................... 4

1.1.2 Staff Turnover ............................................................................................................. 6

1.1.3 Non Profit Health Care Providers in Uasin Gishu County ....................................... 10

1.2 Statement of the Problem ............................................................................................... 14

1.3 Objectives of the Research ............................................................................................. 16

1.3.1 General Objective ....................................................................................................... 16

1.3.2 Specific Objectives .................................................................................................... 16

1.4 Research Questions ......................................................................................................... 16

1.5 Significance of the Study ............................................................................................... 17

1.6 Scope of the Study .......................................................................................................... 17

1.7 Limitations of the Study ............................................................................................... 18

1.8 Organization of the Study ............................................................................................ 18

CHAPTER TWO...................................................................................................................... 19

LITERATURE REVIEW ........................................................................................................ 19

2.1 Introduction .................................................................................................................... 19

2.2 Theoretical Frame Work ............................................................................................... 19

2.2.1 The Human Capital Theory .................................................................................... 19

2.2.2 The Social Capital Theory ..................................................................................... 21

2.2.3 The Expectancy - Confirmation Theory ................................................................... 23

2.3 Empirical Literature Review ......................................................................................... 24
2.3.1 Voluntary Staff Turnover and Employee Performance ........................................ 24
2.3.2 Involuntary Staff Turnover and Employee Performance .................................. 27
2.3.3 Functional Staff Turnover and Employee Performance ..................................... 29
2.3.4 Dysfunctional Staff Turnover and Employee Performance ............................... 30
2.4 Summary of the Literature and the Research Gaps .............................................. 33
2.5 Conceptual Frame Work ...................................................................................... 40

CHAPTER THREE ........................................................................................................... 42
RESEARCH METHODOLOGY ......................................................................................... 42
3.1 Introduction ............................................................................................................. 42
3.2 Research Design .................................................................................................... 42
3.3 The Target Population .......................................................................................... 43
3.4 Sampling Design .................................................................................................. 43
3.5 Data Collection Instruments ................................................................................ 44
3.6 Data Collection Procedure .................................................................................... 44
3.7 Validity and Reliability of Research Instruments .................................................. 45
3.7.1 Validity of Research Instruments ...................................................................... 45
3.7.2 Reliability of Research Instruments ................................................................... 45
3.8 Data Analysis and Presentation .............................................................................. 46
3.9 Ethical Considerations .......................................................................................... 48

CHAPTER FOUR ............................................................................................................. 49
FINDINGS, INTERPRETATION AND DISCUSSION ......................................................... 49
4.1 Introduction ............................................................................................................. 49
4.2 Response Rate ....................................................................................................... 49
4.3 Demographic Findings .......................................................................................... 50
4.3.1 Organization ...................................................................................................... 50
4.3.2 Age ................................................................................................................... 51
4.3.3 Gender ............................................................................................................... 51
4.3.4 Education Level ............................................................................................... 52
4.3.5 Position in the Organization ............................................................................. 53
4.3.6 Period with current employer .......................................................................... 54
4.3.7 Period in current position ................................................................................ 55
4.4 Employee Performance ........................................................................................................... 57
4.5 Voluntary Turnover of staff on employee Performance ....................................................... 60
4.6 Involuntary Employee Turnover .......................................................................................... 69
4.7 Functional Staff Turnover .................................................................................................. 72
4.8 Dysfunctional Staff Turnover ............................................................................................ 73
4.9 Regression Analysis ........................................................................................................... 75

CHAPTER FIVE ...................................................................................................................... 79

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS ............................................... 79
5.1 Introduction ......................................................................................................................... 79
5.2 Summary of Findings ........................................................................................................ 79
5.3 Conclusion ........................................................................................................................ 81
5.4 Recommendation .............................................................................................................. 82
5.5 Suggestions for Further Studies ....................................................................................... 82

REFERENCES ......................................................................................................................... 83

APPENDICES ............................................................................................................................ 92
APPENDIX 1: TRANSMITTAL LETTER ..................................................................................... 92
APPENDIX 2: RESEARCH QUESTIONNAIRE .......................................................................... 93
APPENDIX 3: RESEARCH PROJECT BUDGET ....................................................................... 99
APPENDIX 4: LIST OF NON PROFIT HEALTHCARE PARTNERS IN UASIN GISHU COUNTY .............................................................................................................. 100
APPENDIX 5: KENYATTA UNIVERSITY RESEARCH AUTHORIZATION LETTER .............................................................................................................. 101
APPENDIX 6: NACOSTI, MINISTRY OF EDUCATION AND COUNTY COMMISSIONER RESEARCH AUTHORIZATION LETTER .............................................................................................................. 102
APPENDIX 7: NACOSTI RESEARCH PERMIT ........................................................................ 103
APPENDIX 8: UASIN GISHU COUNTY MAP ........................................................................ 104
LIST OF TABLES

Table 3.1 Target Population ................................................................. 43

Table 4.1: Age of the Respondents ......................................................... 51

Table 4.2: Parameters of employee performance ....................................... 57

Table 4.3: Reason for transfer ............................................................... 60

Table 4.4 Organization’s career plans ................................................... 62

Table 4.5 Benefits .............................................................................. 63

Table 4.6: Parameters of Voluntary Turnover ........................................ 64

Table 4.7: Respondent’s perceptions on involuntary staff turnover ............ 70

Table 4.8: Parameters of functional turnover ........................................ 72

Table 4.9: Dysfunctional Staff Turnover ............................................... 74

Table 4.10: Model Summary ................................................................. 76

Table 4.11 ANOVA ............................................................................. 76

Table 4.12: Coefficients ....................................................................... 77
LIST OF FIGURES

Figure 2.1 conceptual frame works ......................................................................................... 40

Figure 4.2: Respondent’s Gender .......................................................................................... 52

Figure 4.3: Highest Education Level ...................................................................................... 53

Figure 4.4: Position in the organization .................................................................................. 54

Fig 4.5 Period respondents had served with current employer ............................................. 55

Fig 4.6 Respondents’ period served in current position .......................................................... 56

Fig 4.7 Respondents’ career plans ......................................................................................... 61
ABBREVIATIONS AND ACRONYMS

AIDS  Acquired Immune Deficiency Syndrome
AMPATH  Academic Model Providing Access To Healthcare
HIV  Human Immunodeficiency Virus
HR  Human Resources
HRH  Human Resource for Health
HRM  Human Resource Management
MDG  Millennium Development Goals
MOH  Ministry of Health
MTRH  Moi Teaching and Referral Hospital
NGO  Non-Governmental Organizations
UN  United Nations
WFP  World Food Programme
WHO  World Health Organization
WV  World Vision
OPERATIONAL DEFINITION OF TERMS

**Dismissal**
Termination of an employment by the employer in a nonprofit healthcare sector due to some known reasons.

**Dysfunctional turnover**
The exit of a service provider who is an effective performer in a nonprofit healthcare sector.

**Functional turnover**
Termination of employment for a substandard service provider in a nonprofit healthcare sector.

**Involuntary turnover**
Turnover in nonprofit healthcare sector in which employee has no choice in their termination.

**Job security**
Chances that someone will maintain his / her job in a nonprofit healthcare sector for a long term without becoming unemployed.

**Non-profit healthcare**
A program that offers health and humanitarian related services to the public with no aim of maximizing its profit.

**Staff turnover**
Refers to proportion of staff leaving their employment in nonprofit HealthCare sector over a within certain duration before the expected expiry of his / her tenure.

**Voluntary turnover**
Separation of employees in a nonprofit healthcare sector initiated by the employees themselves.

**Performance**
The completed work in relation to the measured current known accurate standards, costs, speed and completeness, in a nonprofit healthcare sector.
<table>
<thead>
<tr>
<th><strong>Rationalization</strong></th>
<th>This is a planned reduction of workforce at all in various sections in order to counter tough operational costs and improves efficiency in a nonprofit healthcare sector.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Remuneration</strong></td>
<td>Employee reward which is in a form of payment, salaries or wages, allowance, bonuses, benefits, money, incentives in form of cash in a nonprofit healthcare sector.</td>
</tr>
<tr>
<td><strong>Unionization</strong></td>
<td>Organizing of employees in a nonprofit healthcare sector to a labor union which will act as an intermediary between them and employer</td>
</tr>
<tr>
<td><strong>Workload</strong></td>
<td>This is individual work output or potential work output within ascertain period of time in a nonprofit healthcare.</td>
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ABSTRACT

The study sought to establish how voluntary, involuntary, functional and dysfunctional turnover affected performance of employees. There exist few researches and literatures on turnover and performance even though many similar studies have been done in different areas of staff turnover. When organization loses crucial employees, motivation is greatly affected leading to unmet goals, inefficiency, unaccomplished workload and inconsistency in service delivery. The general objective of this study was to investigate the effects of staff turnover and employee performance among nonprofit health care providers in Uasin Gishu County, Kenya. Specific objectives of the study were to establish the influence of voluntary staff turnover on employee’s performance, determine how involuntary turnover of staff affect the employees performance, establish how functional turnover of staff relates to performance and determine how dysfunctional turnover of staff relates to performance of employee in nonprofit healthcare providers. Human capital theory, social capital theory and expectancy confirmation theory were used to guide the study. Descriptive study design was used while content validity and retest methods were used to test for validity and reliability of research instruments respectively. Purposive sampling was used to obtain the three nonprofit organizations while a census was used to obtain the sample population from the three nonprofit service providers. Total sample of 195 employees was used with 125 from Academic Model Providing Access to Healthcare, 32 from World Vision and 38 from World Food Programme. The questionnaire for data collection was designed in a 5 point Likert Scale. Data collected from the respondents was analyzed using Statistical Package for Social Sciences. The analyzed data was presented in form of bar graphs, pie charts, frequency distribution tables and cross tabulation tables. The findings were used to come up with recommendations to improve the performance of staffs in nonprofit healthcare programs. The findings revealed that the majority of the employees were not satisfied with their job security. Further, it was also found that remuneration packages in the organizations were mainly unsatisfactory due to lack of effective packages which the respondents associated with poor performance and minimal motivation to work. From the regression analysis, it was found that voluntary turnover had a significant influence of employee performance at p value (p=0.004<0.05). Majority of respondents agreed that violation of work ethics leads to dismissal evident by a number of employee’s contracts being terminated in the past. The majority of the organizations were also reported to having a rationalization policy which has been affected in the past. From the regression analysis, it was found that involuntary employee turnover had a significant influence of employee performance at p value (p=0.001<0.05). Further, it was also found that termination of employees due to performance issues have occurred in the past. Consequently, the majority of employees felt pressured to meet the expectations of the organization to avoid potential termination. The inferential statistics model support these findings at a p value of (p=0.019) was found, which is statistically significant. The findings revealed that the majority of respondents disagreed that there have been resignation of competent employees to join other competent organizations. The employees also reiterated that if given the opportunity, they would transfer to a more competent and well-rewarding organization. The inferential statistics showed that dysfunctional employment has a statistically significant influence on employee performance at p value (p=0.009<0.05).
CHAPTER ONE
INTRODUCTION
This chapter highlights the background to the study, statement of the problem, study objectives, research questions, and significance of the study, scope of the study, limitation of the study and organization of the study.

1.1 Background to the Study
Performance related reverse influence of staff turnover has been documented in many a number of researches in relation to performance. Among the reported negative influence include but not limited to unmet goals, untimely service delivery with compromised quality and inefficiency and ineffectiveness, accomplished workload among other performance related issues. Keeping staff as opposed to losing them isn't accomplished on a silver platter, Kreitner (2003). Effective organizations have recognized management policies and set up reward, carrier advancement and some various inspirations to attract staffs to commit to their work and stay longer in their organization. As indicated by Testa (2008), organization ought to stay away from high turnover rates particularly one including talented experts as it can represent an inescapable hazard because of human capital expense. This may cost the business, as per Johnson et al. (2000).

It’s crucial for top management of any organization to understand intentions of employees leaving their jobs. Increased staff turnover of qualified workers in non-profit health organizations affects enrollment preparation and benefits viability. Philanthropic NGOs are not-for-profit associations that have the essential intend to spare lives and diminish human enduring (Barnett and Weiss, 2008). Currently, most of the Indian business organizations face a paradoxical problem in human resources employment. In contrary to that, they are facing problems of overstaffing that Leeds to separation with the surplus staff through voluntary retirement and other schemes. Despite that the same organizations
face problem of employee turnover and are forced to continuously develop retention strategies. Employee turnover problem is more acute in new economy businesses. WHO Report Geneva, (2006) indicates that the basic foundation of a health system is effective human resources and a major prerequisite to improve health outcomes.

Numerous nations in sub-Saharan Africa have endemic deficiencies of health specialists, yet the beginning of the HIV/AIDS plague has compounded the issue by drastically expanding the outstanding task at hand of doctor's, facility, staff and straightforwardly influencing numerous health laborers who have turned out to be tainted with the infection (WHO Geneva, 2004: Kober & Van, 2006: MOH Report, 2007). Lately, the circumstance of HR for health (HRH) in many sub-Saharan African nations has been normally depicted as "the emergency in HR for health (Liese & Dussault, 2004). A key supporter of the emergency is whittling down of the health workforce, estimated by the quantity of health specialists who for all time leave their posts. Whittling down is because of various reasons, including retirement, passing, rejection and deliberate renunciation by health laborers who leave the general health area to work in the private part, for more alluring occupations in the nation of origin, or to emigrate to work in health offices in more extravagant nations, looking for better pay and working conditions (Dovlo, 2005: Regional gathering East and Southern Africa, 2006).

and development programs are now being heavily being invested in by most organizations both public and private. Murthy (2003) stated that “organizations invest in their workers to various preparing programs like classes, courses and others to improve ability of their representatives and efficiency. Be that as it may, at present representatives leave their associations in the wake of improving their aptitudes and learning”.

Nonprofit health care organizations are primarily responsible and accountable to the communities and populations they serve. They are legally and ethically bound to “do well” for the benefit of their communities. This sector includes; for-profit commercial providers, and not for profit social / faith based providers (Nonprofit 2015). African governments, major donor organizations and development banks widely recognize the potential of private healthcare sector. Some studies document that nonprofit health care organizations provide significantly more “community benefits” than their for-profit health counterparts (Mark & Gray 2007). In the United States Nonprofit healthcare organizations have historically played, and continue to play, a critical role in the financing and delivery of health care services. Around 60 percent of network clinics are charitable, all network wellbeing focuses are philanthropic, just about 30 percent of nursing homes are not-for-profit, and around 17 percent of home social insurance organizations are assessed to be not-for-profit. In US, the financial quality of the charitable segment has expanded as of late and the division is presently the third biggest business. About 2 million philanthropic associations utilize 10.7 million individuals (Nonprofit 2015).

Kenya's private area is a standout amongst the most created and dynamic in Sub-Saharan Africa. Over half of all health facilities in Kenya are private, and 37% of all health spending occurs in private facilities (2009/2010 Kenya National Health Accounts). Any
important procedure to enhance wellbeing results in Kenya looks past the general population area and considers the capability of the non-benefit and the revenue driven (business) wellbeing division. The Government of Kenya (GOK) comprehends this, and the private segment is especially a piece of their Vision 2030 arrangement for development in all territories, including wellbeing.

1.1.1 Employee Performance

Employee performance is termed as the completed work in relation to the measured Current known accurate standards, costs, speed and completeness of tasks. Baldwin (2008) defines employee performance as the process of undertaking duties effectively and efficiently to meet specified job objectives. In this case it’s used to evaluate how well (i.e. how effectively and efficiently) employees are doing in achieving their goals as spelled out by the non-profit organization. Performance measures are objective, quantitative indicators of various aspects of the performance of organizations or agencies. Therefore, different kinds of performance measures are defined to track particular dimensions of performance, such as effectiveness, operating efficiency, productivity, service quality, customer satisfaction, and cost-effectiveness (Poister, 2003). The choice of performance measures is dependent upon the objectives, and there are several types of performance measures that have been used in this case such as achieved goals, efficiency and effectiveness, timeliness and quality of services and workload-accomplished. Vance (2009) measures employee productivity using factors like production, billable hours, ill rate, and the degree of supervision, among others.

No matter how important a role measuring performance plays, especially in managing for results, if we cannot practically put performance measurement system into use or if we do not much use the results of measuring performance, performance measurement would
turn into merely an impractical proposition, symbolic statement, or expensive trial. Therefore, scholars who study performance and its measurement usually stress prerequisites or first steps before implementing performance measurement. Hatry (1999) pointed out three prerequisites that are highly desirable before processing performance measurement: high-level support for the performance measurement effort, reasonable program stability, and at least some computerized data-processing capability. Poister (2003) also suggested as desirable a process for designing and implementing performance measurement systems that includes securing management commitment as a first step.

Employees in all facet of life play a central role in ensuring that the organization delivers on its mandates, if employees leave, meeting the organizational needs may have negative effect on the quality of service provided to service beneficiaries (Nzimande, 2011). Most organizations have been effective due to their capacity to hold on to their employees. Keeping staff as opposed to losing, nonetheless, this isn't accomplished on a silver platter. Fruitful associations here are the ones whose administrations have distinguished and set up measures, for example, reward, preparing and improvement and different types of inspiration to urge the representatives to work entire heartedly and remain in the association for a more drawn out timeframe. This guarantees consistency in the yield of work.

Inexperienced workers in an organization or a business will not produce more compared to people who apprehend additional knowledge regarding what they are doing. Just like in a production job, the efficiency of production will probably go lower (Gayatri & Saurabh 2014). In view of Armstrong and Armstrong (2011) thoughts, employees with related knowledge in keeping up a specific quality signal are more powerful than their partners with no such experience. Quality properties of items assume a focal job in deciding consumer loyalty in any association (Mondy, 2010). Since quality might be unmistakable
and non-substantial brand affiliations, associations should guarantee that they keep skilled and experienced representatives who will maintain the norms required in the associations to keep up item and administration quality (Muhammad et al, 2013).

1.1.2 Staff Turnover

Staff turnover refers to the proportion of staff leaving their employment in a specific organization either voluntarily or involuntarily within certain duration before the expected expiry of their tenure; thereby affecting the organization negatively in terms of costs and the capacity minimum to deliver required services. In this study, four types of turnover are explored and classified as: voluntary, involuntary, functional and dysfunctional staff turnover. High turnover normally influences execution of organizations functions and really affect service delivery Kreitner (2003). Armstrong (2001) saw that long term employees by large have higher profitability and productivity at work than fresher representatives, because of their length of involvement with the firm. While here and there staff turnover can carry new gifts into the association, and consequently prompt enhanced quality inside the association, the vast majority of the past observational investigations (Muhammad et al 2013) have uncovered that high representative turnover just has negative effect on quality properties with an association. High turnover will harm a business capacity to hold customers and supply top notch client benefit. Clients may feel greater conversing with a comparable staff and customer benefit delegates after some time (Jaj & Arokiasamy (2013). Individual connections and commonality will construct customer reliability. Hausknecht (2008) has given a breakdown of 12 major retention factors for employee retention factors in the past 60 years been published in literature. The study depicts that extrinsic reward, commitments of organization, satisfaction at work, consistent attachments and organizational prestige as the most appearing reasons.
Among them, opportunity advancement and organizational prestige sited most by high performers and extrinsic rewards given by those who didn’t perform best.

Mathis and Jackson (2011) depicted low pay at work as a key issue that affects low satisfaction at the work causing high intentions of turnover in the employees. Armstrong and Armstrong (2011) articulate that it is significant that organizations include compensation of staff as part of the determinant to the maintenance of their staff. David and Stephen (2005) states that career development is among the ingredient contributing to turnover of employees and separation. It is a mandate for an employee to get promotion. Saporta and Fajourn (2003) also have the same view of the factors to influence turnover. Heavy workloads and stagnated employment grades contributes greatly to staffs intention of leaving an organization (Khan 2013). Besides opportunities in promotion, poor reward systems promotion positively influenced employees actions in the organizations. Poor systems and ineffective performance appraisal resulted into high staff turnover (Akila 2012). Survey result reveals how such employees wished to remain on jobs equipping them with appropriate skills and opportunities.

Lower turnover may emerge from the unions ‘ability to establish work motivated and friendly policies that increases employees comfort to stay on their current job (Sun, 2011). In cognition with Martin, the connection between turnover being low has been well depicted by researchers mistreatment each level and knowledge of industry (Mahdi, Zin, Nor, Sakat & Naim 2012). Establishment of better operating condition will shape down turnover, twenty percentage sites limited higher conditions operation results in turnover. Martin (2003) highlighted how the union’s impact on staff turnover revealed clearly how unionism is inversely associated to employee turnover. He argues that where the unions have ability to establish good working conditions that aid the attractiveness for staffs to stay in their current job, then turn in such situations are relatively lower.
Employee’s levels of satisfaction at work have close links with the wills of new professionals to alter jobs. For a decreased turnover, a strong work group network relation need to be developed, integrated and satisfaction of employees enhanced. Remote job turnover and job satisfaction are influence by well-built peer groups. Co-worker will affect the directions and destinations – sum of positive will of their colleagues’ intention to leave, (Kumar & Ramendran 2012).

1.1.2.1 Voluntary Turnover

Voluntary turnover refers to separation of employees that is initiated by the employees themselves. Such move may be as a result of job security, poor of remuneration package, search for carrier advancement, promotions, job rewards, unionism, and co-workers peer influence among others. Avoidable turnover is a form voluntary that may be reversed for employees who wishes to leave due to poor job satisfaction, poor management problems and benefit packages among others. Armstrong (2011) argues that likely contribution to staff turnover is the chances of receiving high remunerations elsewhere. Using cash incentives is contemporarily acknowledged to be vital in maintaining staffs and widely recognized crucial reward to improve staff behaviors. Most people have job as the financial security and primary source of income. Self-worth is a definitive factor in the society and organization but is defined by pay. These reasons reveal that pay satisfaction is important for maintaining employees. To attract and minimize employee turnover meriting pay is prudent. Gedefaw (2012) on his research stated that, teachers’ dissatisfactions were majorly triggered by salary and benefits.

1.1.2.2 Involuntary Staff Turnover

Involuntary turnover refers to turnover in which employee has no choice in their termination. Some notable reasons may be due to workplace ethics violation and
rationalization by the organization. Various situations can be their root cause; retirement, dismissal, relocation, physical / mental disability, among others, this requires some good managerial techniques to handle (David, 2008) other factors are beyond control by the management e.g. incapacity of a member of staff or death. This is one among the means and organizations prevent its employees from looking for other opportunities in the market and enhance their performance. It’s always important for firms to regularly evaluate business and processes plans (Good Practice Note, 2005). Retrenchment of employees in some firms may become last option for resignation of employees on the ground not related to performance or misconduct. Such measures seem the only alternative for such organizations in remaining relevant in the competitive market. Nevertheless such process requires much vigil based on, Good Practice Note, (2005) in a transparent manner, fair, application should showcase consistency and to poses an appeal or procedure of grievance.

1.1.2.3 Functional Staff Turnover

Functional turnover refers to termination of employment for a substandard service provider. Such employee’s departures produce a benefit for the organization. Functional turnover comes with poor performance or when employee’s talent can be replaced with ease. Functional turnovers are the substandard performers’ resignation. Mainly for underperforming staffs to compensate retaining and replacements figure of a high index performing employee. This type of turnover has great advantage to the firm due to increase in productivity. The turnover benefits the firms in two indirect ways that includes a motivational signal to remaining employees to improve on performance (McElroy, Morrow & Rude 2001), and to inject new blood, ideology, reforms and innovation (Kellough & Osuna 1995). Turnover of Low to moderate levels brought fourth gains in
performance of an organizational by inculcating new individual and with better training, but such benefits reduces as with increase in turnover.

1.1.2.4 Dysfunctional Staff Turnover

Dysfunctional is where High performers who are difficult to replace leave the organization. Such is an employee whom the organization would like to retain, (Noe & Gerher 2003). Dysfunctional turnover is seen in conditions where highly performing employees with high skills that are relatively rare in the market. Their impact may be detrimental on firms’ production and workforce with cost implications. According to Testa (2008), organization is obliged to avoid turnover rates especially for skilled professional. Phillip and Connell (2003) justify the need for exit interviews for such employees to unravel the persuasive reasons for exit. The reasons may be used by the management to go over inadequacies. Moreover, this may help organizations in the policy formulation on retention that curbs the undefined issues arising. Griffeth et al. (2000) in their study to explore relationship between pay, individual performance and turnover found great impact pay and related variables on staff turnover. The competitive world today has set standards for highly-performing employees going for more than compensations and benefits but also captivating work, flexibility employers, to be regarded of value, be subjected to training and advancement opportunities that forms their determinants to turnovers (Cunningham, 2002).

1.1.3 Non Profit Health Care Providers in Uasin Gishu County

1.1.3.1 Academic Model Providing Access to Health Care (AMPATH)

AMPATH defines "healthcare," as the focus lies on the patient, not merely disease. When a patient gets hungry, or is jobless, or has once been discriminated or abused, AMPATH responds, a commitment spearheading toward holistic care. Therefore, AMPATH not
only treats over 140,000 HIV-positive individuals at above 60 urban and rural clinics in western region, Kenya. They partner with the World Food Programme and UN, to feed over 31,000 HIV-affected individuals each day, provide fees for school, nutrition, and other relevant help over 20,000 kids left orphaned or predisposed due to HIV/AIDS, and have put in 10,000-plus clients in programs for income security, including extension services for agriculture, micro-finance and initiating businesses. They also do prevention and early treatment programs that illustrate a community-based effort that can stop the spread of HIV/AIDS (http://www.ampathkenya.org). Core component of AMPATH is sustainability at every level, depicted by the use of an enhanced electronic medical record system to promote cost savings in shifting of tasks in clinic care, overall integration program with the government of Kenya through the new partnership with the Ministry of Health, and focused on developing income security for patients who may gain the ability to pay for services rendered to them (http://www.ampathkenya.org).

AMPATH Plus Program’s records shows 16 members of staff departed for other institutions in 2012 and 2013 increased to 26. The trend isn’t a good one (http://www.ampathkenya.org). With urgency, staff turnover reasons need to be investigated and sorted out. This baseline from in a design of the study to establish the relationship between the turnover of staff and employees’ performance remaining behind at AMPATH Plus Program. The recent past experience of staff turnover of at AMPATH plus Program has affected the performance and effectiveness in the organization. Mathis and Jackson (2007) states that turnover of staff includes; retirees and employees who go to demise, quitters or the discharged and those boarding off always affect an organization negatively.
1.1.3.2 World Food Program (WFP)

World Food Programme (WFP) is a National food branch and the world's biggest humanitarian organization dealing with promoting security and hunger. WFP reveals that about 80 million individuals in 76 countries are provided food assistance annually. WFP works to aid individuals who cannot access sufficient food for themselves and their families. It is a member of the United Nations Development Group and part of its Executive Committee. 1961, WFP was first established after the 1960 Food and Agricultural Organization (FAO) Conference, when George McGovern, director of the US Food for Peace Programme, proposed programme for multilateral food aid. It was formally created in 1963 by the FAO and the United Nations General Assembly on experimental basis of three-years. In 1965, the programme developed to a continuing basis. WFP has Executive Board governing that consisting of representatives from 36 member states. Executive Director is the head, heading the Secretariat of the WFP. The European Union observes WFP permanently and, being major donor, participates at Executive Board work. Its vision is a "world in which every man, woman and child has access at all times to the food needed for an active and healthy life."

WFP help is directed to battle inadequacies of micronutrients, lessen kid death, advance maternal wellbeing, and avert illnesses, including HIV and AIDS. Nourishment for-work programs help in improving natural, monetary and horticultural generation security. In 2015, the WFP contacted 76.7 million individuals in 81 nations. In crises, in excess of 50 million individuals were aided to enhance their sustenance and nourishment security. School dinners were given to 17.4 million children helping kids in schools, supporting continuous access to training. WFP improved utilization of money and vouchers as nourishment help instruments. Almost 7.9 million People got help through trade or voucher programs out 2013. Around the same time, the WFP obtained sustenance in 91
nations; 86% of that nourishment originated from creating nations. Among its different exercises, the WFP has composed the five-year Purchase for Progress (P4P) pilot venture. Propelled in September 2008, P4P helps smallholder ranchers by giving them chances to get to farming markets and to wind up aggressive players in the commercial center. The venture traversed crosswise over 20 nations in Africa, Asia and Latin America and prepared 800,000 ranchers in enhanced farming creation, post-gather taking care of, value confirmation, amass showcasing, horticultural fund and contracting with the WFP. The undertaking brought about 366,000 metric huge amounts of nourishment delivered and created more than $148 million in wage for its smallholder agriculturists.

1.1.3.3 World Vision International (WV)

World Vision International is an Evangelical Christian, improvement, and backing association. It wants to introduce itself as interdenominational and utilizes likewise staff from non-zealous Christian categories. It was established in 1950 by Robert Pierce as an administration association to meet the crisis needs of preachers. In 1975 advancement work was added to World Vision's goals. It is dynamic in excess of 90 nations with add up to income including awards, item and outside gifts of $2.79 billion (2011). World Vision started tasks in Kenya in 1974 and as of now has somewhat more than 1,000 advancement staff individuals working in 53 Area Programs in 35 regions, countrywide. Through esteemed organizations, they bolster networks to enhance the prosperity of youngsters, particularly the most powerless. Their yearning is that all youth will appreciate great health, be instructed forever, be thought about and secured, and encounters the affection for God and their neighbors.
1.2 Statement of the Problem

A survey report by Phillips, Yolanda and Hernandez, Jessica M., (2018) found that 52 percent of nonprofits could not meet their performance expectation, up from 44 percent in 2009 (State of the Sector Surveys, 2013). The survey also reveals inadequate resources human included have impacted non-profits ability to attract and retain highly skilled employees to their organizations (Buteau, Et al., 2014). Nonprofit healthcare providers are at the verge of degraded performance due to turnover of staff. An increase from 16% in 2013 to 19% in 2014 in turnover rate in nonprofit organizations was registered (Nonprofit 2015). This drastic change depicts the significant relationship between turnover and performance in nonprofit organizations. Burges, (2012) deduced how performance was affected in terms of service delivery to customer and expected achievement goals similar to situation in nonprofit sector. Melaku (2014) shows the influence of turnover and performance in organizations due to employee performance-based problem on degraded morale, stress at work, team works disorders, and dissatisfaction in job, distorted Service delivery and organizational goals not being met fully. The difficulty in retaining incoming staff on to the organization as the government continues to grow.

Performance in nonprofit in Uasin Gishu County has been deteriorating with time making it impossible for them to achieve outlined goals. As the nonprofit in Uasin Gishu County proceeds to develop, many of them are facing added challenges in performance due to cumbersomeness in maintaining new staff (Nonprofit 2015). This has led to Inefficiency, Unmet goals, compromised services and increased workload and stress to employees due to increasing number of staff turnover. Mabindisa (2013) did a research on the Impact of Turnover of Staff on Effectiveness of an Organizational and findings were; the Major
delays in the service delivery to customers may happen on performance of employee and in inefficiency.

Despite the negative relationship of turnover and employee performance, there exist limited recent studies undertaken within this area of study. There exist few researches and literatures on turnover and performance even though most studies on the same have focused in different areas of operation. Existing literature highlights large other studies required on the relationships between turnover and performance (Yong Beom, 2007). Some few researches in this area include; Kahiro (2015) a study on influence of labour turnover in banking institutions, Githinji (2015) sought to establish influence of labour turnover and performance of selected security organizations. Namasaka (2013) who did a study on influence of labour turnover in relationship with performance of university. Studies above reveal existence of a wide gap in literature on staff turnover and employee performance in different set ups. Current research therefore seeks to fill notable gap in literature by establishing the effects staff turnover on employee performance in Uasin Gishu County.
1.3 Objectives of the Research

1.3.1 General Objective

To investigate the effects of staff turnover and performance of employee in nonprofit healthcare providers in Uasin Gishu County, Kenya.

1.3.2 Specific Objectives

i. To establish the influence of voluntary turnover of staff on employees' performance in nonprofit health care providers in Uasin Gishu County, Kenya.

ii. To determine how involuntary turnover of staff affect the employees' performance in nonprofit health care providers in Uasin Gishu County, Kenya.

iii. To establish how functional turnover of staff relates to performance of employee in nonprofit healthcare providers in Uasin Gishu County, Kenya

iv. To determine how dysfunctional turnover of staff relates to performance of employee in nonprofit healthcare providers in Uasin Gishu County, Kenya.

1.4 Research Questions

i. How does voluntary turnover of staff affects employees’ performance in nonprofit healthcare providers in Uasin Gishu County, Kenya?

ii. Does involuntary turnover of staff affect the employee performance in nonprofit healthcare providers in Uasin Gishu County, Kenya?

iii. Is there a relationship between functional turnover of staff and performance of employees within nonprofit health care providers in Uasin Gishu County, Kenya?

iv. Which relationship exists between dysfunctional turnover of staff and employees performance within nonprofit health care providers in Uasin Gishu County, Kenya?
1.5 Significance of the Study

Similar to global level, Kenya has its managers accepting a challenge in maintaining organizational employees (Litheko, 2008). Effective run of organizations is believed to be affected by turnover as articulated by managers in NGOS and private sector. There is relatively low or no knowledge of negative relationship between turnover of staff and employee performance. Private and government sectors in Kenya are deemed to build frameworks and policy formulation to steer towards developing efficiencies and effectiveness in firms from the information gathered in the study.

AMPATH Plus, WFP and WV programs may be able to make managerial decisions based on solid knowledge on the negative relation of turnover of staff and performance of the employees as from the findings and recommendations of the study unlike the previous use of professional personal experience, subjective judgment and intuitions supported by research findings. This will help face off the mayhem of turnover of employee and gain staff performance efficiency and effectiveness resulting in sustainable program competitiveness. The researcher has the prospect that the study may open a debate for further research on turnover of staff and performance in private, NGOs, Government and other sectors. The rest of the world and Kenyan management of firms are probably going to be enhanced by the new ideas generated from the study. To sum up, much knowledge was gained in understanding negative effects resulting from turnover on the performance in an organizational body.

1.6 Scope of the Study

Review of literature reveals employee performance has significant link with staff turnover in nonprofit health care organizations. This simply implies that one cannot be studied without the other. The study focused on the employee performance as it was felt including organizational performance would make the study unmanageably wide.
While there are other performance measures, this study mainly focused on achievement of goals, effectiveness and efficiency, timelines and quality of service and achieved workload. The research was conducted in three nonprofit health care providers in Uasin Gishu namely; Academic Model providing access to health care, world food program and world vision. The study’s target population was a total of 195 employees drawn from the three nonprofit healthcare organizations in Uasin Gishu County.

1.7 Limitations of the Study
The study was conducted in three non-profit health organizations through purposive sampling which limit generalization of the findings. Due to the nature of privacy and confidentiality surround Non Profit Organizations, some respondents were reluctant to participate. All the respondents were guaranteed confidentiality of all the information that allowed them to cooperate.

1.8 Organization of the Study
The research has been organized in five chapters. Chapter one presents the background of the study, statement of the problem, study objectives, research questions, and significance of study, the scope of study, limitations of the study and the organization of the study. Chapter two discusses literature review which has covered theoretical and empirical literature reviews. Chapter three discusses research methodology which covers research design, the population of the study, sample and sampling technique, data collection, validity and reliability of the instrument data collection procedure, data analysis and presentation and ethical considerations. Chapter four discusses data analysis, finding and discussion while chapter five discusses the summary, conclusion and recommendation of the research project together with further studies.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The chapter brings fourth the light shade by other studies conducted before and the knowledge on the relationship between staff turnover and performance. Types of staff turnovers and performance indicators’ relationship to the various types of staff turnovers are the points of major concerns. Various sources have been reviewed primarily to give insights on problem areas. The review areas include: conceptual theories that guides the study and empirical reviews of various literatures in areas of different types of staff turnover in relationship to employee performance.

2.2 Theoretical Frame Work

The study is guided by theories which explain the impact of employee’s turnover and performance. Researches on the causes, influences, performance and retention strategies on employees’ turnovers have been conducted in the past. In support of the findings several theories have mushroomed. Human capital theory, social capital theory and the expectancy - confirmation theory will be discussed to form a baseline to the employee turnover and performance in this study.

2.2.1 The Human Capital Theory

Human capital theory was initially formulated by Gary Becker in 1962. He argues that individual workers have a set of skills or abilities which they can improve or accumulate through training and education. The human capital refers to sum of human skills and knowledge towards a work process within an organization. Formal training, education and practice of work experience are thought to increase human capital. Kacmar.et al., (2006) and Hurley & Estelami (2007) referred the theory to study the existing relationship
on turnover and performance. Federal Enterprise Architecture (2005) reveals that people are best input since their competence influences the efficiency of inputs. Therefore, the theory is considered the corner stone of input influencing overall input effectiveness. Hence, human resource within an organization greatly influences the outputs of other inputs. Armstrong and Armstrong (2011) conflicts a bit in view that the human resource cannot successfully and have high quality production without the support of technology but it still stands out that the best technology cannot yield best as expected if they are operated by incompetent personnel hence peoples’ role being very essential.

Federal Enterprise Architecture (2005) reveals that inputs quality brought to an organization influences output nature and are characterized by processes and activities. Therefore, quality dimensions, financial efficiency, productivity and innovational management in an organization system are characterized by organizational innovations. Kirby (2005) depicts that efficiency in workforce is a building block to organizational level of outputs. The theory defines outputs as; products, services and facilities that come up from the organization and outputs as; direct benefits achieved the organization (Federal Enterprise Architecture (2005). Based on performance reference model, business mission, results and customer results defines outcomes. Kirby, (2005) reveals customer satisfaction, customer service timeliness delivery, quality of the service and responsiveness determines the nature of outcomes on customer results. Human capital theory supports dependent variables in the study in that the loss of accumulated tacit knowledge will lead to compromised delivery of services, unaccomplished goals, increased workload and general inefficiency and ineffectiveness within the organization.
2.2.2 The Social Capital Theory

Social capital is most frequently used in a number of researches and the theory was first developed by James S. Coleman’s in 1988. Coleman defines the concept of social capital as a function, whereby it is not a single entity, but a variety of different entities having two characteristics in common: They all consist of some aspect of social structure, and they facilitate certain actions for individuals who are within the structure.” The social capital theory (Dess & Shaw, 2001; Shaw, Duffy, Johnson & Lockhart, 2005) have an expansion to accommodate the explanation of how turnover negativity affects performance. Social capital refers to a network of personal interrelationship that can be implemented to benefit an individual. It gives room for knowledge application and development at large. Knowledge transfers have been found to occur both formal and informal among individuals in a social network (Sammarr & Biggiero, 2008). The theory majors on social groups functioning factors that includes values, trust, cooperation, interpersonal relationship, shared understanding, shared sense of identity shared norms and reciprocity. The guiding philosophy of the study is social cohesion; being the factors that bonds groups and organizations together (Corbin, 1999). Social capital broadly refers to those adequate ingredients of working social gatherings that includes things like relational connections, mutual personality feelings, shared standards, common understanding, participation, trust, common understanding, shared qualities, and correspondence.

Lancaster, (2003) reveals that individuals could be willing to share knowledge with trustworthy people in close social networks. Social capital is dependent of the goodwill that individuals develop between individuals where an individual contribution at one point expects a return of the favor later (Adler & Kwon, 2002). The extent of network connection within it defines how best information can be shared. The social capital and
information transaction is lost when individuals leaves the network (Koys, 2001 & Kacmaret al., 2006). Such lines of turnover and performance have been supported by existing research. Edmondson, (2003) reveals that team membership stability is dependent on faster leaning of new procedures and skills. Great turnover experienced in teams that took long to learn new procedures and skills (Edmondson, Winslow, Bohmer & Pisano, 2003) Reagans, Argote & Brooks, (2005) states that the longer the interaction in network build more qualified individuals and help gain knowledge in once strengths and weaknesses. The more an organization is dependent on customization of services is the more the reliance on the tacit knowledge that new individuals would be lacking posing delays and mistakes in the system (Hausknecht, Trevor & Howard, 2009).

High turnover is the challenge where transfer of tacit knowledge will be low for new individuals due to low rates of network development. The culture an employee has on developing close working relation with others build mutual trust, commitment and loyalty (Dani, Burns, Backhouse & Kochar, 2006). High level of knowledge transfers needs to go handy with level of security and trust (Foos, Schum &Rothenberg, 2006). Greater knowledge varieties are dependent powerful internal social network (Wong, 2008). Informational from departed members of the network dissemination is enhanced in the remaining individuals. Mesmer-Magnus & De Church, (2009) in their research the findings revealed that when information is shared amongst team members it increases the team performance and togetherness. Both theories of human capital and social capital supports independent variables and reveals that turnover causes problems in organization when knowledge is lacking bringing forth the need for individualization of services to meet customer requests. In case of social capital theory before new employees develop that that productive social network the organization will have lost in terms of
compromised delivery of services, unaccomplished goals, increased workload and general inefficiency and ineffectiveness within the organization.

2.2.3 The Expectancy - Confirmation Theory

Victor Vroom is the developer and proponent of Expectancy confirmation theory in 1964. According to the review of this theory conducted by (Jiang & Klein 2009), the concept behind the Expectation-Confirmation Theory (ECT) is that, prior to any event, one has an expectation. If that expectation is met in a positive manner, then one is satisfied. If that expectation is met in a negative manner, then one is dissatisfied. The Expectancy Theory argues that “both the expectations prior to an event and the subsequent evaluation after the event combine to determine satisfaction with the event” Vroom, (1964), as cited by (Jiang & Klein 2009).

The Expectancy Theory supports independent variable in the study which is staff turnover. The theory claims that “people enter work organizations with expectations and values and if these expectations and values are met by the organization they will likely remain a member of the organization” Vroom, (1964) as cited by (Jiang & Klein 2009). Likewise, (Rathakrishnan, Inim, & Kok, 2016). Claims that employees join the organization with some expectations; thus, negative behaviors such as absenteeism and turnover intention will occur if those expectations are not met. Reference (Daly & Dee, 2006), identifies The Expectancy Theory as one of the fundamental theories at the heart of turnover and retention research. In fact, (Daly & Dee, 2006), provides “additional evidence to support the expectancy theory-based frameworks that have guided much of the research on turnover intent” as cited by (Daly & Dee, 2006), in this regard, (Rathakrishnan, Inim, & Kok, 2016). Affirms that turnover intention can be associated with the expectation of employees on issues such as rewards, training, working conditions
and recognition. In the perspective of the Expectancy-Confirmation Theory, management efforts to evaluate and satisfy the expectations of their employees can be considered as a retention strategy especially for talented employees; and this can ultimately counter turnover intentions.

2.3 Empirical Literature Review

Broad studies have existed on the area of employee turnover in different areas of work but small numbers of researches and literature on turnover in relation to performance exists.

2.3.1 Voluntary Staff Turnover and Employee Performance

Fanou (2018) did a descriptive research to establish whether employee turnover affected the competitive advantage of insurance companies. The study revealed that voluntary employee turnover was due to unattractiveness of the job; life time decisions or circumstances for instance, family moves, serious illness and death. Another study by Heneman et al (2012) affirms that search for better jobs, chance of career, unfavorable working conditions, poor remuneration and benefits and poor relationship with managers may lead to employees voluntarily leaving an organization. Fanou (2018) Study disagreed that voluntary turnover occurs due to life decisions or circumstances like serious illness, family relocations or death. This is in line with the study done by Sandra (2012) which asserts that unavoidable turnover occurs due to life time decisions that are beyond an employer's control. It occurs when an employee relocates or a spouse is transferred to a different locality. The study also reveals that unavoidable turnover occurs due to severe disease, death, relocation that the organization may not have control (Taylor & Finley, 2010).
Thuita (2018) conducted a study in Nyeri County, Kenya and sought to find how employee turnover affected performance of the county. Descriptive design was used, and failure to have succession planning contributed to employee’s turnover in the county. The study established that employee appreciation makes their stay in the county much longer.

Kwame, Boahen and Denu (2013) studied on the Effects of Employee Turnover on the Performance of Zoomlion Ghana Limited. Poor working environment, Lack of motivation, poor management, lack of recognition, too much work load, inadequate training and development opportunities, educational advancement, high remunerations, lack of promotion and carrier development all influenced staff turnover. The study also revealed that inadequate job training, inadequate job supervision and lack of chance to improve on job skills were among causes of staff turnover at the organization.

Ntinyari (2017) did a study on commercial banks in Kenya and sought to find out how turnover affected their performance. The findings reveal that compromised customer service quality, cost of replacement, job satisfaction, and production were among major effects of employee turnover. Job satisfaction, employee commitment, motivation, better remunerations, working conditions, work life balance and employee relations were among the factors that majorly affected the commercial bank. Phillips and Hernandez (2018) study found that overall compensation, job training, carrier development, life balance and access to management affected turnover in nonprofit organizations and good remuneration significantly guaranteed employee retention. Groonroos (2007) studied on voluntary turnover consequences and established that service quality will likely decline due to resources and time required for employee replacement. Groonroos categorized quality services into to two categories understood by customers; the functional and technical quality.
Mabindisa (2013) did a study that sought to establish how stuff turnover impacted organizational effectiveness and employee performance. The quantitative study design approach was used and data collection used structured questionnaire. A survey was used because the target population only included 100 employees. The findings showed how high turnover affects organizational performance by distorting its efforts towards objectives of the organization. The other findings were; negative impact on innovation, major service delivery delays and consistency.

Butali, Wesang’ula and Mamuli (2013) also did a study in Masinde Muliro University of Science and Technology (MMUST). The study sought to establish existing relation between staff turnover and performance. In their study they used correlational design and collected data using cluster random sampling. Relevant data was obtained using observation, questionnaires, document analysis and interviews. The study used a total of 152 respondents that were obtained from 25 departments that were selected randomly. Among the findings were; derailed performance due to increased workload for the remaining staff, dissatisfaction by clients and lowered staff morale creates loopholes in the social networks as a result of turnover. Tariq (2013) did another studied that sought to find out the impact employees turnover on organizational performance and worked together with Derek (2006) study revealing inefficiency in organization has positive with staff turnover. Quantitative research design was used and results of the study showed strong negative relation between independent and dependent variables of performance based on workload, work stress and turnover of employees respectively.

In the above researches their exist gaps in literature that this study sought to fill. Most of the studies sought to find effects of staff turnover and organization performance. This study sought to find how performance of the employees themselves is affected by staff turnover. Some studies used correlational methodology while this study employed
descriptive study design. Literature reveals most of the studies have been carried in business organization where products are the main subject. This study focuses on knowledge workers where tacit knowledge is vital in performance measurements. The conceptual issues addressed in this study are not limited to what was reviewed in the existing literature. Previous studies have majored on commercial institution with very limited study on nonprofit health care organization that the study sought to find how staff turnover affected employees in this set ups.

### 2.3.2 Involuntary Staff Turnover and Employee Performance

Fanou (2018) did a descriptive research to find out how turnover affected competitive advantage of insurance companies. The study established that workplace policies, economic necessity or business slowdown, performance problems, death or family issues were not causes of involuntary turnover. The study revealed that organizational downsizing did not guarantee effectiveness and efficiency neither did restructuring enhanced cost reduction. Heneman et al (2012) and Aman (2015) confirms that death, long term illness, relocating to overseas, or employer initiated separation are likely causes of involuntarily turnover. Contrary, Omollo (2011) revealed that an organization reduces employee costs through downsizing and thereby by improving employee efficiency and effectiveness. Adnan (2010) asserts that organization restructuring can be used to reduce cost and improve efficiency and effectiveness of an organization hence increasing shareholder value. Organizational restructuring may be an intentional strategic, proactive move designed to improve the effectiveness of the organization (Zarika 2013).

Phillips and Hernandez (2018) study found that involuntary turnover was due to business slowdown or economic necessity, Employees left or had been discharged due to performance problems. The Organization had used re-structuring strategy to cut costs,
Involuntary turnover was also due to employee’s death or family issues and involuntary turnover occurs frequently. Thuita (2018) studied on how staff turnover affected the performance of Nyeri County in Kenya. The result revealed that regular performance reviews are used to provide opportunities for carrier development in the County. Study revealed that employees, who are much more trained, tend to stay longer in the county. It was however not clear whether the regular performance appraisals led to dismiss of poorly performing employees.

Dwomoh, Kusi and Agyeman (2013) studied on the effects of involuntary turnover on performance of employees. The study revealed that the major causes of involuntary turnover were terminating due to pension or retirement, pregnancy before probation, death, poor health, poor performance and dismissal for indiscipline. David, Young and Burges, (2012) researched on turnover and performance: the regulating effect of team-oriented culture of organization. Their study majored on healthcare system and to determine existing relation on employee turnover and operational performance and if cultural organization could be a moderator. In the research a sample of 114 outpatient facilities was used. The findings revealed much negative relation between operational performance and employee turnover and the vital influence on service delivery to customers. The study sought to establish effects of turnover on knowledge based workers specifically nurses in health care. In this context, knowledge workers refer to personnel’s taking part in using specialized knowledge or skills. Knowledge workers always provide intangible services in situations that demands knowledge innovative delivery of services in meeting a number of expectations and client’s needs. Neo, Hollenbeck, Gerhart & Wright (2006) revealed that turnover disrupts processes, affect group socialization and may lead to internal conflicts. Workload for alternative personnel after turnover, overtime, and minimized number of employees may lead to low morale of employees.
Such are likely to cause errors during performance of duties and thus compromising quality of services being offered.

Previous literature that has been reviewed in this section mostly focus on service workers unlike the current study that aims at knowledge workers. The context of previous studies is mostly are public or government institutions while the current study focuses on nonprofit health care organizations. The study sought to find how performance of the employees themselves is affected by staff turnover while review focuses on organizational performance. Literature reveals most of the studies have been carried in business organization where products are the main subject. The conceptual issues addressed in this study are not limited to what was reviewed in the existing literature.

2.3.3 Functional Staff Turnover and Employee Performance

Thuita (2018) studied the effects of turnover on performance of Nyeri county government in Kenya. The findings revealed that unfavorable working condition may exhaust employees hence resorting to other employers with better working conditions. The study revealed that the lesser the duration the employees have stayed in the county the more likely are they to leave the county due to little lose in terms of accrued benefits. Farid and Sawalhy (2018) did a researched on relationship between positive turnover and retention of employees in in Egyptian hotels. The research revealed that dismissal as a result of bad performance and violation of work ethics was the main cause of involuntary turnover at the Egyptian hotels. Such turnover turns out to have some positive outcome for the hotel performance. However such exhibits a functional turnover outcome whereby the remaining member of staff have to fill the gap by performing extra workload hence affecting efficiency, effectiveness and quality of services offered. The remaining employees have to extend their working hours to compensate for those who have exited.
In addition while thinking of replacement a lot is invested by the organization in developing employees (Hameed & Waheeed 2011).

There exist conceptual issues in the literature review, what has been reviewed in this study is not limited to what was reviewed in the existing literature. A good number of reviewed literature focuses on organization performance while the current study mainly target performance of employees. Literature reveals most of the studies have been carried in business organization where products are the main subject. This study focuses on knowledge workers where tacit knowledge if vital in performance measurements.

2.3.4 Dysfunctional Staff Turnover and Employee Performance

Thuita (2018) on the study effects of turnover on performance of Nyeri county government in Kenya. Findings revealed unwelcoming problem with the attitudes of both the workers and managers. The study findings reveal that stressed workers due to workload as a result of turnover have negatively impacted human resource manager. Melaku (2014) in Ethiopia conducted a study to establish influencing factors on employee turnover and existing effects on the Ethiopian Evangelical Church Makane Yesus. Qualitative and quantitative designs were used in the study. Findings showed presence of important relationships between turnover and performance as it depicted lowered morale and stress at work, derailed team works, dissatisfaction job, compromised delivery of services and partially meeting organizational aims. The finding also depicted that departure of experienced and skilled employees, built higher workload as the leavers negatively influenced performance.

Anantha (2013) conducted a study in Malaysia private sector causes and effects of turnover. The research aimed at finding out reasons surrounding staff turnover and detrimental consequences industrial outputs with manufacturing units. First finding was
on the dissatisfaction in job that had pulled down performance due to turnover. Researcher argues that employees forms the integral part any organization; they need to be satisfied at work and be motivated to help the organization to gain worldwide competence in provision of products and services of good quality for their clients.

Githinji (2015) did a study on employee’s turnover on financial performance. In his study he highlighted there is always a replacement of a staff with a new member after resignation. Departure of an old employee results into loss of expertise with a bad experience amongst the remaining employees. Such departing employees have technical expertise i.e. tacit knowledge or the amount they know and how to perform using it is explicitly predominant in their heads. According to Bates (2011) organization cost becomes paramount due to losing tacit knowledge that exists in the individuals leaving the organization.

Aftab and Javeed (2012) did a study that sought to find out the consequences encountered due to employee turnover. Findings revealed strong link that labor turnover causes an increased job stress due to workload and working conditions. Study established that job stress is currently most costly and common problem at work places. The study revealed that job was number one life stressor among 25% of employees in different organizations. While 75% of workers from different organizations believed to experience stress at work place than previous years. An outcome that automatically reduced productivity in terms of efficiency, effectiveness and timely quality of services.

Reviewed Literature reveals most of the studies have been carried in business organization where products are the main subject. Such organization mainly has service employees while the current study mainly target knowledge workers. In the above researches their exist gaps in literature that this study sought to fill. Previous studies have
majored on commercial institution with very limited study on nonprofit health care organization that the study sought to find how staff turnover affected employees in this set ups. Some studies used correlational methodology while this study employed descriptive study. This study focuses on knowledge workers where tacit knowledge if vital in performance measurements. The conceptual issues addressed in this study are not limited to what was reviewed in the existing literature.
## 2.4 Summary of the Literature and the Research Gaps

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<tr>
<th>Author</th>
<th>Title</th>
<th>Variables</th>
<th>Methodology</th>
<th>Findings</th>
<th>Gaps</th>
<th>Study Focus</th>
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<tbody>
<tr>
<td>Yohannes Melaku</td>
<td>Factors Affecting Employee Turnover And Their Impact On The Ethiopian Evangelical Church Mekane Yesus (EECMY).</td>
<td><strong>Dependent variable</strong> Turnover and <strong>Independent variables</strong> Workload, morale and stress, Job satisfaction, Organizational objectives, Skilled employees, Service quality, Team works</td>
<td>Descriptive study design</td>
<td>There exist significant relationships between turnover and workload, morale and stress, team works, job satisfaction, morale, Organizational objective, loss of Skilled employee, Service quality and performance</td>
<td>Context</td>
<td><strong>Independent variable</strong> Turnover. <strong>Dependent Variables</strong> - (Performance). Met Organization goals Effectiveness and efficiency Timeliness and Service quality of services. Work load achieved. <strong>Methodology</strong> Descriptive study <strong>Context</strong> Nonprofit health care providers</td>
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<td>Namasaka David Butali, Dr. Poipoi Moses Wesang’u la Laura Catherine Mamuli 2013</td>
<td>Effects of Staff Turnover on the Employee Performance of Work at Masinde Muliro University of Science and Technology</td>
<td>Dependent variable Turnover Independent variables Customer satisfaction Group morale Work load</td>
<td>Correlation research design</td>
<td>Staff turnover in increases work for the remaining staff, leads to customer dissatisfaction. Socially, staff turnover lowers staff morale and creates gaps in the social groupings</td>
<td>Methodology Context Conceptual issues</td>
<td>Independent variable Turnover Dependent Variables - (Performance) Met Organization goals Effectiveness and efficiency Timeliness and Service quality of services Work load achieved Methodology Descriptive study Context Nonprofit health care providers</td>
</tr>
<tr>
<td>Muhamm ad Naeem Tariq Prof. Dr. Muhamm ad Ramzan Aisha Riaz</td>
<td>The Impact Of Employee Turnover On The Efficiency Of The Organization</td>
<td>Dependent variable Performance Independent variable Turnover, Workload Work Stress</td>
<td>Quantitative research technique</td>
<td>Negatively relationship between the dependent variables of performance and the Independent variables employee turnover, workload and work stress</td>
<td>Context Methodology Conceptual issues</td>
<td>Independent variable Turnover Dependent Variables - (Performance) Met Organization goals Effectiveness and efficiency Timeliness and Service quality of services Work load achieved Methodology Descriptive study Context Nonprofit health care providers</td>
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<tr>
<td>Anantha Raj. A. Arokiasamy 2013</td>
<td>A Qualitative Study On Cause And Effects Of Independent variable ▶ Turnover</td>
<td>Qualitative study design</td>
<td>Significant relation between turnover, Job satisfaction and performance</td>
<td>Methodology Conceptual issues</td>
<td>Independent variable Turnover Dependent Variables - (Performance) Met Organization goals</td>
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<td>Research Question</td>
<td>Independent Variable</td>
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<td>Methodology</td>
<td>Context</td>
<td>Conceptual Issues</td>
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<td>Impact Of Staff Turnover On Organizational Effectiveness And Employee Performance At The Department Of Home Affairs In The Eastern Cape Province</td>
<td>Work load, Service delivery</td>
<td>Organization effectiveness</td>
<td>Quantitative Design</td>
<td>Nonprofit health care providers</td>
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<td>Labour turnover in private security firms in Kenya:</td>
<td>Descriptive design</td>
<td>Private security guards leave their employment due to low salaries, change of career, misconduct, sickness, long working hours, lack of career prospects</td>
<td>Descriptive study</td>
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<tr>
<td>Employee Turnover In Private Sector In Malaysia</td>
<td>Job satisfaction</td>
<td>Effectiveness and efficiency</td>
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<td>Nonprofit health care providers</td>
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Methodology:
- Descriptive study
- Survey method

Conceptual Issues:
- The study focused on local analysis hence results was Kenyan specific findings
<p>| Lynda, 2007 | Factors affecting employees turnover in the pharmaceutic al industry: Independent Variable | Remuneration influences employee turnover, reward and recognition influences employee turnover and opportunities for career progression influences employee turnover | Conceptual issues | The study focused on local analysis hence results was Kenyan specific findings |
| Thuita G. M. (2018) | Performance In Nyeri County Government; Kenya | Independent variable Turnover | Descriptive survey | After analyzing data it was found that voluntary, involuntary, functional and dysfunctional Labour turnovers had a significant effect on performance of the Nyeri County Government. |
| Ntinyari M.N. (2017) | Employee turnover and performance of commercial banks in Kenya. | Dependent variable Job satisfaction Replacement cost Productivity Customer | Descriptive design | The study found out that employee’s turnover affected banks performance in terms of growth of loan book; profitability; quality of services and |
| | | Independent variable | Dependent Variables - (Performance) | Met Organization goals Effectiveness and efficiency Timeliness and Service quality of services Work load achieved |
| Fanou B.G.D.A (2018) | Effects Of Employee Turnover On Competitive Advantage Of Insurance Companies: A Case Of Aar Insurance Company | Independent variable <strong>Dependent variable</strong> | Voluntary turnover was due to unattractiveness of the job; life time decisions, family moves, serious illness and death. Involuntary turnover was due to business slowdown. Employees left or had been discharged due to performance problems. Involuntary turnover was also due to employee’s death or family issues and involuntary turnover occurs frequently. | Voluntary employee turnover was due to unattractiveness of the job; life time decisions, family moves, serious illness and death. Involuntary turnover was due to business slowdown. Employees left or had been discharged due to performance problems. Involuntary turnover was also due to employee’s death or family issues and involuntary turnover occurs frequently. | Independent variable <strong>Dependent variable</strong> | Turnover <strong>Dependent Variables</strong> - (Performance) Met Organization goals Effectiveness and efficiency Timeliness and Service quality of services Work load achieved <strong>Methodology</strong> Descriptive study <strong>Context</strong> Nonprofit health care providers |
|---|---|---|---|---|---|---|---|
| Dwomoh G, Kusi A and Agyeman | Assessing Involuntary Turnover and Its Effect on | Independent variable <strong>Dependent variable</strong> | Involuntary turnover has positive effect on employees’ | Conceptual issues | Independent variable <strong>Dependent variable</strong> | Turnover <strong>Dependent Variables</strong> - (Performance) Met Organization goals |</p>
<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Dependent variable</th>
<th>Independent variables</th>
<th>Methodology</th>
<th>Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>P. (2013)</td>
<td>Employees’ Performance: Evidence from Coca Cola Ghana Limited</td>
<td></td>
<td>Death Pension Poor health Pregnancy before finishing probation <strong>Independent variables</strong> Involuntary turnover</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>performance as it changes the behavior of existing employees since they do not want to fall into the same trap as their colleagues whose contract of employment were terminated by the organization.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Results show that, lack of motivation, bad working conditions, recognition, training and development, work loaded, low career development opportunities, pursue of higher education, promotional opportunities and higher salary influence staff turnover</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farid B.M and Sawalhy E.H (2018)</td>
<td>Positive Turnover versus Employee Retention at</td>
<td><strong>Dependent variable</strong></td>
<td>Positive turnover <strong>Independent</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Correlation</td>
<td>The research revealed that dismissal due to poor performance and indiscipline is</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Methodology**
- Descriptive study

**Context**
- Nonprofit health care providers

**Independent variable**
- Turnover

**Dependent Variables** - (Performance)
- Met Organization goals
- Effectiveness and efficiency
- Timeliness and Service quality of services
- Work load achieved

**Conceptual issues**
- Met Organization goals
- Effectiveness and efficiency
- Timeliness and Service quality of services
- Work load achieved
<table>
<thead>
<tr>
<th>Egyptian Hotels.</th>
<th><strong>variable</strong> Employee retention</th>
<th>the major cause of involuntary turnover at the Egyptian hotels.</th>
<th>Timeliness and Service quality of services Work load achieved <strong>Methodology</strong> Descriptive study <strong>Context</strong> Nonprofit health care providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phillips Y and Hernandez J. M. (2018)</td>
<td>The Impact of Low Retention of Nonprofit Organizations, California State University, San Bernardino</td>
<td><strong>Dependent variable</strong> Compensatio n Satisfaction Funding Service disruption Management <strong>Independent variables</strong> Retention</td>
<td>Overall compensation was more impactful on turnover, self-care, professional development and job-related training less likely led to turnover <strong>Conceptual issues</strong> <strong>Methodology</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Independent variable</strong> Turnover <strong>Dependent Variables</strong> - (Performance) Met Organization goals Effectiveness and efficiency Timeliness and Service quality of services Work load achieved <strong>Methodology</strong> Descriptive study <strong>Context</strong> Nonprofit health care providers</td>
</tr>
</tbody>
</table>
2.5 Conceptual Frame Work

**Independent Variable**

**Voluntary – Staff turnover**
- Security at work
- Package of remuneration
- Advancement in Carrier
- Promotions and rewards
- unionism
- co-workers peer influence

**Involuntary - Staff turnover**
- Workplace ethics violation
- Rationalization

**Dysfunctional Turnover**
- Employee competence

**Functional Turnover**
- Employee incompetence

**Dependent Variable**

**Performance of employee**
- Completed goals
- Efficiency and Effectiveness
- Timeliness and quality service
- Accomplished Work load

*Figure 2.1 conceptual frame works
Source: Researcher (2013)*
**Independent Variables**

This covers Voluntary turnover, involuntary turnover, Dysfunctional and Functional Turnover as independent variables.

**Dependent Variables**

A dependent variable gives the total impact sprouting from the effect of independent variable. This variable changes with changes in the independent variable and is therefore considered the output (outcome) variable is an experiment. This study takes dependent variable as Employee Performance within the three bodies providing the service gauged against performance indicators like: Goals achieved, Efficiency and Effectiveness, Timeliness and Quality of service offered Service and accomplished work load as they will show the total impact of the four independent variables.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

The procedures and methods to be used for sample selection, collection of data, analysis and presentation are all outlined in this chapter. Other elements in this chapter are the data collection methods, sampling techniques, study population sample size and data analysis and methods of data presentations.

3.2 Research Design

Cooper and Schindler (2014) assert that research design determines the approach or the strategy that the researcher uses. Based on the research questions, it’s used as a guide to collect and analyze data (Saunders, Lewis & Thornhill, 2016). Descriptive research design was used in this study for its flexibility and appropriateness based on type of data required data collection methods and the research timing. Zikmund and Babin (2012) define descriptive research as the study concerned with the frequency or relationship between two variables. Descriptive survey entails collection of information by administering a questionnaire to sample of selected population (Orodho, 2004). The design adequately helped in answering research questions apart from it being fast and cheap. It also showed the causal-effect relationship of the given variables such that the researcher was able to tell how much one variable explained another one or explained by another. This design has an advantage of allowing flexibility in data collection by use of closed and open ended questions. This provides chance for any additional information by the respondents. It’s argued that a great deal of accurate information is obtained when descriptive surveys are used in fact finding.
3.3 The Target Population

O’Gorman and Macintosh, (2014) asserts that a population as a complete group of elements amongst which the researcher wants to study. Mugenda and Mugenda (2012) indicate that a target population is complete set of individuals, cases or objectives with similar characteristics. The study population composed of all the staffs working with AMPATH headquarters, WFP and World Vision in Uasin Gishu County, Eldoret. Those interviewed were senior managers, middle level management staffs and general staff not in management positions. This group of management has direct responsibilities in daily managements of the selected programs towards achieving their main goals. The study targeted all the 125 staffs working with AMPATH, 32 WITH WV and 38 with WFP as its target population. The target sample size ensured every respondent had a chance of inclusion.

Table 3.1 Target Population

<table>
<thead>
<tr>
<th>NO.</th>
<th>NAME OF HEALTH PROVIDER</th>
<th>NO. OF EMPLOYEES IN THE COUNTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>AMPATH</td>
<td>125</td>
</tr>
<tr>
<td>2</td>
<td>WFP</td>
<td>38</td>
</tr>
<tr>
<td>3</td>
<td>WV</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>195</td>
</tr>
</tbody>
</table>

3.4 Sampling Design

Mugenda and Mugenda (2012) assert that sampling is the process of selecting respondents that ensures selected respondents represents the entire population under the study. The study conducted a census of all respondents within the three providers chosen through purposive sampling because the population was small and manageable. This was appropriate as it included all the respondents.
3.5 Data Collection Instruments

Data collection for the study was done using self-administered questionnaire with questionnaires being the instruments used to collect data on staff turnover in relation to employee performance within the organizations. The questionnaire had structured and unstructured questions and the questionnaire divided into three parts as follows: Section A detailed respondents’ demographic characteristics; Section B explored on causes of employee turnover in those programs under study; and Section C focused on the negative effect employee turnover on the performance of the respondents. Structured questions are checklist, ratings, multiple choice, dichotomous, raking response strategies (Cooper & Schindler, 2010). The questionnaire was formulated in a likert scale that sought to find extreme of agreement or ranges in given parameters. The questionnaire sought establish the influence of voluntary turnover of staff on employees performance, how involuntary turnover of staff affect the employees performance, how functional turnover of staff relates to performance of employee and how dysfunctional turnover of staff relates to performance of employee in nonprofit healthcare providers in Uasin Gishu County, Kenya.

3.6 Data Collection Procedure

This involved the distribution of questionnaires to respondents by hand and any clarification done to easy understanding in a timely manner. Questionnaire being a useful data collection technique was preferred over other methods of collecting data. Primary and secondary data were used in the study with questionnaires being used to collect primary data. Mugenda and Mugenda (2012) assert that to obtain crucial information about a population, questionnaires are mostly used. In this study questionnaires were useful because what to be asked was known and that standard questions for all the respondents were asked. Extensive information
from many respondents was easily obtained using the questionnaires. Questionnaire used was accurately structured and effectively administered to bring out the crucial information by which inferred statements or conclusions were made on the entire population.

3.7 Validity and Reliability of Research Instruments

3.7.1 Validity of Research Instruments

This refers to degree by which the empirical measure or a number of measures of a concept accurately measures the concept (Orodho, 2004). Validity mainly focuses on establishing whether the questionnaire items are measuring the intended measures. Content validity was used in the research. The degree of the content for a certain test in relation to the traits designed to be measured is done through content validity (Best & Kahn, 2004). Items in the questionnaire were discussed with the supervisor to ensure content validity. The outcome of the discussion and guidance by the supervisor established the validity of the research questionnaire. Pretesting of the questionnaire was done in one of the organization using random sampling of at least 10% of the actual sample to be used.

3.7.2 Reliability of Research Instruments

Mugenda and Mugenda (2003) define reliability to be the degree to which the instruments of research yields consistent results when repeated. The study conducted test retest as a measure of increasing reliability of the data collected. In this arrangement the research instrument or rather questionnaire was administered twice to the same respondent but at different times to establish whether the same responses would be obtained. Reliability testing was done by piloting the instrument on 10% of the total sample size to be used in the three service providers (Kothari, 2004).
Cronbach’s alpha was worked using SPSS to establish the coefficient of reliability. The value of the alpha coefficient ranges from 0 to 1 and was used to describe the reliability of factors extracted from dichotomous in cases where a question had two possible answers of those with high values indicative of reliable generated scale. Coefficients greater than 0.7 leads to a conclusion that the instruments used were well designed for the study. Any fine tuning of the questionnaire can be done based on the results of pilot study.

3.8 Data Analysis and Presentation

The process of cleaning, analyzing, transforming and modeling data collected is referred to as data analysis (Wagner, Halley & Zaino 2011). Data obtained was analyzed using descriptive statistics. In this process the information was coded on certain specific characteristics and attributes using descriptive statistics of frequency of distribution and using measures of central tendency. Findings were presented using illustrative tables while the quantitative data was analyzed to establish differences and consistency; such was presented in a narrative form as discussions. Qualitative and quantitative data was collected during the study. Quantitative data was analyzed using descriptive statistics by use of percentages, frequencies and measures of central tendency such as mean. Qualitative data was analyzed using content analysis. Data obtained was edited for consistency and completeness the coded and interpreted in line with the study objectives. Bar charts, pie charts, frequency tables and cross tabulations were used in data presentation. The statistical significance of factors affecting performance of staff in relation to turnover was established using descriptive statistics of frequency distribution and percentages. This showed the rates and patterns on the distribution of the demographic traits in terms of age, sex, marital status, and level of education of the respondents on the identifiable variable.
Percentages were used to determine the performance of staffs in relation to the four types of staff turnover in the study. Influence of staff turnover on performance was established by use of cross tabulation. Extent by which every independent variable predicts staff performance was determined using the model of multivariate regression.

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

Where

\( \beta_0, \beta_1, \beta_2, \beta_3, \beta_4 = \) coefficients of constant, voluntary turnover, involuntary turnover, functional and dysfunctional turnover.

\( Y \) is the coefficient of performance of staffs

\( X_1 = \) Voluntary turnover

\( X_2 = \) Involuntary turnover

\( X_3 = \) Functional

\( X_4 = \) Dysfunctional turnover

\( \epsilon = \) the error term which is normally distributed about a mean of zero. For purpose of computation, this error will be assumed to be zero
3.9 Ethical Considerations

Ethics refers to acceptable standards of behavior or norms intended to moderate moral choices of an individual behavior and relation with others. Legal constraints are different with ethics because in legal constraints, the acceptable behavior standards have specific penalties generally accepted. Ethical treatment of respondents, research ethics and researcher ethics are some notable observed in this study. Respondents were requested for the informed consent, benefits and rights to confidentiality and privacy of their participation. Research ethics includes quality research by choosing appropriate research design to unfold the research questions and appropriate data analysis for the obtained data. Researcher ethics ensured all the self-administered questionnaires were all well filled by the respondents before collection to avoid incompleteness of the data.
CHAPTER FOUR

FINDINGS, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents the study findings, an interpretation, discussion and comparison with the reviewed literature. The study findings were presented using figures and tables. The purpose of the study was to establish the relations between turnover of staff and performance of employee among nonprofit healthcare providers in Uasin Gishu County, Kenya. However, the current chapter will be guided by the specific objectives of the study which sought; To establish the influence of voluntary turnover of staff on employees performance in nonprofit health care provider, determine how involuntary turnover of staff affect the employees performance in nonprofit health care providers, explore how functional turnover of staff relates to performance of employee in nonprofit healthcare providers and examine how dysfunctional turnover of staff relates to performance of employee in nonprofit healthcare providers.

4.2 Response Rate

For the study, the researcher targeted all the employees working with non-governmental health organizations in Uasin Gishu County namely AMPATH, WFP and World Vision. The total number of employees in the three targeted organization were 195. However, only 148 of the issued questionnaires were completely filled and successfully returned. This makes a response rate of 75.9%. The response rate was deemed as sufficient for the study as Orodho (2017) asserts that a response rate of 70% and above is adequate to validate the findings of a study.
4.3 Demographic Findings

The general and demographic characteristics of the study respondents are vital in any study. They are important for the study’s findings and conclusions due to their influence on the manner with which the respondent’s response to the questions or perceptions on specific issues addressed in the questionnaire. Therefore, in this study, several demographic and general information were collected including the respondent’s organization, age, gender, and education level, position in the organization, period working for the current organization, and period in the current position.

4.3.1 Organization

First, the researcher asked the respondents to indicate the name of the organization they work for. Their responses are as presented in the figure 4.1

*Figure 4.1: Name of organization*

As displayed in figure 4.1, the majority of the respondents in the study were from AMPATH 88(59.5%) while from WFP 39(26.3%) and those from World Vision made up 21(14.2%) of
the respondents. From these findings, it is evident that AMPATH has the highest level of employment in Uasin Gishu County as compared to WFP and WV.

4.3.2 Age

The respondents were also asked to indicate their age as presented in the categories in table.

<table>
<thead>
<tr>
<th>Table 4.1: Age of the Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age Category</td>
</tr>
<tr>
<td>---------------</td>
</tr>
<tr>
<td>20-30</td>
</tr>
<tr>
<td>31-40</td>
</tr>
<tr>
<td>41-45</td>
</tr>
<tr>
<td>46-50</td>
</tr>
<tr>
<td>Above 50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

The table 4.1 shows that the respondents aged between 20 and 30 were 25(16.9%) those aged between 31-40 years were 35(23.6%), between 41 and 45 32(21.6%), 46-50 29(19.6%) and those over 50 years were 27(18.2%). From these findings it is evident that the majority of the respondents 59.4% of the respondents were above 40 years of age while those below 40 were 40.6%. The findings suggest that the majority of the employees have worked for longer periods and their input on employee turnover will be based on years of experience in the field and possible turnovers lending credit to the study findings.

4.3.3 Gender

The gender of the respondents was deemed as important for the study and the respondents were required to state their gender whose responses are presented in figure 4.2.
As presented in figure 4.2, the majority of the respondents were male 85(57.4%) while the females made up 63(42.6%) of the respondents. From these findings, the researcher can deduce that the majority of the workers in non-governmental health organizations in Uasin Gishu County are mainly males.

4.3.4 Education Level

The respondents were asked to indicate their highest education level. The researcher deemed the education level of the residents as an indicator of not only their position in the organization, but also a possible determinant or deterrent to turnover. The responses are presented in the figure 4.3
As the figure 4.3 shows, the majority of the respondents 89(60.14%) had post-secondary education, 26(17.57%) had secondary and post graduate education respectively while 7(4.7%) had primary level education. From these findings, it can be seen that most of the employees in the three organizations completed their secondary education and proceeded with post-secondary education.

4.3.5 Position in the Organization

The researcher then proceeded to ask the respondents to indicate their current position in the organization. The respondents are presented in the figure 4.4.
As seen in figure 4.4, the majority of the respondents 80(54.1%) were technical staff, 32(21.62%) were support staff, 24(16.22%) were middle level management while only 12(8.11%) were personnel or senior level managers. From these findings, it can be deduced that the majority of the persons employed in the three organizations are technical and support staff.

4.3.6 Period with current employer

The researcher sought to know how long the respondents had worked with their current employer or organisation. The responses of the study participants are as presented in the figure 4.5
The figure shows that the majority of respondents 81 (54.7%) have worked with their current employer for between 4-6 years while 37 (25%) have worked for over 7 years, and 23 (15.5%) have been in the same organization for between 1 and 3 years while only 7 (4.73%) have worked with their organization for less than one year. From these findings, it can be deduced that the majority of the employees in the three organizations have worked for the same employer for more than three years. This shows that their level of turnover is not very high.

4.3.7 Period in current position

The researcher also asked the respondents to indicate the period they have held their current position. The responses are presented in the figure 4.6.
As the figure 4.6 shows, the bulk 102(69.92%) of the respondents indicated that they have worked in their current position for 4 to 5 years while 17(11.5%) had held their position for over five years, 16(10.81%) had held the position for between 2-3 years and 13(7.9%) had held the position for less than one year. From these findings, it is evident that the majority of the respondents have stayed in the same organization for more than three years. Based on the period with the current employer being an average of 4 and six years, it is evident that the respondents had more or less remained in the same position while working with their current employers.
4.4 Employee Performance

The dependent variable in the current study was employee performance in nonprofit organizations in Uasin Gishu County. To determine employee performance, the researcher provided the respondents with a range of opinions of a Likert scale to help solicit their views on this variable where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree. The findings are presented in table 4.2

Table 4.2: Parameters of employee performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>N=148</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accomplished Goals</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I was able to meet all my performance goals as agreed in last year.</td>
<td>F</td>
<td>33</td>
<td>42</td>
<td>13</td>
<td>35</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>22.3</td>
<td>28.4</td>
<td>8.8</td>
<td>23.6</td>
<td>16.9</td>
</tr>
<tr>
<td><strong>Staff turnover interferes with achievement of individual goals in an</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>organization.</td>
<td>F</td>
<td>13</td>
<td>20</td>
<td>27</td>
<td>33</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>8.8</td>
<td>13.5</td>
<td>18.2</td>
<td>22.3</td>
<td>37.2</td>
</tr>
<tr>
<td><strong>Efficiency and Effectiveness.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have been very efficient and Effective in work over the last one year.</td>
<td>F</td>
<td>40</td>
<td>38</td>
<td>27</td>
<td>29</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>27</td>
<td>25.7</td>
<td>18.2</td>
<td>19.6</td>
<td>9.5</td>
</tr>
<tr>
<td><strong>Staff turnover interferes with efficiency and effectiveness of an</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>employee in an organization.</td>
<td>F</td>
<td>15</td>
<td>21</td>
<td>23</td>
<td>32</td>
<td>57</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>10.1</td>
<td>14.2</td>
<td>15.5</td>
<td>21.6</td>
<td>38.5</td>
</tr>
<tr>
<td><strong>Timeliness and Quality Service</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have been able to offer quality and timely services to my clients over</td>
<td>F</td>
<td>35</td>
<td>40</td>
<td>28</td>
<td>27</td>
<td>18</td>
</tr>
<tr>
<td>the past one year.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>23.6</td>
<td>27</td>
<td>18.9</td>
<td>18.3</td>
<td>12.2</td>
</tr>
<tr>
<td>My clients are always very satisfied with quality and time taken to receive their services.</td>
<td>F</td>
<td>39</td>
<td>29</td>
<td>24</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>26.4</td>
<td>19.6</td>
<td>16.2</td>
<td>18.9</td>
<td>18.9</td>
</tr>
<tr>
<td><strong>Staff turnover interferes with timeliness and quality of services offered to clients in this organization.</strong></td>
<td>F</td>
<td>10</td>
<td>19</td>
<td>22</td>
<td>35</td>
<td>62</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>6.8</td>
<td>12.8</td>
<td>14.9</td>
<td>23.6</td>
<td>41.9</td>
</tr>
</tbody>
</table>
Accomplished Work load
I have accomplished my entire work load within the specified period in the past.

<table>
<thead>
<tr>
<th></th>
<th>F</th>
<th>38</th>
<th>39</th>
<th>34</th>
<th>28</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>25.7</td>
<td>26.4</td>
<td>23.</td>
<td>18.9</td>
<td>6.1</td>
<td></td>
</tr>
</tbody>
</table>

Staff turnover affects individual ability to accomplish his / her work load within a specified period in an organization.

<table>
<thead>
<tr>
<th></th>
<th>F</th>
<th>10</th>
<th>30</th>
<th>34</th>
<th>48</th>
<th>26</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>6.8</td>
<td>20.3</td>
<td>23</td>
<td>32.4</td>
<td>17.6</td>
<td></td>
</tr>
</tbody>
</table>

As the table 4.2 displays, most of the respondents 75(50.7%) disagreed that they have accomplished their goals while 13(8.8%) were neutral and the remaining 60(40.5%) agreed that they have accomplished their goals. Further, the majority of the respondents 88(59.5%) concurred that staff turnover interfered with their achievement of individual goals in the organization while 27(18.2%) had no opinion and 23(22.3%) did not perceive staff turnover as an impediment to achieving individual goals.

In regards to efficiency and effectiveness, most of the respondents 78(52.7%) disagreed, 27(18.2%) had no opinion, and 56(29.1%) agreed that efficiency that they have been efficient and effective in their work over the last year. However, the majority 89(60.1%) concurred that staff turnover interferes with their efficiency and effectiveness while 23(.55%) were neutral and 36(24.3%) disagreed that fellow employees leaving and joining the organization interferes with their effectiveness and efficiency.

It can also be seen in the table that most of the respondents 75(50.7%) disagreed that that they have been able to offer quality and timely services to their clients over the past one year while 28(18.2%) were neutral and 45(30.4%) agreed that they have been timely in their provision of quality services. However, most of the respondents 68(45.9%) disagreed that their client are very satisfied with quality and the time taken to receives their services while 24(16.2%) were neutral and 56(37.8%) agreed that their clients are satisfied with the quality.
and timeliness of their services. The majority of the respondents 98(65.4%) blamed their lack of provision of timely and quality services on staff turnovers while 29(19.6%) did not blame staff turnover on the low quality and slow provision of services. From these findings, it can be deduced that despite the claims by most of the staff that they offer timely and quality services, most of the clients were not satisfied with the timeliness and quality of the services they offer showing that staff turnover does affect the quality and timeliness of services offered.

The table then shows that the most 77(52%) of the respondents disagreed that they have accomplished their entire workload within the specific period in the past while 34(23%) did not offer their opinion and only 37(25%) of the respondents claimed that they accomplished their entire workload within the specified period in the past. most of the respondents 74(50%) linked their lack of accomplished workload on staff turnover while 34(23%) did not offer an opinion and 40(27%) disagreed that staff turnover is to blame for their lack of delivery of workload within a specified time period.

Generally, the perceptions of employees on the effect of staff turnover on their performance are evident. The staff generally agreed that staff turnover affects their performance as individuals. For instance, the employees linked staff turnover to their inability to accomplish personal goals, lack of organizational efficiency and effectiveness, timeliness and quality and workload. Therefore, the findings suggest that employee turnovers lead to an increase in the workload as the current employees carry the workload of the other employees before they are replaced further, training new employees take time and as such accomplishment of goals, efficiency, effectiveness and provision of quality and timeliness is hindered. With the human capital fluctuating in the organization, customer’s perception of quality, and timeliness of
services is affected as Kirby, (2005) reveals customer satisfaction, customer service timeliness delivery, quality of the service and responsiveness determines the nature of outcomes on customer results. According to the human capital theory, people are the best input in organization since their competencies influences the efficiency of inputs. Therefore, the findings of the current study are in line with the human capital theory as the continued change in human capital through turnovers negatively affects outputs. Further, the Federal Enterprise Architecture (2005) reveals that inputs quality brought to an organization influences output nature and are characterized by processes and activities. Therefore, quality dimensions, financial efficiency, productivity and innovational management in an organization system are characterized by organizational human capital.

4.5 Voluntary Turnover of staff on employee Performance

The first objective of the current study sought to establish the influence of voluntary turnover of staff on employee’s performance in nonprofit health care providers. First off, the researcher asked the respondents their reason for transfer from previous organization and the table 4.3 presents their responses.

<table>
<thead>
<tr>
<th>Reason</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>poor remuneration</td>
<td>92</td>
<td>62.2</td>
</tr>
<tr>
<td>work load</td>
<td>22</td>
<td>14.9</td>
</tr>
<tr>
<td>career advancement</td>
<td>31</td>
<td>20.9</td>
</tr>
<tr>
<td>management conflict</td>
<td>3</td>
<td>2.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>148</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
As the table 4.3 displays, the majority of the respondents 92(62.2%) cited poor remuneration for their transfer, 31(20.9%) cited the need to advance their careers. 22(14.9%) stated that the workload was too much and 3(2%) stated that conflict with the management led to their transfer. Based on these findings, the researcher can deduce that poor pay packages is one of the leading reasons for employee turnover. These findings support Armstrongs’ (2011) who argues that likely contribution to staff turnover is the chances of receiving high remunerations elsewhere.

The respondents were asked to indicate future career plans with the responses being presented in figure 4.7

Fig 4.7 Respondents’ career plans

As displayed, the majority of the respondents 63(42.6%) cited change in employer or career as their future career plans while 38(25.7%) stated they had plans to advance their education,
20(13.5%) claimed that they plan to seek promotions while 17(11.5%) claimed they had other plans and 10(6.8%) stated they had no plans for their future. These findings suggest that the most common plans among the respondents was to seek other more competitive and probably less pressing workload with better remuneration packages. However, it is clear that for some, there are no plans for their future.

The researcher also wanted to understand the career plans the organization had for the respondents. The table 4.4 provides the results.

Table 4.4 Organization’s career plans

<table>
<thead>
<tr>
<th>Career Plans</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>26</td>
<td>17.6</td>
</tr>
<tr>
<td>Promotion</td>
<td>13</td>
<td>8.8</td>
</tr>
<tr>
<td>Others</td>
<td>31</td>
<td>20.9</td>
</tr>
<tr>
<td>None</td>
<td>78</td>
<td>52.7</td>
</tr>
<tr>
<td>Total</td>
<td>148</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The table 4.4 shows that most of the respondents 78(52.7%) stated that their organization had no career plans set for them while 26(17.6%) asserted that their organization planned to further their education, 13(8.8%) were set for promotion, 31(20.9%) claimed that there were other plans set for them by the organization. However, it is evident from the majority of responses that the organizations have no set plans for the future careers of its employees which may also contribute to staff turnovers.

The researcher also went forth to ask the respondents to indicate the benefits they get from working in the new organization. Their responses are as presented in the table 4.5.
Table 4.5 Benefits

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Frequency</th>
<th>per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensations</td>
<td>60</td>
<td>40.5</td>
</tr>
<tr>
<td>Benefits</td>
<td>45</td>
<td>30.4</td>
</tr>
<tr>
<td>work-life balance</td>
<td>22</td>
<td>14.9</td>
</tr>
<tr>
<td>performance recognition</td>
<td>13</td>
<td>8.8</td>
</tr>
<tr>
<td>Growth and Development</td>
<td>8</td>
<td>5.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>148</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

As the table displays, most of the respondents 60(40.5%) cited compensations as the main benefits they derive from the organization while 45(30.4%) cited monetary benefits, 22(14.9%) cited the ability of the organization to provide work-life balance, 13(8.8%) cited the ability of the organization to recognize their exceptional performance at work and 8(5.4%) claimed that their organization provided an opportunity for growth and development. These findings suggest that the majority of organizations retain their employees due to monetary compensations and benefits. However, they are not well liked for provision of work-life-balance, performance recognition and growth and development.

To determine voluntary turnover, the researcher provided the respondents with a range of opinions of a Likert scale to help solicit their views on this variable where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5=strongly agree. The findings are presented in table 4.6
Table 4.6: Parameters of Voluntary Turnover

<table>
<thead>
<tr>
<th>Statement</th>
<th>N=148</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am currently satisfied with my current job security</td>
<td>F 28</td>
<td>56</td>
<td>16</td>
<td>27</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>% 18.9</td>
<td>37.8</td>
<td>10.8</td>
<td>18.2</td>
<td>14.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remuneration affects employees’ turnover in this organization</td>
<td>F 9</td>
<td>19</td>
<td>27</td>
<td>67</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>% 6.1</td>
<td>12.8</td>
<td>18.2</td>
<td>45.3</td>
<td>17.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am currently satisfied with the current remuneration package</td>
<td>F 80</td>
<td>36</td>
<td>11</td>
<td>15</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>% 54.1</td>
<td>24.3</td>
<td>7.4</td>
<td>10.1</td>
<td>4.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>An effective remuneration program can help shape performance and improve job satisfaction of employees</td>
<td>F 12</td>
<td>14</td>
<td>18</td>
<td>29</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>% 8.1</td>
<td>9.5</td>
<td>12.2</td>
<td>19.6</td>
<td>50.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees may attempt to maintain high performance and feel motivated with respect to benefit offered to them.</td>
<td>F 7</td>
<td>25</td>
<td>22</td>
<td>21</td>
<td>73</td>
<td></td>
</tr>
<tr>
<td>% 4.7</td>
<td>16.9</td>
<td>14.9</td>
<td>14.2</td>
<td>49.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization have a carrier advancement plan</td>
<td>F 75</td>
<td>20</td>
<td>30</td>
<td>15</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>% 50.7</td>
<td>13.5</td>
<td>20.3</td>
<td>10.1</td>
<td>5.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have my personal carrier advancement plan to be implemented</td>
<td>F 53</td>
<td>30</td>
<td>29</td>
<td>14</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>% 35.8</td>
<td>20.3</td>
<td>19.6</td>
<td>9.5</td>
<td>14.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I actively seek other employment opportunities</td>
<td>F 10</td>
<td>19</td>
<td>20</td>
<td>26</td>
<td>73</td>
<td></td>
</tr>
<tr>
<td>% 6.8</td>
<td>12.8</td>
<td>13.5</td>
<td>17.6</td>
<td>49.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opportunities for career progression affect employees’ turnover in this organization</td>
<td>F 16</td>
<td>27</td>
<td>22</td>
<td>15</td>
<td>68</td>
<td></td>
</tr>
<tr>
<td>% 10.8</td>
<td>18.2</td>
<td>14.9</td>
<td>10.1</td>
<td>45.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There exist a reward and promotion system</td>
<td>F 66</td>
<td>27</td>
<td>29</td>
<td>9</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Statement</td>
<td>%</td>
<td>4.6</td>
<td>18.2</td>
<td>19.6</td>
<td>6.1</td>
<td>11.5</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>----------</td>
<td>-----</td>
<td>------</td>
<td>------</td>
<td>-----</td>
<td>------</td>
</tr>
<tr>
<td>within the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am comfortable with the reward policy for employees in this program.</td>
<td></td>
<td>66</td>
<td>18</td>
<td>30</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>Reward and recognition affect employee turnover in this program</td>
<td></td>
<td>9</td>
<td>13</td>
<td>19</td>
<td>29</td>
<td>78</td>
</tr>
<tr>
<td>Employees in this organization are allowed to belong into any trade union</td>
<td></td>
<td>73</td>
<td>24</td>
<td>21</td>
<td>9</td>
<td>21</td>
</tr>
<tr>
<td>Lack of trade union to champion workers’ rights leads to staff turnover.</td>
<td></td>
<td>12</td>
<td>14</td>
<td>23</td>
<td>32</td>
<td>67</td>
</tr>
<tr>
<td>I prefer working with a program that has a trade union.</td>
<td></td>
<td>9</td>
<td>13</td>
<td>19</td>
<td>29</td>
<td>78</td>
</tr>
<tr>
<td>I Would also consider leaving my current job due to departure of my friend or core worker.</td>
<td>14</td>
<td>25</td>
<td>34</td>
<td>27</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td>A number of my good friends have left the program.</td>
<td></td>
<td>11</td>
<td>17</td>
<td>44</td>
<td>27</td>
<td>49</td>
</tr>
<tr>
<td>Departure of friends / work mate has got nothing to do with intentions to leave my current job.</td>
<td>6</td>
<td>16</td>
<td>54</td>
<td>25</td>
<td>47</td>
<td></td>
</tr>
</tbody>
</table>

As displayed in the table 4.6, it is evident that most of the respondents are dissatisfied with their current job security 84(56.8%) while 16(10.8%) were neutral and 48(32.4%) confirmed to be satisfied with job security.
Similarly, the majority of respondents 93(62.9%) agreed that remuneration affects employee turnover in their organization while 27(18.2%) were neutral and 28(18.9%) did not perceive remuneration as a factor influencing employee turnover. The majority of the respondents 116(78.4%) further denied being satisfied with their current remuneration package while 11(7.4%) were neutral and 21(14.2%) asserted that their remuneration packages were satisfactory. The majority 104(70.3%) concurred that offering effective remuneration programs can improve performance and job satisfaction among the employees while 18(12.2%) were neutral and 26(17.6%) disagreed that effective remuneration packages can increase performance and satisfaction. Based on the majority of responses 94(63.5%) high performance and motivation may be maintained by employees if they received good benefits.

In regards to career advancement plans, the majority of the respondents 90(64.2%) disagreed that their organization have a career advancement plan in place while 30(20.3%) were neutral and 23(15.5%) agreed that their organization have a career advancement plan. Similarly, the most of the respondents 83(56.1%) stated they had no personal career advancement plan in place for themselves, while 26(34.5%) stated they have a personal career advancement plan.

It is also evident that most 99(66.9%) of the respondents are actively seeking other employment opportunities, 20(13.5%) were neutral and 29(19.6%) stated they were not actively seeking other employment opportunities. Further, most of the respondents 83(56%) agreed, 22(14.9%) were neutral and 43(29.1%) disagreed that the opportunities for career progression affect employee’s turnover in the organization.

In regards to an existent reward and promotion system within the organization, most 93(6.2.8%) disagreed, 29(19.6%) were neutral and 25(17.6%) agreed that there exists a reward and promotion system. Further, most of the respondents 84(56.8%) disagreed,
30(20.3%) were neutral and 34(23%) agreed that they are comfortable with the reward and policy for employees in their organization. According to the respondents 82(55.4%) agreed, 26(17.6%) were neutral and 41(27%) disagreed that the reward and recognition affect employee turnover in the program.

Most of the organization 97(65.5%) disagreed, 21(14.2%) were neutral and 30(20.3%) agreed that the employees in their organizations are allowed belong to trade unions, implying that the majority are not allowed to join trade union. The majority respondents 99(66.9%) agreed that the lack of trade unions to champion worker’s rights lead to staff turnover while 23(15.5%) did not offer their opinion and 26(17.6%) disagreed that lack of trade unions contribute to staff turnover. Moreover, the majority of respondents 107(73.3%) asserted that they prefer working in a program that has a trade union to champion their rights.

A section of the respondents 75(91.7%) stated that they would consider leaving their current job due to the departure of a friend or a core worker while 34(23%) did not offer their opinion and 39(26.4%) disagreed that they would quit if a fellow employee or friend quit. It was further found that most of the respondents 76(51.3%) have friends who have left the organization, 44(29.7%) did not offer their opinion and 28(28.9%) disagreed that close friends have quit the program. However, most 72(48.7%) asserted that their friend’s departure had nothing to do with their intention to leave their current job while 22(14.9%) claimed their friend’s departure had something to do with their intention to leave and 54(36.5%) were neutral on this claim.
From these findings, it can be seen that the majority of the employees are dissatisfied with their remuneration packages and the researcher associates the intention to look for another job to the poor remuneration packages which is also linked to poor employee performance and lack of motivation. These findings corroborate Armstrongs’ (2011) who argues that likely contribution to staff turnover is the chances of receiving high remunerations elsewhere. Similar claims are made by Mathis & Jackson (2011) who depicted low pay at work as a key issue that affects low satisfaction at the work causing high intentions of turnover in the employees. Using cash incentives is contemporarily acknowledged to be vital in maintaining staffs and widely recognized crucial reward to improve staff behaviors. Most people have job as the financial security and primary source of income. Similarly, the lack of trade unions has been found to negatively affect the perception of the employees towards their organization implying that the intention to leave is also linked with lack of trade unions to champion employee rights. According to Martin (2003) unionism is inversely associated to employee turnover. He argues that where the unions have ability to establish good working conditions that aid the attractiveness for staffs to stay in their current job, then turn in such situations are relatively lower.

Similar observations are seen in regards to career advancement plans where the organizations under study evidently lack a career progression plan for its employees, just the same as the employees who also lack a career advancement plan in place. It is also evident that the lack of a career advancement plan has an influence on employee turnover. These claims are supported by David and Stephen (2005) who state that career development is among the ingredient contributing to turnover of employees and separation. It is a mandate for an employee to get promotion. The competitive world today has set standards for highly-
performing employees going for more than compensations and benefits but also captivating work, flexibility employers, to be regarded of value, be subjected to training and advancement opportunities that forms their determinants to turnovers.

In regards to the departure of friends and core workers and intention to leave the organization, it is clear from the table that it is not a major factor influencing employee turnover intentions. These findings contradict Kumar and Ramendran (2012) who claims that that the will of coworker’s thoughts of turnover is a social pressure on the employee to make changes where possible as peer-group relations can be a great influence into massive turnover rates. For a decreased turnover, a strong work group network relation need to be developed, integrated and satisfaction of employees enhanced. Remote job turnover and job satisfaction are influence by well-built peer groups. Co-worker will affect the directions and destinations – sum of positive will of their colleagues’ intention to leave.

4.6 Involuntary Employee Turnover

The second objective of the current study sought to determine how involuntary turnover of staff affect the employees performance in nonprofit health care providers. The researcher provided the respondents with a range of opinions of a Likert scale to help solicit their views on this variable where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5=strongly agree. The findings are presented in table 4.7
Table 4.7: Respondent’s perceptions on involuntary staff turnover

<table>
<thead>
<tr>
<th>Statement</th>
<th>N=148</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Violation of work ethics leads to termination of contract with the current employer.</td>
<td>F</td>
<td>22</td>
<td>24</td>
<td>31</td>
<td>34</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>14.9</td>
<td>16.2</td>
<td>20.9</td>
<td>23</td>
<td>25</td>
</tr>
<tr>
<td>There has been cases of termination of employment in the current program</td>
<td>F</td>
<td>10</td>
<td>30</td>
<td>31</td>
<td>18</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>6.8</td>
<td>20.3</td>
<td>20.9</td>
<td>12.2</td>
<td>39.9</td>
</tr>
<tr>
<td>The program has a rationalization policy in its management</td>
<td>F</td>
<td>22</td>
<td>21</td>
<td>36</td>
<td>29</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>14.9</td>
<td>14.2</td>
<td>24.3</td>
<td>19.6</td>
<td>27</td>
</tr>
<tr>
<td>There has been cases of rationalization of employees in the program</td>
<td>F</td>
<td>14</td>
<td>18</td>
<td>28</td>
<td>38</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>9.5</td>
<td>12.2</td>
<td>18.9</td>
<td>25.7</td>
<td>33.8</td>
</tr>
<tr>
<td>I am worried that the program intends to rationalize on its employees in the near future.</td>
<td>F</td>
<td>17</td>
<td>22</td>
<td>14</td>
<td>22</td>
<td>73</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>11.5</td>
<td>14.9</td>
<td>9.5</td>
<td>14.9</td>
<td>49.3</td>
</tr>
<tr>
<td>I am fully aware of the criteria used in rationalization process</td>
<td>F</td>
<td>15</td>
<td>28</td>
<td>33</td>
<td>33</td>
<td>39</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>10.1</td>
<td>18.9</td>
<td>22.3</td>
<td>22.3</td>
<td>26.4</td>
</tr>
</tbody>
</table>

As the table 4.7 displays, the most of the respondents 71(48%) asserted that violation of work ethics leads to termination of contract with the current employer while 31(20.9%) were neutral and 46(31.1%) did not agree with the statement. Similarly, majority of respondents 77(52.1%) were in agreement that there have been cases of termination of employment in their current programs while 31(20.9%) did not offer their view and 40(27.1%) asserted that there have been no cases of termination in their current programs.

Further, 69(46.6%) agreed, 36(24.3%) were neutral and 43(29.1%) disagreed that the program has a rationalization policy in its management. Moreover, the respondents
88(59.5%) agreed that there have been cases of rationalization off employees in the program while 28(18.9%) were neutral and 32(21.7%) disagreed that rationalization of employees has occurred under the program. The majority of employees 95(64.2%) claimed that they are worried that the program intends to rationalize on its employees in the near future while 14(9.5%) were neutral and 37(26.4%) disagreed that they are worried the program intends to rationalize its employees in future. Last, most of the respondents 72(48.7%) claimed they are fully aware of the criteria used in rationalization process while 33(22.3%) were neutral and 43(29%) stated that they are not aware of the criteria for rationalization process in their organization.

From these findings, it can be deduced that in organizations, violation of work ethics leads to termination of contracts as the respondents reported there have been cases of involuntary termination due to violation of work ethics. Similarly, the findings from the study suggest that rationalization policies exist in the management which has been effected in the past. Therefore, it is only reasonable that the employees will be worried that rationalization might be effected again in the future. With some of the employees lacking knowledge on the criteria used for rationalization, then it is evident that the program has not explained how it works to its employees despite affecting it in the past. Good Practice Note, (2005) notes that retrenchment of employees in some firms may become last option for resignation of employees on the ground not related to performance nor misconduct. Such measures seem the only alternative for such organizations in remaining relevant in the competitive market. Nevertheless such process requires much vigil based on, Good Practice Note, (2005) in a transparent manner, fair, application should showcase consistency and to pose an appeal or
procedure of grievance. In this case, the employees need to be aware of the existence of such a program and for the process to be conducted in a fair and transparent manner.

4.7 Functional Staff Turnover

The third objective of the study purposed to explore how functional turnover of staff relates to performance of employee in nonprofit healthcare providers. The researcher provided the respondents with a range of opinions of a Likert scale to help solicit their views on this variable where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5=strongly agree. The findings are presented in table 4.8

Table 4.8: Parameters of functional turnover

<table>
<thead>
<tr>
<th>Statement</th>
<th>N=148</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>The program policy resigns non performing employees.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>17</td>
<td>32</td>
<td>32</td>
<td>32</td>
<td>32</td>
<td>35</td>
</tr>
<tr>
<td>%</td>
<td>11.5</td>
<td>21.6</td>
<td>21.6</td>
<td>21.6</td>
<td>21.6</td>
<td>23.6</td>
</tr>
<tr>
<td>There has been case of termination of employees due to performance related issues.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>20</td>
<td>29</td>
<td>26</td>
<td>42</td>
<td>31</td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>13.5</td>
<td>19.6</td>
<td>17.6</td>
<td>28.4</td>
<td>20.9</td>
<td></td>
</tr>
<tr>
<td>I feel worried in meeting the expectations of my employer.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>18</td>
<td>28</td>
<td>43</td>
<td>33</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>12.2</td>
<td>18.9</td>
<td>29.1</td>
<td>22.3</td>
<td>17.6</td>
<td></td>
</tr>
</tbody>
</table>

The table 4.8 shows that most of the respondents 67(45.2%) agreed that the program resigns non performing employees while 32(21.6%) were neutral on this claim and 49(33.1%) asserted that the program policy does not resign non-performing employees.

The researcher also found that most of the respondents 73(49.3%) concurred that there have been termination of employees due to performance related issues while 26(17.6%) did not
voice their views and 49(33.1%) claimed that there have been no cases of termination due to performance-related issues. Lastly, a section of the respondents 69(39.9%) felt worried about meeting the expectations of their employer while 43(29.1%) did not express their opinion and 46(31.1%) stated that they do not feel worried in meeting the expectations of their employers.

From these findings, it can be deduced that dysfunctional turnover is common in the organizations under study. From the perceptions of the respondents, it can be seen that the organizations terminate or resigns employees if they do not perform as expected. As a result, the remaining employees reported that they worry about meeting the expectations of their employers which may affect their performance at work. However, the organization gains by getting rid of underperforming employees by replacing them with more qualified and competent one increasing the organizational performance. This is supported by McElroy, Morrow, and Rude (2001) who claims that the turnover benefits the firms in two indirect ways that includes a motivational signal to remaining employees to improve on performance and to inject new blood, ideology, reforms and innovation (Kellough and Osuna 1995).

Turnover of Low to moderate levels brought fourth gains in performance of an organizational by inculcating new individual and with better training, but such benefits reduces as with increase in turnover.

4.8 Dysfunctional Staff Turnover

The fourth and last objective of the study sought to examine how dysfunctional turnover of staff relates to performance of employee in nonprofit healthcare providers. The researcher provided the respondents with a range of opinions of a Likert scale to help solicit their views on this variable where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5=strongly agree. The findings are presented in table 4.9
Table 4.9: Dysfunctional Staff Turnover

<table>
<thead>
<tr>
<th>Statement</th>
<th>N=148</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>There has been resignation of very competent employees to join other competent programs / institutions.</td>
<td>F 58</td>
<td>27</td>
<td>26</td>
<td>20</td>
<td>17</td>
<td>% 39.2 18.2 17.6 13.5 11.5</td>
</tr>
<tr>
<td>Given opportunity I would transfer my competency to a different employer.</td>
<td>F 12</td>
<td>19</td>
<td>36</td>
<td>25</td>
<td>56</td>
<td>% 8.1 12.8 24.3 16.9 37.8</td>
</tr>
<tr>
<td>I believe that my skills and knowledge is beyond the current work / services offered in this organization.</td>
<td>F 12</td>
<td>21</td>
<td>41</td>
<td>27</td>
<td>47</td>
<td>% 8.1 14.2 27.7 18.2 31.8</td>
</tr>
</tbody>
</table>

The table 4.9 shows that the majority of respondents 85(57.4%) disagreed that there have been resignation of very competent employees to join other competent programs or institutions while 26(17.6%) were neutral and 37(35%) agreed that there indeed have been competent employees who have resigned to join other competent institutions.

It was also found that the majority of employees 81(54.7%) would transfer their competency to a different employer given an opportunity while 36(24.3%) did not offer their opinion and 31(20.9%) asserted they would not transfer their competencies elsewhere given the opportunity. Lastly, the researcher found that most of the respondents 64(50%) believe that their skills and knowledge is beyond their current work/services offered in the organization while 33(22.3%) asserted that their skills and knowledge are not beyond the services and work offered by the organization.
These findings suggest that resignation of competent employees to join competing organization is minimal, but the employees feel that if they get an opportunity they would take their skills and competencies elsewhere as they perceive their current posts as a waste of their skills and competencies. According to Testa (2008), organization is obliged to avoid turnover rates especially for skilled professionals as it may have detrimental effect on human capital cost. He argued that competitors may employ the same person in the same department in their abilities. The cost on employer according to Johnson et al. (2000) may be about 50% of the salary the worker earned annually to hire and train a new individual for replacement. It is prudent for management to get down to reasons for turnover, particularly for the employs that performs highly resigning in the department through exist interview that are costly too.

4.9 Regression Analysis

To determine the influence of staff turnover on performance and the extent by which every independent variable predicts staff performance, the model of multivariate regression was used. With aid of SPSS computer program Version 20 this was done at 95% confidence interval.
Table 4.10: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.400a</td>
<td>.060</td>
<td>.136</td>
<td>1.40378</td>
</tr>
</tbody>
</table>

- a. Predictors: (Constant), functional turnover, voluntary turnover, involuntary turnover, dysfunctional turnover

From the table 4.10, it can be seen that functional turnover, dysfunctional turnover, involuntary turnover and voluntary staff turnover (independent variables) predicted the employee performance (dependent variable) by 60% and indication that employee performance is predicted with some factors which were beyond the scope of the current study.

Table 4.11 ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>53.196</td>
<td>4</td>
<td>13.299</td>
<td>6.749</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>279.824</td>
<td>142</td>
<td>1.971</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>333.020</td>
<td>146</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- a. Dependent Variable: PERFORMANCE

- b. Predictors: (Constant), FUNCTIONAL, VOLUNTARY TURNOVER, INVOLUNTARY, DYSFUNCTIONAL
As displayed in the table 4.11, the independent variables in the study (functional turnover, dysfunctional turnover, involuntary turnover and voluntary staff turnover) had a statistically significant influence over the dependent variable (employee performance) as indicated by the p value (p=0.000<0.05). The p-value was lower than the pre-set threshold of 0.05, to determine the statistical significance of the independent variables over the dependent variable. Further, it can be seen that the model was well defined and the influence of the independent variable on the dependent variable was not by chance.

Table 4.12: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>34.332</td>
<td>3.721</td>
<td>9.226</td>
<td>.000</td>
</tr>
<tr>
<td>VOLUNTARY_TURNOVER</td>
<td>.076</td>
<td>.046</td>
<td>.134</td>
<td>1.664</td>
</tr>
<tr>
<td>INVOLUNTARY</td>
<td>.061</td>
<td>.080</td>
<td>.061</td>
<td>.765</td>
</tr>
<tr>
<td>DYSFUNCTIONAL</td>
<td>.193</td>
<td>.082</td>
<td>.207</td>
<td>2.372</td>
</tr>
<tr>
<td>FUNCTIONAL</td>
<td>.258</td>
<td>.097</td>
<td>.226</td>
<td>2.644</td>
</tr>
</tbody>
</table>

a. Dependent Variable: PERFOMANCE

Y=34.3+0.076X1+0.061X2+193X3 +258X4+ e

The table 4.12 shows the coefficient findings which reveal that the independent variables had a statistically significant effect on the dependent variable. Each of the variables met the pre-set threshold of 0.05 to determine whether the independent variable had a significant influence on the dependent variable. The first independent variable under examination was
voluntary staff turnover to determine the extent of its influence on employee performance. The findings revealed that voluntary staff turnover had significant influence on employee performance at p value (p=0.004<0.05). Similarly, involuntary staff turnover was found to have a significant influence on the employee performance evidenced by the lower than the pre-set p value (p=0.001<0.05). Dysfunctional staff turnover was the third independent variable and the coefficient findings shows that it had a significant influence on the employee performance at p value (p=0.019<0.05). Lastly, the findings also showed that functional staff turnover had a statistically significant influence on employee performance at p value (0.009<0.05).

All beta values were positive which imply that an improvement in one unit of the independent variables would enhance employee performance. Functional turnover had the greatest influence as far as employee performance is concerned where an improvement of one unit of functional turnover would lead to an improvement in employee performance. Dysfunctional turnover was also found to impact employee performance where an improvement of one unit of dysfunctional turnover would lead to an improvement in performance by .0207. An improvement of one unit of voluntary turnover was found to impact employee performance by 0.134 while involuntary staff turnover affected employee performance by 0.61.
CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
The study purposed to establish the relations between turnover of staff and performance of employee among nonprofit healthcare providers in Uasin Gishu County, Kenya. The study has been guided by four study objectives namely; To establish the influence of voluntary turnover of staff on employees performance in nonprofit health care providers; To determine how involuntary turnover of staff affect the employees performance in nonprofit health care providers; To explore how functional turnover of staff relates to performance of employee in nonprofit healthcare providers; and To examine how dysfunctional turnover of staff relates to performance of employee in nonprofit healthcare providers. To answer the research questions, the researcher conducted a descriptive survey design. In this chapter, a recap of the study’s main findings will be summarized, a conclusion will be provided and lastly, recommendations will be made based on the study findings.

5.2 Summary of Findings
In the study’s first objective, the researcher purposed to establish the influence of voluntary turnover of staff on employee’s performance in nonprofit health care providers. The findings revealed that the majority of the employees were not satisfied with their job security. Further, it was also found that remuneration packages in the organizations were mainly unsatisfactory due to lack of effective packages which the respondents associated with poor performance and minimal motivation to work. Career advancement plans was found to be non-existent by the majority of respondents which was also linked to employee turnover. The majority of respondents also disagreed that there is a reward and promotion system in their organization which they associated to employee turnover. Lack of trade unions was also cited by the
majority of the respondents as a factor contributing to employee turnover due to the lack of organizations to champion their rights. From the regression analysis, it was found that voluntary turnover had a significant influence of employee performance at p value (p=0.004<0.05).

The second objective purposed to determine how involuntary turnover of staff affect the employees performance in nonprofit health care providers. The majority of respondents agreed that violation of work ethics leads to dismissal evident by a number of employee’s contracts being terminated in the past. The majority of the organizations were also reported to having a rationalization policy which has been affected in the past. The majority of respondents asserted that the presence of a rationalization policy worries them as the majorities are not aware of the criteria used when enforcing the policy. From the regression analysis findings, it was found that involuntary employee turnover had a significant influence of employee performance at p value (p=0.001<0.05).

Thirdly, the researcher set out to explore how functional turnover of staff relates to performance of employee in nonprofit healthcare providers. It was found that employees who underperform in the organization are resigned according to the organization’s program policy. Further, it was also found that termination of employees due to performance issues have occurred in the past. Consequently, the majority of employees felt pressured to meet the expectations of the organization to avoid potential termination. The inferential statistics model support these findings as a p value of (p=0.019) was found, which is statistically significant.

Lastly, the researcher set out to examine how dysfunctional turnover of staff relates to performance of employee in nonprofit healthcare providers. The findings revealed that the
majority of respondents disagreed that there have been resignation of competent employees to join other competent organizations. The employees also reiterated that if given the opportunity, they would transfer to a more competent and well-rewarding organization. The respondents also felt that their skills were a mismatch for their current position or organization. The inferential statistics showed that dysfunctional employment has a statistically significant influence on employee performance at p value (p=0.009<0.05)

5.3 Conclusion

The first objective sought to establish the influence of voluntary turnover of staff on employee’s performance in nonprofit health care providers. In this regards, it can be concluded that voluntary staff turnover has a significant influence on employee performance for nonprofit health organizations. The second objective sought to determine how involuntary turnover of staff affect the employees performance in nonprofit health care providers. The study concludes that involuntary staff turnover has a significant influence on employee performance in non-profit health organizations. The third objective sought to explore how functional turnover of staff relates to performance of employee in nonprofit healthcare providers. The researcher concludes that functional turnover has a significant influence on employee performance. The last objective examined how dysfunctional turnover of staff relates to performance of employee in nonprofit healthcare providers. The study concludes that dysfunctional staff turnover has a significant influence on employee performance.
5.4 Recommendation

The study makes the following recommendations: The non-profit health care organizations should set up policies on career progression plans for its employees to avoid dysfunctional employee turnover. The organizations should reconsider allowing its employees to join trade unions to ensure that their rights are not violated. Such organizations should also work with employees to develop a more attractive remuneration package to motivate employees towards better performance. The findings points at such organizations educating its employees on the criterion of rationalization policy programs to eliminate unwarranted concerns over its implementation. Setting up of a policy to review employee competencies, skills, experience and education to match them with remuneration packages offered as well the appropriate employment position to ensure that the level of skills and expertise match up with the employee position in the organization will also be useful.

5.5 Suggestions for Further Studies

The study focused on nonprofit health care organizations in Uasin Gishu County leaving out other counties within the country hence future researches can be done to include other counties and profit or government Healthcare institutions for inferences. The study also recommends that since there are very limited studies that have been done on employee turnover in relationship with performance further studies ought to be done on to help in making inferences to these study findings.
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APPENDICES

APPENDIX 1: TRANSMITTAL LETTER

CASTROH OKOTI
P.O BOX 43844 – 00100
NAIROBI
Dear Respondent,

REF: STAFF TURNOVER AND EMPLOYEE PERFORMANCE IN NON PROFIT HEALTH ORGANIZATION IN UASIN GISHU COUNTY

I am a student from Kenyatta University department of Business Administration doing masters of business administration, Human Resources Management Option. Part of my professional qualification I am writing my project that requires a research that entails data collection. The research topic is about staff turnover and performance within nonprofit healthcare providers in Uasin Gishu County, Kenya.

This letter therefore aims at requesting your cooperation by answering all the questions in the attached questionnaire. The information collected will help in making crucial conclusion in the area of the study.

Kindly feel free to inquire any information that relates to the whole exercise so that it can be addressed to facilitate data collection. I would also like to assure that the information collected is purely for academic purpose and it shall be handled with lots of confidentiality.

Thanks in advance for any assistance that will be offered.

Yours faithfully,

CASTROH CHITE OKOTI – 0720 – 524 - 844
APPENDIX 2: RESEARCH QUESTIONNAIRE

DEMOGRAPHIC INFORMATION

INTRODUCTION

1. NAME OF ORGANIZATION..............................................................

2. Name...................................................(Optional)

(Tick On the Following Applicable Responses)

3. Age of the respondent
   A. 20-30 years [ ]
   B. 31 to 40 years [ ]
   C. 41 to 45 years [ ]
   D. 46 to 50 years [ ]
   E. Above 50 years [ ]

4. Gender of the respondent
   A. Male [ ]
   B. Female [ ]

5. What is your highest level of education?
   A. Basic / primary [ ]
   B. Secondary [ ]
   C. Post-secondary [ ]
   D. Postgraduate [ ]

6. Position in the organization
   A. Support staff [ ]
   B. Technical staff [ ]
   C. Middle level Management [ ]
   D. Personnel / Senior Management [ ]
   E. Other .................................................................(specify)

7. How long have you worked with the current employer / organization. Tick the appropriate.
8. How long have you been working in the current job position?
   a) Less than 1 year [ ]
   b) 2 – 3 Years [ ]
   c) 4 – 5 Years [ ]
   d) Above 5 years [ ]

9. What led you leave the previous organization? (Give reason if applicable to you)
   .................................................................................................................................
   a) I brief what are your future plans on carrier advancement
   .................................................................................................................................
   b) What plans does the current organization have concerning carrier advancement
   .................................................................................................................................

10. List some of the reward, promotions or benefits within the organization
    A..............................................................................................................................
    B..............................................................................................................................
    C..............................................................................................................................
    D..............................................................................................................................
Please TICK the correct answer

1. STRONGLY DISAGREE= SD
2. DISAGREE= D
3. NEUTRAL= N
4. AGREE= A
5. STRONGLY AGREE= SA

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 I am currently satisfied with my current job security</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Remuneration affects employees’ turnover in this organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 I am currently satisfied with the current remuneration package</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 An effective remuneration program can help shape performance and improve job satisfaction of employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Employees may attempt to maintain high performance and feel motivated with respect to benefit offered to them.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16 The organization have a carrier advancement plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17 The organization have a carrier advancement plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 I actively seek other employment opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19 Opportunities for career progression affect employees’ turnover in this organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 There exist a reward and promotion system within the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21 I am comfortable with the reward policy for employees in this program.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22 Reward and recognition affect employee turnover in this program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
23 | Employees in this organization are allowed to belong into any trade union

24 | Lack of trade union to champion workers’ rights leads to staff turnover.

25 | I prefer working with a program that has a trade union.

26 | I would also consider leaving my current job due to departure of my friend or core worker.

27 | A number of my good friends have left the program.

28 | Departure of friends / work mate has got nothing to do with intentions to leave my current job.

### INVOLUNTARY STAFF TURNOVER

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>29 Violation of work ethics leads to termination of contract with the current employer.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 There has been cases of termination of employment in the current program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 The program has a rationalization policy in its management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>32 There has been cases of rationalization of employees in the program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33 I am worried that the program intends to rationalize on its employees in the near future.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34 I am fully aware of the criteria used in rationalization process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
35. How many work mates do you remember losing their job due to violation of work related ethics (Tick the appropriate)
   A. NONE [ ]
   B. 1 - 3 [ ]
   C. 4 - 6 [ ]
   D. More than 7 [ ]

**DYSFUNCTIONAL TURNOVER**

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>36  There has been resignation of very competent employees to join other competent programs / institutions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>37  Given opportunity I would transfer my competency to a different employer.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>38  I believe that my skills and knowledge is beyond the current work / services offered in this organization.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**FUNCTIONAL TURNOVER**

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>39  The program policy resigns non performing employees.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40  There has been case of termination of employees due to performance related issues.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>41  I feel worried in meeting the expectations of my employer.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**EMPLOYEE PERFORMANCE**

Please TICK the correct answer in relation to

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>42  Accomplished Goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I was able to meet all my performance goals as agreed in last</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
year.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>43</td>
<td>Staff turnover interferes with achievement of individual goals in an organization.</td>
</tr>
</tbody>
</table>
| 44 | **Efficiency and Effectiveness.**  
I have been very efficient and Effective in work over the last one year. |
| 45 | Staff turnover interferes with efficiency and effectiveness of an employee in an organization. |
| 46 | **Timeliness and Quality Service**  
I have been able to offer quality and timely services to my clients over the past one year. |
| 47 | My clients are always very satisfied with quality and time taken to receive their services. |
| 48 | Staff turnover interferes with timeliness and quality of services offered to clients in this organization. |
| 49 | **Accomplished Work load**  
I have accomplished my entire work load within the specified period in the past. |
| 50 | Staff turnover affects individual ability to accomplish his / her work load within a specified period in an organization. |
# APPENDIX 3: RESEARCH PROJECT BUDGET

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>ITEMS REQUIRED</th>
<th>COST (KSHS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal development</td>
<td>Hard cover book</td>
<td>7000/=</td>
</tr>
<tr>
<td></td>
<td>Pens</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reference materials</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Typesetting</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Printing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Flush disks</td>
<td></td>
</tr>
<tr>
<td>Ethical Clearance</td>
<td>Transport</td>
<td>5000/=</td>
</tr>
<tr>
<td></td>
<td>Lunch</td>
<td></td>
</tr>
<tr>
<td>Data Collection</td>
<td>Pens</td>
<td>45,000/=</td>
</tr>
<tr>
<td></td>
<td>Questionnaires</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Food and Accommodation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Transport</td>
<td></td>
</tr>
<tr>
<td>Data Analysis and Report</td>
<td>Computer</td>
<td>22,500/=</td>
</tr>
<tr>
<td>Compilation</td>
<td>Stationeries</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Printing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Photocopying</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Binding</td>
<td></td>
</tr>
<tr>
<td>Submission</td>
<td>Transport</td>
<td>2,500/=</td>
</tr>
<tr>
<td></td>
<td>Lunch</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL COST</strong></td>
<td></td>
<td><strong>82,000/=</strong></td>
</tr>
</tbody>
</table>
## APPENDIX 4: LIST OF NON PROFIT HEALTHCARE PARTNERS IN UASIN GISHU COUNTY

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>TYPE OF ACTIVITY</th>
<th>COVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMPATH</td>
<td>Health, Nutrition, Food, shelter and protection</td>
<td>Uasin Gishu</td>
</tr>
<tr>
<td>WORLD FOOD PROGRAMME</td>
<td>Education, Agriculture, Health &amp; sanitation</td>
<td>Trans-Nzoia, Nandi &amp; Uasin Gishu</td>
</tr>
</tbody>
</table>

**Source:**
APPENDIX 5: KENYATTA UNIVERSITY RESEARCH AUTHORIZATION LETTER

KENYATTA UNIVERSITY
GRADUATE SCHOOL
E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke
P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/CE/24388/2013

DATE: 26th April, 2019

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR OKOTI CHITE CASTROH – REG. NO. D53/CE/24388/2013

I write to introduce Mr. Okoti Chite Castroh who is a Postgraduate Student of this University. He is registered for M.B.A degree programme in the Department of Business Administration.

Mr. Okoti intends to conduct research for a M.B.A Project Proposal entitled, “Staff Turnover and Employee Performance in Non Profit Healthcare Providers in Uasin Gishu County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

EK/mm
APPENDIX 6: NACOSTI, MINISTRY OF EDUCATION AND COUNTY COMMISSIONER RESEARCH AUTHORIZATION LETTER

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 3110570, 2219420
Fax: +254-20-318245, 518049
Email: dp@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

Ref. No. NACOSTI/P/19/68869/30062
Date: 24th May, 2019

Castroh Chite Okoti
Kenyatta University
P.O. Box 43844-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Staff turnover and employee performance on Non profit healthcare providers in Uasin Gishu County, Kenya” I am pleased to inform you that you have been authorized to undertake research in Uasin Gishu County for the period ending 23rd May, 2020.

You are advised to report to the County Commissioner and the County Director of Education, Uasin Gishu County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

Boniface Wanyama
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Uasin Gishu County.

The County Director of Education
Uasin Gishu County.

APPENDIX 7: NACOSTI RESEARCH PERMIT

THIS IS TO CERTIFY THAT:
MR. CASTROH CHITE OKOTI
of KENYATTA UNIVERSITY, 43844-100
NAIROBI, has been permitted to conduct
research in Uasin-Gishu County
on the topics: STAFF TURNOVER AND
EMPLOYEE PERFORMANCE IN NON
PROFIT HEALTHCARE PROVIDERS IN
UASIN GISU COUNTY KENYA

for the period ending:
23rd May, 2020

[Signature]
Director General

Permit No: NACOSTI/P/19/69869/30062
Date Of Issue: 24th May, 2019
Fee Received: Ksh 1000

THE SCIENCE, TECHNOLOGY AND
INNOVATION ACT, 2013

The Grant of Research Licenses is guided by the Science,
Technology and Innovation (Research Licensing) Regulations, 2014.

CONDITIONS
1. The License is valid for the proposed research, location and
   specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before
   commencement of the research.
4. Excavation, filming and collection of specimens are subject to
   further necessary clearance from relevant Government Agencies.
5. The Licensee does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and upload a soft copy
   of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the
   License including cancellation without prior notice.

National Commission for Science, Technology and Innovation
P.O. Box 30623 - 00100, Nairobi, Kenya
TELEPHONE: 020 400 7000, 0713 788787, 0733 404245
Email: dgi@nacostii.go.ke, registry@nacostii.go.ke
Website: www.nacostii.go.ke

Serial No: A 24802
CONDITIONS: see back page
APPENDIX 8: UASIN GISHU COUNTY MAP