STAFF INDUCTION AND EMPLOYEE TURNOVER IN ADVERTISING FIRMS IN KENYA

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DECLARATION

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

Signature …………………………. Date ………………………………

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I confirm that the work in this project was done by the candidate under my supervision.

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DEDICATION

I dedicate this work to my family members for their unconditional love and inspiration during the course of my study period. To my family, thank you for your encouragement and support.

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I thank God for his sufficient grace throughout the period of my studies. I thank my supervisor Dr. Priscilla Ndegwa for her guidance as well as patience. I will always treasure her advice and encouragement. My unrelenting appreciation goes to my family members for their unconditional love and support. Lastly, I thank all those who contributed to this work and without whom it would not have been a success.

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OPERATIONAL DEFINITION OF TERMS

Advertising firms

A service company that specializes in the planning and implementation of marketing programs for its customers to persuade an audience to purchase or take some action upon products, services, and ideals.

Employee turnover

The rate at which an employer gains as well as loses workers, how long the employees tend to leave and join the company, that is, the shifting of the workforce into and out of a firm within a specified period of time.

Formal staff induction program

A form of orientation plan where a senior manager is assigned to assist as well as monitor the progress of the new entrants.

Mentored staff induction program

The use of a form of peer mentoring to help in orienting new employees to their tasks as well as the work environment.

Self-directed staff induction program

An orientation plan during the first few weeks when new workers are on the job and can review written hand-outs, online training modules, and new employee

	orientation videos on their own.
Staff induction	The first training process used in firms to welcome new employees to the company and prepare them for their new role and helps in the integration of employees into the organization

ABBREVIATIONS AND ACRONYMS

ANOVA   Analysis of Variances

APA   Association of Practitioners in Advertising

HR   Human Resource

NACOSTI   National Commission for Science Technology and Innovation

SDLR   Self-Directed Learning Readiness

SPSS   Statistical Package for Social Sciences

TPI   Theoretical knowledge, Practical knowledge and Integration

UK   United Kingdom

URT   Uncertainty Reduction Theory

US   United States

ABSTRACT

Staff turnover is a global concern as it disrupts the firm both directly and indirectly through increased recruitment and training costs. It is a norm for employees to move from one firm to another and the rate of employee turnover remains high. Employee orientation programs help the workers to feel part of the company's social structure. An effective induction program can be used to address these issues to assist the new workers to cope, boost their morale, as well as impact on the length of time they stay with the firm. The purpose of this study therefore was to establish the effect of staff induction on employee turnover in advertising firms in Kenya. Specifically, the study sought to establish the effect of the formal staff induction program, self-directed staff induction program, and mentored staff induction program on employee turnover in advertising firms in Kenya. The overall theory that was used in the study was the Theoretical knowledge, Practical knowledge and Integration theory of induction. The study also relied on the Uncertainty Reduction Theory as well as the Two Factor Motivation-Hygiene Theory. The study adopted a descriptive design. The target population of the study was the 750 employees working with the 19 advertising firms in Kenya registered with the Association of Practitioners in Advertising. The sample size for the study was 254 respondents obtained using simple random sampling technique. The sampling frame was both the management and non-management staff of the 19 advertising agencies registered with the Association of Practitioners in Advertising. Primary data was collected using a semi-structured questionnaire. A pilot study was carried out in two organizations, representing 20 respondents of the target population. Validity of the research instrument was achieved through expert opinion, operationally defining the study variables, proof reading the questionnaire items and comparing them with previous research. Research instrument reliability was measured using the Cronbach's-Alpha coefficient which revealed that the questionnaire items had an average Alpha coefficient of 0.778, hence were accepted. Data analysis entailed descriptive and inferential analysis and made use of the Statistical Package for Social Sciences. Descriptive analysis used frequencies, percentages, mean, and standard deviation while inferential statistics involved co-relational analysis as well as regression analysis. Results were displayed in the form of tables, pie charts, and graphs. The study findings revealed that formal staff induction program had a positive significant relationship in influencing employee turnover. Based on the findings the study also revealed that, Self-directed staff induction program had a positive significant relationship with employee turnover. The study findings established that Mentored Staff Induction had a positive significant relationship on employee turnover in advertising firms in Kenya. The study, therefore, recommends that; firms invest in Self-directed staff induction and Mentored staff induction as these were found to be the most effective methods of curbing employee turnover; the advertising agencies should also strive to make the new employees feel that they are indeed valuable members of the organization during the induction. Future studies should be done in this area to include more models of staff induction and how they affect employee turnover.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organisations across the globe are paying close attention as well as importance to the problem of employee turnover because they know that higher levels of workers' turnover slow down organizational performance and performance of individual employees. Moreover, it inflates the expenses related to recruitment along with new employee training, while the workers may need to learn specific skills relating to new jobs.

The issue of employee turnover exists throughout the world in most firms. In highly developed countries, the rate of employee turnover remains very high (Ahmed *et al.*, 2016).

Globally, the average time workers stay at their job is declining. In 2016, the United States (US) employers remained with their employees for a median time of 4.2 years, decreasing at various rates between men and women (Bureau of Labour Statistics, 2016). According to the Manpower Group (2017), employers in Hong Kong, Japan, Romania, Taiwan, and Turkey testified the greatest difficulty filling open jobs.

In 2016, the global rate of voluntary employee turnover was 9.6 per cent, and for Europe it stood at 7.1 per cent. There is a relatively high rate of employee turnover in many nations, ranging from a high of 35 per cent in New Zealand, to 15 per cent in Belgium, the Netherlands, and the United Kingdom (UK) (International Labour Office, 2014). Nevertheless, the employee turnover pattern can vary over the cycle of business. In the

US, worker turnover upsurges in cyclical downturns due to a comparatively sharp increase in job losses. On the contrary, in other states, mainly Europe, the rates of job turnover show little cyclical trends. In the UK, the average rate of staff turnover is 15 per cent, although it varies across industries.

In South Africa, 76 per cent of millennial generation plan to quit their current employers before 2020 (Deloitte Touche Tohmatsu, 2018). There are various multinational players in South Africa due to globalization and thus the introduction of international practices as well as global mobility for knowledge staff. Global mobility thus causes about 21 per cent of total turnover in South Africa (Khoele & Daya, 2014). Staff turnover costs South Africa companies millions of Rands, an estimate of forty million Rands annually through decreased efficiency. Staff turnover is an international phenomenon and so is the case in Tanzania (Kweka & Sedoyeka, 2014). Many workers opt to move from the private to the public sector or to other jobs thus limited trust among the employers in Tanzania (Lyengi, 2014).

The ever-increasing companies in Ghana makes the workers very fluid thus resulting in higher demand for them (Okyere-Kwakye, Nor, Effah-Assampong, & Awang, 2018). Presently, it is a norm for employees in Ghana to move from one firm to another, particularly within the banking sector. Kenya is also not an exception when it comes to employee turnover. Presently, public universities in Kenya are facing challenges of staff turnover and according to Mugove and Mukanzi (2018), 11 per cent of employee turnover among the academic staff in public universities in Kenya affect the performance of the

institutions. According to Nangami (2014), the Agha Khan Hospital has a turnover rate of 67 per cent of doctors because of a lack of training, motivation, recognition, attractive benefits and due to low remuneration.

The functions which have the highest turnover worldwide include finance (12.7%), sales (12.6%), and human resource (10.9%) (Gutmann, 2016). The average employee turnover rate in the UK's media and advertising industry stands at 17.0 per cent (Wortley, 2019). Many employees at larger advertising companies are breaking off to do freelance work or starting to create their own agency. According to Richards (2016), from 2015 to 2016, the staff turnover in advertising firms was estimated to have grown by 10 per cent. Given today's stressful demands on companies and workers, firms should properly train as well as socialize their new employees through employee orientation programs that are well formulated (Ndayisaba, 2017).

An induction or an employee orientation program has become the norm in the contemporary world. Employee orientation programs help the workers to feel part of the organization's social structure. When workers come to a new company, they face much anxiety which results to several concerns. A 2019 survey indicates that 40 per cent of employees who are not properly inducted tend to quit on their roles within the first year. They cite the lack of skills training and development as the principal reason for moving on (Noh & Kim 2019). An effective induction program can be used to address these issues to assist the new workers to cope, boost their morale, as well as influence the length of time they stay with the company (Yilma, 2015). Induction informs new workers what their employer intends to do for them to take care of their needs. In the long run, it

creates a sense of care hence boosting employees' morale thus reducing the rate of staff turnover as the workers become more satisfied as well as less interested in leaving the company. Furthermore, induction of new employees reduces turnover as it informs them of the opportunities that are available in that company (Ozolina-Ozola, 2014).

1.1.1 Employee Turnover

Employee turnover describes the rate at which an employer gains as well as loses workers, how long the employees tend to leave and join the company (Armstrong, 2006). It can be described as the rate at which workers of a firm change within a specific time frame. In other words, employee turnover shows the movement of the workforce into and out of a firm (Hopkins, Njoroge, Nzulwa, & Kwena, 2017). Staff turnover is a complex occurrence controlled by various factors. Employee turnover involves rotation of employees around the labour market, between companies, jobs and occupations, and between states of employment and unemployment. Employee turnover is expensive from the view point of the company. Staff turnover is an essential activity of human resource of an organization in which management is keen to censure. Organizational managers are making a purposeful resistance because of the reality that firms make sufficient investment in their workers in training, development, workflow, compensation, planning as well as building of viewpoint to attain organizational goals and objectives.

The main focus of human resource managers in organizations is to understand the causes of employee turnover so as to lessen its incidence in the firm. Staff turnover basically happens because of unhappiness of an individual worker from the job environment (Arokiasamy, 2013). Unhappiness is one of the main reasons why an employee loses

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interest in a job, the reason why employees keep moving from one job to another. If workers have the required skills, they may be awarded high pay, job growth potential, and better facilities (Ozolina-Ozola, 2014). However, staff turnover does not only occur when the worker says they quit. There are various possibilities that can cause the workers' exit. Whether turnover is voluntary or involuntary, the management should get to the bottom line of why staff leave (Sun & Wang, 2017).

Employees may exit because of retirement. Retirement is inevitable and out of control of the organization (Harrison & Newman, 2012). Although, some employees may choose to enter into retirement earlier than expected, but it does not imply the end of their career. Moreover, there are cases where when an employee leaves; the company does not fill the vacancy any more. This is referred to as attrition, which happens when a worker retires or when an employer eliminates a certain job position (Newman, Ye, & Leep, 2014). Internal transfers can be a form of turnover because it involves workers taking new positions. Although this type of staff turnover could be healthy, there may be other intentions behind the workers' move.

There are two general types of turnover; voluntary and involuntary employee turnover (Grissom, Viano, & Selin, 2016). Voluntary turnover or quits is when an employee decides to leave the company for whatever reason. In voluntary turnover, the employee gives the employer a verbal or written notice of intent to resign from the job. On the other hand, involuntary staff turnover happens due to lay-offs as well as similar actions where the organization makes the decision for the employee to leave; it is not the employees'

choice to leave the firm (Harhara, Singh, & Hussain, 2015). For example, employee dismissal due to poor performance, violation of policies, or absenteeism. Involuntary staff turnover is also known as firing, discharge, or termination. This study measured employee turnover using resignation, retirement, dismissal, and internal transfers.

1.1.2 Staff Induction

Employee induction or employee orientation has become the norm in the modern world. Staff induction is a process of receiving as well as welcoming workers when they first join the organization and providing them with the basic information required for them to quickly adapt as well as start work in happiness (Le, 2015). Induction is also known as orientation, and it describes the planned introduction of staff to their workplace and it is a part of training and development (Yilma, 2015). Through induction new employees familiarize with the job as well as the organization. Employee orientation socializes the newly employed staff in the company (Sangale, 2015). While it is right to state that induction is formal as well as a process, induction is also systematic. Moreover, even though induction is centred around the employee, when it is properly designed and executed it results to the overall achievement of the goals of the company.

Among the major reasons why individuals leave companies is because of a lack of proper induction (Chidambaram, Ramachandran, & Thevar, 2013). Starting a new job position in a new company is an overwhelming process because one meets new managers, supervisors, and colleagues. Additionally, there are new organizational processes to familiarize with, new buildings as well as offices to navigate, employment conditions for the employee to understand, and a new job to learn. Induction of new employees delivers

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to new workers the expected behaviour standards as well as deal with any employee anxieties (Runola, 2013). New workers often have idealistically high hopes about the extent of the challenge as well as responsibility ahead of them. Therefore, systematic orientation programs are important as they help in clarifying how realistic these expectations are.

According to Le (2015), the employee induction program is among the crucial human resource strategies in a company. Induction is the initial core foundation for new starters or even existing staff under functional transfer. Workers develop in various ways to meet the present as well as future requirements and changes in the firm. Thus, properly designed induction programs give a positive return for an organization through employee retention, attachment, and productivity (Ahmed, 2014). However, several firms underestimate the role of employee induction and take the risk of employee turnover due to their reduced performance in orientation. A comprehensive induction program provides new employees with information to ease the transition in the workplace, paints a precise picture of the department and the whole company, and introduces new employees to departmental goals and goals of the entire company. According to Kebenei (2014), if an organization does not carry out induction correctly, it results in an induction crisis, a situation where staff quit their positions during the first few months in the job than at any succeeding time.

Organizations should make a strategic decision prior to designing an orientation or induction program (Daskalaki, 2012). Employee induction programs include formal

versus informal orientation, individual versus collective orientation, serial versus disjunctive orientation, and investiture versus divestiture induction. The first few weeks of a new employees' experience are the most critical as the new worker learns more about the firm as a whole (Antonacopoulou & Güttel, 2010). While no two new employees experience the same thing, designing a staff orientation program that gives certain fundamentals could assist in ensuring that the workers remain on board for an extended period of time. The focus of this study was on formal staff induction program, self-directed staff induction program, and mentored staff induction program.

1.1.2.1 Formal Staff Induction

The formal staff induction program entails a planned attempt to introduce new workers to the company, job, as well as the working environment. The new workers get assigned a specific leader who guides them through pre-determined lessons as well as evaluates their progress at every step of the way. New employees in this training program may also learn through online as well as video modules, hands on conducted over a given time period, and classroom learning. A formal induction program may last for a year before allowing the employees to go out on their own (Arachchige, 2014).

1.1.2.2 Self-Directed Staff Induction

Self-directed staff induction program is applicable mostly during the first few weeks when new employees are on the job (Srimannarayana, 2016). The new hires can review written hand-outs, online training modules, and new employee orientation videos. While using this program, the supervisor monitors and leads the new workers to ensure that they absorb the information and get answers to all questions. The program is most convenient

when new hires are learning the basics of an organization mission as well as what is expected of them, although it should not be substituted for real on-the-job training.

1.1.2.3 Mentored Staff Induction

On the other hand, the mentored staff induction program involves using a form of peer mentoring to help in orienting new workers to their tasks as well as the work environment. Staff with seniority is requested to oversee new employees for a particular period and take the ultimate responsibility for training the new hires at the workplace. The selected mentors offer continuing support to new hires when the supervisors are busy handling other matters. The supervisor monitors the tasks to ensure correct as well as consistence of handling tasks.

1.1.3 Advertising Firms in Kenya

Advertising entails a form of communication planned to persuade an audience to purchase or take some action upon products, services, as well as ideals (Sindhya, 2013). An advertising organization is a service company that specializes in the planning as well as implementation of advertising programs for its customers. The personnel of the advertising firms are highly skilled and specialize in various fields; strategic planners, media analysts, researchers, writers, and creative personnel. In a monopolistic modern market, advertising organizations are competing to have market awareness as well as share in the increasingly competitive business environment (Wangui, 2013). Thus, the importance of advertising companies cannot be underestimated. Advertising agencies perform the crucial role of creating market awareness of the products and operations of their customers and build networks as well as develop promotional, marketing together with advertising pieces.

Advertising firms in Kenya are independent agencies helping brands to be successful in the digital economy through crafting honest emotional experiences using strategy, creativity, and brand development. Advertising firms in Kenya work with clients in different industries and of all sizes from non-profit, education, finance to hospitality. Modern advertising resulted from mass production in the late 19th and early 20th century. Advertising agencies reach out to the clients of their customers through radio, television, published pictures and articles, internet, and news programs. Advertising communicates an idea to many people. For example, to promote environmentally friendly behaviour, or even discourage unhealthy eating behaviours, promote a video game as well as television, and discourage sedentary lifestyle.

The advertising firms in Kenya belong to the advertising industry represented by the Association of Practitioners in Advertising (APA) (Thathi, 2008). APA represents the agency perspective to advertisers assisting in identifying and finding solutions to mutual problems and enhances the value of member organizations to their customers. The APA is an expert servicing body and it contributes to effective operation of its members through provision of training as well as information services. The intensifying competition due to globalization has made it challenging for firms to go alone. Various skills, resources, as well as capacities that are necessary for the present and future propensity of companies are found outside the boundaries of organizations and direct control of the management (Mungai, 2008).

According to Sheehan (2013) advertising firms have continued to experience the challenge of high staff turnover. Sheehan (2013) reports that advertising industry is one of the industries with the highest turnover rates in the world. The average staff turnover rate in the advertising sector is much higher than 30 per cent, second only to tourism. Consequently, considering the crucial role that the advertising industry plays in the economy, there is urgent need to address this problem decisively.

1.2 Statement of the Problem

In the period of globalization, it is considered to be a significant concern to deal with employee turnover for all business firms (Al Mamun & Hasan, 2017). For any firm, turnover intent of the workers has become one of the main challenges (Ahmed, Sabir, Khosa, Ahmad, & Bilal, 2016). According to Ahmed *et al.* (2016), the average time that employees remain in a job is decreasing internationally. There exists a high employee turnover rate in the advertising agencies. According to (Sheehan, 2013) the advertising industry has a retention problem. The average staff turnover rate in the advertising sector is much higher than 30 per cent, second only to tourism.

Globally, induction of new hires has become the norm. The high mobility of workers in the advertising firms in Kenya is an issue of much concern to the operators of the industry. The central focus of human resource managers in a company is to understand the causes of turnover among employees in order to diminish its rate in the organization (Noe, Hollenbeck, Gerhart, & Wright, 2017). Among the key causes of employees to leave companies is due to a lack of proper induction (Chidambaram, Ramachandran, & Thevar, 2013). Properly planned induction programs give a positive return for the

company through employee retention (Ahmed, 2014). Yet, some companies underrate the role of employee induction and take the risk of employee turnover due to their reduced performance in orientation.

Korir (2018) explored the expected outcome of human resource practices on labour turnover in Kenyan restaurants and confirmed that human resource practices contribute to labour turnover. However, the study studied the broad effect of the human resource practices in restaurants in Kenya while this study focussed on employee induction programs and employee turnover in advertising firms in Kenya.

Anzazi (2017) reported that low levels of staff motivation, work-life balance, as well as inadequate wages cause employee turnover which consequently affects productivity. Nevertheless, the study focused on staff turnover as the independent variable, similarly productivity was studied as a dependent variable.

Nica (2016) studied employee voluntary turnover as a negative indicator of effectiveness in the organization and reported a relationship between the study variables. The study however used organizational effectiveness as the dependent variable and voluntary turnover as the independent variable.

Kinyanjui (2015) reported that employee turnover rate in the insurance firms was moderately high and confirmed that there were efforts by the respective management to

reduce this rate, but the study focused on the impact of modern retention approaches on insurance companies in Kenya.

This study therefore filled the identified gaps by considering the effect of staff induction on employee turnover in advertising firms in Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of this study was to establish the effect of staff induction on employee turnover in Advertising Firms in Kenya.

1.3.2 Specific Objectives

1) To establish the effect of formal staff induction program on employee turnover in Advertising Firms in Kenya.

2) To determine the effect of self-directed staff induction program on employee turnover in Advertising Firms in Kenya.

3) To establish the effect of mentored staff induction program on employee turnover in Advertising Firms in Kenya.

1.4 Research Questions

1) What is the effect of formal staff induction program on employee turnover in advertising firms in Kenya?

2) Does self-directed staff induction program affect employee turnover in advertising firms in Kenya?

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3) What effect does mentored staff induction program have on employee turnover in advertising firms in Kenya?

1.5 Significance of the Study

This study's findings were of great benefit in the following ways;

The study will benefit the management of advertising firms by providing information on how the firms can use induction programs to reduce employee turnover and help the firms in the planning of relevant induction programs. The firm managers may also benefit through suggested recommendations that can be helpful in policy and programs formulation relating to employee induction.

This research was beneficial to the government of Kenya since it answered several questions regarding labour turnover and will help minimize the occurrences of employees leaving jobs. The study provided an in depth understanding of the various induction programs and their effect on employee retention and or turnover therefore providing useful recommendations to the government on one of the methods that can be adopted in order to curb high employee turnover rates in various sectors.

The study was an important contribution to the existing literature on employee induction in Kenya and how it can help lessen the rate of staff turnover. The study additionally assisted in expanding the application of employee theories of induction at the place of work. Thus, the study had significant input into the body of knowledge.

The study benefited the researcher as well in gaining more knowledge and understanding as well as broadening his insight concerning the effect of employee induction on staff turnover. During the course of the research study the researcher increased his theoretical understanding of the various staff induction programs and how the same influence staff turnover.

This study's findings will be of benefit to future researchers and academicians in disseminating the problem of employee turnover and that they will use this research as a practical reference material in the coming days to conduct and improve their own researches.

1.6 Scope of the Study

To ensure quality, specialization, as well as to cope with the available resources and time, this study focused on staff induction and employee turnover in advertising firms in Kenya. The dependent variable in this study was employee turnover where the research focussed on resignation, retirement, internal transfers and dismissals as the study's indicators. Similarly the independent variable was staff induction and the study focussed on Formal staff induction, Self-directed staff induction and Mentored staff induction as indicators of the independent variable. The study targeted advertising firms in Kenya and data was collected in 2020. The target population was all the 19 advertising firms that are registered with APA.

1.7 Limitations of the Study

This study however faced three limitations as highlighted below;

The first limitation of this study arose from the scope of the study where research was carried out only on advertising firms in Kenya and this limited generalizability of the findings to other industries in Kenya. This was an area where future researchers could explore to bridge this gap.

The second limitation of this study was getting audience with all the targeted respondents considering that these are extremely busy employees with very limited free times during work hours. To counteract this limitation, the researcher endeavoured to book early appointments with the respondents at their most convenient times and locations.

The third limitation of this study was getting the respondents to respond in an honest and transparent manner to the study's questionnaires out of fear of abuse of information given. To overcome this limitation, the researcher endeavoured to assure the respondents of professionalism and utmost discretion in handling of the information given and further assured the respondents that the information being sourced for was for educational purposes only and was not going to be used outside this scope.

1.8 Organization of the Study

The work was categorised into five chapters, the beginning chapter covered the introductory part of the study. The second chapter examined the literature review of the study, covering important works from previous studies, review of identified gaps and the

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study's conceptual framework. Third chapter comprised of the methodology. It outlined the methodology that the study adopted for collecting data and how the data was analysed. It consisted of the research design, model specification, target population, the sample size and sampling techniques, the methods of analysing collected data and presentation. Chapter four, focuses of the study's findings and discussion. The last chapter is chapter five examining the study's summary, conclusions and the study's recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Theories as well as concepts that related to the effect of staff induction on employee turnover were discussed in this section. Journals, articles and past papers were reviewed to give a comprehensive understanding and these works were well acknowledged. The review comprised of theories underpinning the research, empirical review, literature review summary and gaps identified. Conceptual framework was the last part of this section.

2.2 Theoretical Framework

Theories that best explained the relationship between staff induction and employee turnover were discussed in this section. The various theories that guided this study included; Theoretical Knowledge (T), Practical Knowledge (P) and Integration (I) or TPI theory of induction, Uncertainty Reduction Theory, and Herzberg's satisfaction-dissatisfaction theory.

2.2.1 The Theoretical knowledge, Practical knowledge and Integration (TPI) Theory of Induction

The overall theory in support of the independent variable, staff induction in this study was the TPI induction theory. The TPI induction theory was developed by Adams (2010) when carrying out a study on integration. The focus of the study was on the importance of induction programs on the integration of employees and it was established that employers need to focus on some critical areas during acquisition of new hires. These critical areas

include; the theoretical (T) knowledge, the practical (P) knowledge as well as the integration (I), thus the TPI induction theory. This theory addresses the socialization concept commonly approached theoretically, such as the assimilation or integration process. The theory of induction is an approach useful in the understanding of the effect of assimilation as well as integration.

The TPI theory proposes that new employees should improve on their skills theoretically and practically so as to be adequately equipped to handle their new assignments, and meet the needs of integration occurring amongst workers (Bauer & Erdogan, 2011). These three situations must be achieved for an employee to be termed as completely assimilated in the work place. In view of the TPI theory of induction, firms can give support in the following three crucial areas since when a new worker joins the company he or she should put into practice the theoretical knowledge he or she gains. The firm, on the other hand, has to give support to new hires through initial training, workshops, and seminars for the employees to better their practical skills (Ndebele, 2013). Companies should also fulfil the integration needs among new workers as well as with other existing employees.

The organization can achieve this through organizing corporate events, staff meetings, departmental meetings as well as team building events to allow new hires to interact with other workers (Maruhi, 2018). Nevertheless, this theory has some weaknesses such as the view that induction training is centred around applied knowledge as well as skills and less on theoretical knowledge. However, despite the limitation, the TPI theory of induction was applicable in this study in support of the independent variable, staff induction

because induction familiarizes new workers with the company and the existing staff. Induction training assists a new employee to turn out to be productive as quickly as possible. Through proper induction employees produce their best results and achieve organizational objectives much faster than if induction was improperly done or not done at all.

2.2.2 Uncertainty Reduction Theory

The Uncertainty Reduction Theory (URT) was put forward by Lester (1987) and Falcione. The theory of uncertainty reduction suggests that when a worker enters a company or assumes a new job position within a firm, he/she encounters increased levels of uncertainty. In order to lessen the uncertainty, the worker gathers information in several domains as well as from different sources (Antonacopoulou & Güttel, 2010). The obtained information serves to make the place of work more understandable, controllable, and predictable. Through this process, the new employees get to socialize with the other workers. The theoretical views of the uncertainty reduction theory serve as the basis for employee induction regarding training tactics as well as information seeking (Kebenei, 2014).

In supporting the URT, several researchers perceive employee induction as a learning process. Studies have revealed the existence of four different contextual domains essential to the process of employee socialization and induction: organizational domain, group domain, role domain, and task domain. The organizational domain consists of information

about the history, structure, goals, values, language, and politics of the organization. Group domain involves group norms, structures, values, and the functioning of a group as a unit. The role domain entails non-task specific expectations for a job position, for instance, responsibility, appropriate behaviour, along with boundaries of authority. Contrary, task domain encompasses all aspects associated with actual job execution, how to perform assigned tasks and the use of equipment among others. Workers who believe that they have better knowledge of these four information domains seem to be more satisfied, committed, as well as better adjusted. Knowledge in role and task domains is most essential to effective socialization, while it was lowest in the organizational domain.

This theory was applicable to this study in support of the independent variable, staff induction because it is concerned with reducing uncertainty in new hires which is a major issue that staff encounter on their first days in the company (Tengku Ariffin, Awang Hashim, & Yusof, 2014). Moreover, the uncertainty reduction theory has been tested and found to be relevant to the study of employee induction in firms.

2.2.3 Herzberg's Two-Factor Motivation-Hygiene Theory

The two factor theory or the motivator-hygiene theory was proposed by Herzberg et al. (1959). The two factors or Herzberg's motivation-hygiene or the dual factor theory has perspective framework of factors causing job satisfaction as well as dissatisfaction at the place of work (Çınar, Bektaş, & Aslan, 2011). This theory was the key foundation theory in this research in support of the dependent variable i.e. employee turnover. The theory

suggests that there are some job factors that cause satisfaction while other job factors prevent dissatisfaction. The opposite of satisfaction is no satisfaction, while the opposite of dissatisfaction is no dissatisfaction. The most important aspect is how the two factors are functionally used by human resource management practices to guide attitudes towards administration such that fulfilment of higher-level psychological needs influences the retention of employees (Khozaei, Ayub, Hassan, & Khozaei, 2010). These are independent continuum and there is a need to pertinently formulate parameters to operationalize intrinsic, extrinsic, career development, and staff relations for double advantage of firms as well as workers.

True motivators involve job satisfaction, recognition, freedom as well as control during tasks and duty delegation, achievements, delegation of power along with authority through responsibility, and challenging tasks (Anzazi, 2017). The management of organizations can perfect Herzberg's proposition by allowing a working situation that increases intrinsic as well as career development factors through mentorship, training, besides academic and professional scholarships in order to enhance skills and thus improve on productivity and staff retention. Hygiene factors may include job security, fringe benefits, access to information, improved working conditions and fair treatment among others.

Hygiene factors foster commitment and trust that is essential in the management of the affairs of a company. According to Rahman and Nas (2013), the absence of hygiene factors results in dissatisfaction, and thus firms need to package the motivators together

with hygiene factors to increase extrinsic as well as retention policies. Therefore, Herzberg's two factor theory was relevant to this study because there is a relationship between motivation and staff turnover intention (Nanayakkara & Dayarathna, 2016). Further, hygiene factors are more effective for employee turnover intention than motivators.

2.3 Empirical Review

The in depth review of literature related to the effect of staff induction programs on employee turnover in advertising firms in Kenya was discussed in this section.

2.3.1 Formal Staff Induction Program and Employee Turnover

Ogalo (2018) considered the influence that induction training has on retention of workers in the public service sector in Kenya. Through a descriptive design, the study sought to find out the relationship between induction training on employee retention in the Kenyan public service. The target population was 400 employees in government ministries. A questionnaire was adopted for collecting data and the Statistical Package for Social Sciences was utilized in data analysis. Frequencies, percentages, mean along with standard deviation were the descriptive statistics employed. Regression analysis helped in establishing the relationship between variables. The study revealed that the induction strategy is a significant strategy that positively influences staff retention, particularly for new workers. However, the study focussed on employee retention as the dependent variable while this study focussed employee turnover as the dependent variable. Additionally, this study targeted advertising firms in Kenya unlike the Kenya public services that was targeted in the previous study.

Nghaamwa (2017) conducted an analysis of the influence of induction programmes on beginner teacher's professional development in the Erongo region of Namibia. The study was qualitative and a phenomenological research design was utilized. The study purposively selected 18 respondents who participated in the study. From the analysis, it was observed that induction programmes benefited the novice teachers by imparting to them classroom management skills, such as planning, teaching and learning as well as filing. However, the study targeted novice teachers in Namibia while this study targeted advertising firms in Kenya.

Salau, Falola, and Akinbode (2014) focused on the relationship between induction and staff attitude towards retention and organizational effectiveness in Olabisi Onabanjo University, Ago Iwoye, Ogun State Nigeria. A descriptive research method was used and the research targeted 271 academic as well as non-academic staff of Olabisi Onabanjo University, Ago Iwoye, Ogun State Nigeria. The data collection instrument considered appropriate was a well-structured questionnaire distributed to respondents chosen through purposive together with convenience sampling techniques. Descriptive statistics was adopted in analysis of data and it was confirmed that staff induction significantly and positively influences employee attitude as well as behaviour towards effectiveness of the firm because they enhance staff loyalty and positive attitudes towards work. However, the study was conducted in Nigeria in the education sector while this study considered advertising firms in Kenya. Moreover, the use of non-probabilistic sampling limits representativeness and hence generalizability of findings. The study also used staff

attitude towards retention and organizational effectiveness as the dependent variable while this study sought to study the effect of staff induction programs on employee turnover in advertising firms in Kenya.

Kakolaki (2013) conducted a case study on the effect of induction training on employee performance in Kinondoni Municipality of Tanzania. The research considered a descriptive model using both qualitative as well as quantitative analysis. Through random sampling, the study selected a sample size of 99 respondents. It was observed that induction training for employees is crucial to eliminate traditional job practices and to sharpen the new employees' minds. Although the findings support Salau et al. (2014) and Ogalo (2018) that induction of employees is crucial, the focus of the current study was on the effect of staff induction programs on employee turnover in advertising firms in Kenya, a gap that the study left uncovered.

Hendricks and Louw-Potgieter (2012) focused on a theory assessment of programme of an induction by use of descriptive survey. The study consisted of a sample of 113 workers of a media house who filled Likert scale of a five-point questionnaire. The study findings showed that induction program based on an implausible programme theory could be problematic. An unbelievable programme theory impacts the format of the programme activities and unsuitable activities might also not deliver the preferred outcomes. The evaluators confirmed how a conceivable programme idea should enhance programme design. This redesigned induction programme can also lead to quite a number of benefits,

for instance, staff retention and enterprise identification. However, the research failed to set up the contribution of a number worker induction programs.

Byrne (2010) performed an exploration of the relationship between induction and employee commitment using a selected sample of persons employed in non-people management roles in a medium sized company. The sample respondents were questioned to ascertain how induction experiences in the firm affected their feelings in terms of job clarity, motivation, job satisfaction, and commitment. The study conducted a comprehensive literature review on induction. The study collected data using a questionnaire from a sample of 30 respondents out of the 70 targeted employees. The study indicates that there is no claim by the author that the findings can be assumed to fit to all companies. The study used employee commitment as the dependent variable and thus this study filed this gap by establishing the role of employee induction programs and employee turnover in advertising firms in Kenya.

2.3.2 Self-Directed Staff Induction Program and Employee Turnover

Noh and Kim (2019) examine through a quasi-experimental research design the appropriateness of self-administered learning arrangement by way of blended coaching amongst nursing college students in medical practice. The approach used a non-equivalent control group pretest-posttest non-synchronized intervention design. The study participants involved 91 students, 44 in the experimental group and 47 in the control group. The teaching method for the experimental group was the self-directed learning program blended with coaching. Self-Directed learning competency questionnaire,

clinical competency questionnaire, and numeric rating score for clinical practice satisfaction through a self-report were all employed in the assessment. Descriptive statistics, independent t-tests and analysis of variance (ANOVA) were adopted. Participants in the experimental group indicated significantly higher improvements in competency in the execution of self-directed learning besides satisfaction with clinical practice. However, the study targeted students in clinical practice and also ignored the other induction programs while this study bridged this gap.

Korir (2018) explored the outcome of human resource practices on labour turnover in Kenyan restaurants by adopting the equity theory. The study employed a descriptive design and the targeted restaurants were 80 in number operating five major towns in Kenya, namely: Eldoret, Kisumu, Mombasa, Nairobi, and Nakuru. The study respondents comprised of 284 participants who were employees selected randomly. Structured questionnaires were used to obtain data for this study and analysed using descriptive analysis as well as regression analysis. The study established that human resource practices, among them training and development, help in managing labour turnover. However, the study targeted restaurants in Kenya while this study targeted advertising firms in Kenya.

Collince (2014) focused on the factors behind high employee turnover in the Commercial Bank of Africa. A descriptive research design was adopted and involved a sample size of 104 participants derived from 140 employees using strata along with simple random sampling techniques. Data was gathered using questionnaires together with an interview

guide and desktop information. The Statistical Package for Social Sciences (SPSS) software was useful in data analysis and it was found out that it is essential to offer training to the workers to sharpen their skills and facilitate career development in the firm. However, the study was interested in the factors leading to high turnover, among them training in the Commercial Bank of Africa while this study specifically focused on employee induction programs and employee turnover in advertising firms in Kenya.

Kebenei (2014) considered how induction programs affected job performance among employees in the Eldoret Water and Sanitation Company Limited using the Uncertainty Reduction Theory. A descriptive study targeting 215 employees was carried out. Collection of data was achieved by use of a questionnaire in addition to interviews. Data was analysed descriptively and it was observed that induction programs provide new workers with information, conveying the staff expectations and relieve anxieties in new hires. However, the study was a case study of Eldoret Water and Sanitation Company thus limiting the generalizability of findings. More so, the study used employee job performance instead of employee turnover as the dependent variable.

El-Gilany and Abusaad (2013) explores through a cross-sectional descriptive study the Saudi nursing students' readiness for self-directed learning and the relationship between this and their existing learning styles. The target population for this study was the nursing department of the faculty of Applied Medical Sciences of Al-Jouf University, Saudi Arabia and the sample size for this study was 275 undergraduate Saudi nursing students. Data was collected using self-administered questionnaires covering the demographic

features of students, Fisher's self-directed learning readiness (SDLR) scale, and the Kolb's learning styles inventory. The study revealed that the high level of self-directed learning readiness among the undergraduate nursing students will have a positive implication on their education and post-employment continuing nursing education. Nevertheless, this study focused on nursing students and ignored other induction programs. The target population of this previous study was based in Saudi Arabia and the dependent variable in the study was other learning styles. This study focused on staff induction programs and employee turnover in advertisement firms in Kenya.

Boyer, Artis, Solomon, and Fleming (2012) focused on improving the performance of sales through self-directed learning within the insurance industry. The study targeted 5,000 salespeople but only 392 surveys were completed. Data analysis involved the use of confirmatory data analysis and the structural model. The study results confirmed that self-directed learning influences sales performance. However, the study failed to establish the influence of other employee induction programs on employee turnover in advertising firms in Kenya.

2.3.3 Mentored Staff Induction Program and Employee Turnover

Mogusu and Atambo (2016) investigated the factors affecting induction of new workers in tea factories in Nyamira County in Kenya through a descriptive design. The accessible population of the study was 350 workers in seven tea factories in Nyamira County. Through stratified random sampling, the employees were grouped into homogeneous

groups and a sample was randomly drawn from the groups. Data collection was through a questionnaire and data was analysed through the SPSS. Results indicated that there was a statistically insignificant relationship between mentorship and induction. As a result, the relationship may not be causal. Even though the relationship was statistically insignificant, it is important noting that there existed a strong positive relationship between mentorship and induction. Therefore, this study sought to establish the effect of mentorship as an employee induction program on employee turnover in advertising firms in Kenya.

Aman (2015) examined the effect of mentoring on military personnel retention in Ethiopian military academies the study was a quantitative approach and the study consisted both the descriptive and explanatory designs. The study employed stratified random sampling targeting the protégés of military academies in Ethiopia. Data was collected by use of a structured questionnaire. Data analysis was achieved via descriptive as well as inferential statistics. Results of Pearson correlation regression analysis showed that mentoring positively and significantly relates to personnel retention, career development, and psychological readiness. The study results support Conboy and Kelly (2016) that focused on the evidence that mentoring works to retain as well as promote employees, particularly diverse Workers, within a single firm. The study established that mentoring is more successful in promoting the diversity at the workplace than diversity in training programs alone. The study however was a case study of the military personnel in Ethiopia while this study targeted the advertising firms in Kenya.

Nyamori (2015) conducted a case study of SOS Children's villages examining the effect of workplace mentoring on employee performance. A descriptive study was conducted whereby 160 employees of the SOS Children's Villages were targeted. The primary data gathering methods involved the use of questionnaires and data was analysed statistically using SPSS. The study computed inferential as well as descriptive statistics. Results showed that mentorship enables new hires to set as well as achieve goals for their job role. The study findings confirmed that just as Conboy and Kelly (2016) and Aman (2015) assert that mentoring is important in organizations, mentorship increases staff proficiency on the job as it motivates them. However, these study findings cannot be generalized to advertising firms because the study was limited to SOS Children's villages and the study used employee performance as the dependent variable instead of employee turnover.

Yilma (2015) focused on how induction as well as socialization process impacted on newly recruited employees in Dashen Bank. A descriptive design was used and adopted a mixed method including qualitative and quantitative approaches. The research gathered data using questionnaires administered to 105 respondents. Additionally, personal interviews were held with the management. The study results indicated that induction and socialization of employees is important for new hires and organizational success. However, the study failed to establish the effect of staff induction programs on employee turnover in advertising firms in Kenya. A case study that targeted only Dashen Bank was adopted in the study thus limiting applicability of results to other firms.

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2.4 Summary of Literature Review and Research Gaps

Table 2.1: Summary of Literature Review and Research Gaps

Author	Study Title	Findings	Methodology	Identified Gaps	Focus of the Proposed Study
Noh and Kim (2019)	The efficiency associated with self-directed learning program through the blended coaching	Self-directed program has significantly higher improvements in competency in the execution of self-directed learning besides satisfaction with clinical practice.	The study used a quasi-experimental research design. The study involved a control group and experimental group and collected data using a questionnaire.	The study targeted students in clinical practice and also ignored the other induction programs.	Effect of staff induction on employee turnover in advertising firms in Kenya.
Korir (2018)	Expected outcome of human resource practices on labour turnover in restaurants in Kenya.	Human resource practices, among them training and development, help in managing labour turnover.	The study employed a descriptive design. Targeted 80 restaurants in Eldoret, Kisumu, Mombasa, Nairobi, and Nakuru.	The study targeted restaurants in Kenya. The study also studied various human resource practices while this study will specifically focus on employee	Effect of staff induction on employee turnover in advertising firms in Kenya.

				induction programs.	
Ogalo (2018)	Induction Training and Retention of Employees in the Kenyan Public Service.	The induction strategy is a significant strategy that positively influences staff retention, particularly for new workers.	The study considered a descriptive design using questionnaires. The research targeted 400 employees in government ministries.	The study used employee retention as the dependent variable. The study targeted Kenya public services.	Effect of staff induction on employee turnover in advertising firms in Kenya.
Nghaamwa (2017)	An analysis of the influence of induction programmes on beginner teachers' professional development in the Erongo Region of Namibia.	Induction programmes helped the novice teachers by imparting them with classroom management skills, such as planning, teaching and learning as well as filing.	The study was qualitative and a phenomenological research design was utilized. The study purposively selected 18 respondents who participated in the study.	The study targeted novice teachers while this study will target advertising firms in Kenya.	Effect of staff induction on employee turnover in advertising firms in Kenya.
Mogusu and	Factors Affecting	A strong positive	The research used a	The relationshi	Employee induction

Atambo (2016)	Induction of New Employees: A Case of Tea Factories in Nyamira County, Kenya.	insignificant relationship between mentorship and induction.	descriptive design, stratified random, and questionnaires.	p between the variables may not be casual and thus the need to ascertain the results.	programs and employee turnover in advertising firms in Kenya.
Aman (2015)	Effect of Mentoring On Military Personnel Retention: The Case of Ethiopian Military Academies	Mentoring is more successful in promoting the diversity at the workplace than diversity in training programs alone.	Used a quantitative approach, adopting descriptive and explanatory designs. Used stratified random sampling, questionnaires, and descriptive and inferential analysis.	The research was a case study of the military personnel in Ethiopia while this study will target the advertising firms in Kenya.	Employee induction programs and employee turnover in advertising firms in Kenya.
Nyamori (2015)	Workplace mentoring and employee performance: a case study of SOS Children's	Mentorship enables new hires to set as well as achieve goals for their job role.	Involved a descriptive study. Primary data collected via questionnaire. Data was analysed.	The study was limited to SOS Children's villages and the study used employee	Effect of employee induction and employee turnover in advertising firms in Kenya.

			statistically using SPSS	performance as the dependent variable instead of employee turnover.	
Yilma (2015)	Effect of Induction on process of socialization and its impact on newly recruited staffs in Dashen Banks.	Induction and socialization of new employees is important for new hires and organizational success.	A descriptive design adopting a mixed method was used. Data was obtained using questionnaires and interviews.	The study adopted a case study and used thus limiting applicability of results.	Effect of employee induction on employee turnover in advertising firms in Kenya.
Collince (2014)	Factors Influencing high staff turnover in Commercial Bank of Africa.	It is essential to offer training to the workers to sharpen their skills and facilitate career development in the firm.	The research adopted a descriptive research design, stratified and simple random sampling techniques, questionnaires together with interviews and desktop	The study was interested in the factors leading high turnover, among them training in the	Employee induction and employee turnover in advertising firms in Kenya.

			information. Analysed data using The SPSS software.	Commercial Bank of Africa.	
Kebenei (2014)	Effects of induction programs on employee job performance in Eldoret Water and Sanitation Company limited.	Induction programs provide new workers with information, conveying the staff expectations and relieve anxieties in new hires.	A descriptive study targeting 215 employees was conducted. Data collection involved the use of a questionnaire in addition to interviews. Data was analysed descriptively.	The study used employee job performance instead of employee turnover as the dependent variable.	Effect of staff induction programs on employee turnover in advertising firms in Kenya.
Salau et al. (2014)	Induction and staff attitude towards retention and organizational effectiveness.	Staff induction significantly and positively influences employee attitude.	The study used a descriptive design. Targeted 271 workers of Olabisi Onabanjo University, Ago Iwoye, Ogun State Nigeria. The study used purposive sampling and descriptive analysis.	The study was conducted in Nigeria. The use of non-probabilistic sampling limits representativeness and generalizability of findings.	Effect of staff induction on employee turnover in advertising firms in Kenya.
El-Gilany	Saudi nursing	High level of self –	The study adopted a cross-	The study focused on	Effect of staff induction on

and Abusaad (2013)	students' readiness for self – directed learning and the relationship between this and their existing learning styles	directed learning readiness among the undergraduate nursing students will have a positive implication on their education and post – employment continuing nursing education.	sectional descriptive design with a sample size of 275 respondents and made use of self- administered questionnaires to obtain data.	nursing students of Al-Jouf University, of Saudi Arabia and concentrated only on self – directed learning failing to explore other induction programs. The study also failed to link self-directed learning to employee turnover.	employee turnover in advertising firms in Kenya.
Kakolaki (2013)	Effect of Induction Training in Employee's Performance on Public Service": A Case of Kinondoni Municipality	Induction training for employees is crucial to eliminate traditional job practices to sharpen the new employees'	The study used a descriptive model, employing qualitative as well as quantitative analysis and random sampling.	The research was a case study of Kanondoni in Tanzania thus results cannot be applied to advertising	Effect of staff induction on employee turnover in advertising firms in Kenya.

				firms in Kenya.	
Boyer et al. (2012)	Improving sales performance with self-directed learning.	Self-directed learning influences sales performance.	Conducted a survey of the insurance industry.	The study targeted the insurance industry and used sales performance as the dependent variable.	Effect of staff induction on employee turnover in advertising firms in Kenya.
Hendricks and Louw-Potgieter (2012)	A theory evaluation of an induction programme.	Induction programme may lead to various benefits, for instance, staff retention and company identification.	Employed a descriptive design of 113 employees of a media firm. Used a five-point Likert scale questionnaire.	The study failed to establish the contribution of the various employee induction programs.	Effect of staff induction on employee turnover in advertising firms in Kenya.
Byrne (2010)	An exploration of the relationship between induction and employee commitment.	There is no claim by the author that the findings can be assumed to fit to all companies.	The study collected data using a questionnaire.	Employee commitment was the dependent variable	Effect of staff induction on employee turnover in advertising firms in Kenya.

Source: (Author, 2020)

2.5 Conceptual Framework

Independent Variables
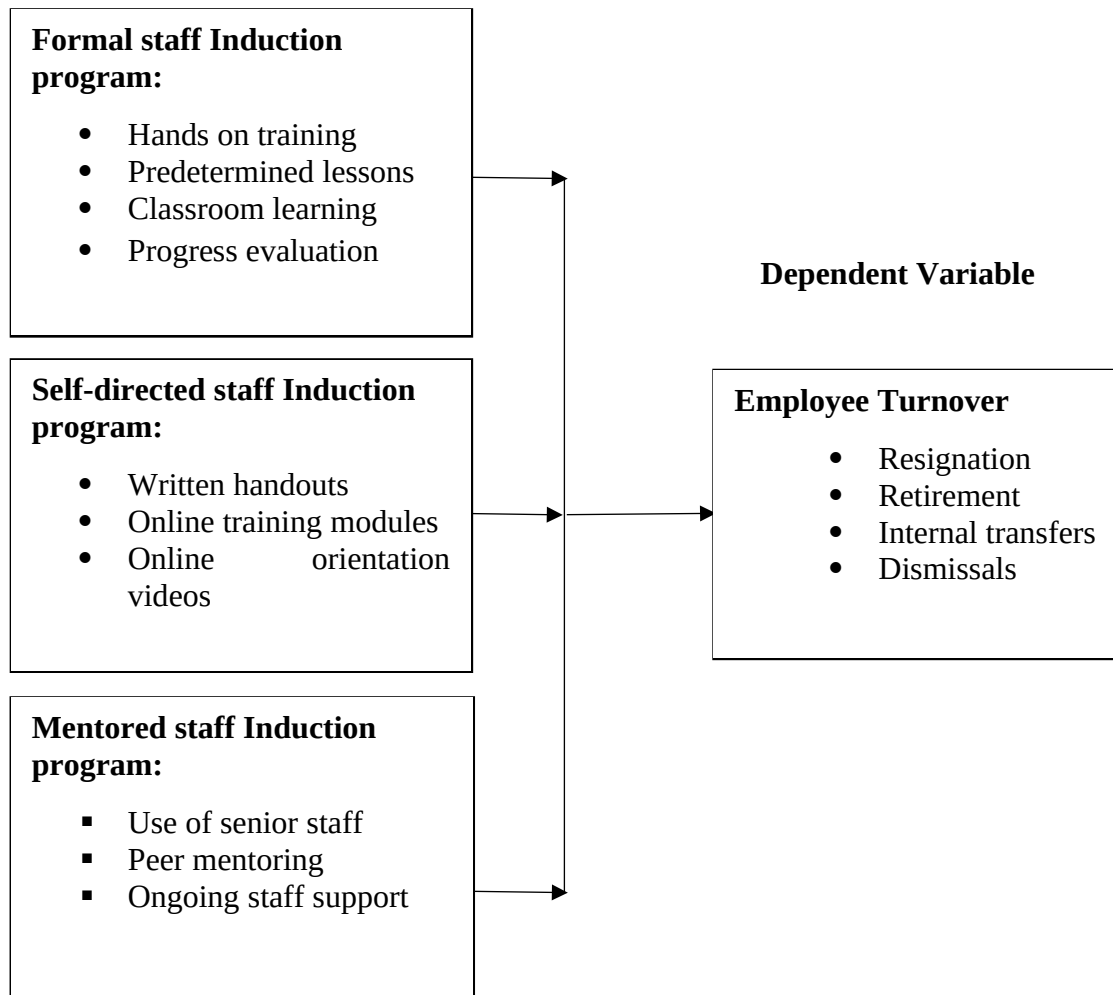
Figure 2.1: Conceptual Framework

Source: (Author, 2020)

This study hypothesized its conceptual framework on three independent variables which include formal staff induction program, self-directed staff induction program, and mentored staff induction program. These independent variables influence employee turnover (dependent variable). From the above figure 2.1, even though there are various induction programs for new employees, it is only formal employee induction program,

self-directed employee induction program, and mentored employee induction program that were studied as contributors to employee turnover.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The section provides a better understanding of methods utilized in conducting the study. This involves the methodology used such as research design, samples used, methods of collecting, analysing and presenting data as well as the ethical issues associated with the study.

3.2 Research Design

Research design refers to the overall strategy utilized to carry out research that defines a clear and logical plan to tackle established research question through the collection, interpretation, analysis, and discussion of data (Cresswell, 2009). Descriptive research design was adopted as it helps in answering key issues of who, when and what and is associated with a specific research problem, variables and conditions (Creswell & Creswell, 2017). The method would as well be adopted because it helps in explaining the characteristics of a given study population. A descriptive research design involves making observations and giving descriptions of the participants in the study (Cresswell, 2009). More so, it is applicable in establishing the relationship that exists between the variables in a study. Thus the descriptive research design was applicable to this study because it sought to establish the effect of staff induction programs and employee turnover in advertising firms in Kenya. A descriptive design is allowed for making observations on the natural behaviour of the subjects without influencing or affecting them in any way (Ogalo, 2018).

3.4 Target Population

The target population for this study was the 750 employees comprising of both management and non-management staff of the 19 advertising agencies in Kenya registered with the APA (2018) (see appendix III). The study's target group represents the study's sample from which the study's analysis is based (Rahi, 2017). It entailed a grouping of people that the study intended to gather data from and generalize the results.

Table 3.1: Target Population

S/No.	Respondent	Target Population		
		Management Staff	Non-Management Staff	Target Population
1	BBDO Worldwide	10	50	60
2	The Advertising Company	5	35	40
3	Ogilvy and Mather	7	43	50
4	Scanad Africa	10	48	58
5	Nutrun	5	25	30
6	Blue Print Marketing	6	49	55
7	Saracen Media	8	57	65
8	Express DDB Kenya	4	26	30
9	Brainwave Kenya	5	20	25
10	Spread Marketing	8	30	38
11	Transcend Media	4	21	25
12	Access Leo Burnet	5	19	24
13	Creative YR	3	32	35
14	FMC Group	10	42	52
15	Mediacom	5	25	30
16	Mindshare (K) Ltd	3	17	20
17	OG+A	2	28	30
18	JWT Kenya Limited	6	32	38
19	Shekele	8	37	45
TOTAL NO. OF RESPONDENTS:		**114**	**636**	**750**

Source: (APA, 2018)

3.5 Sampling and Sample Size

The study employed a simple random sampling technique. Sample size from the definite population was determined using the table by Krejcie and Morgan (1970) as shown in Appendix IV. Reading from the table if N (target population) is 750 with a confidence level of 95%, then the sample size should be 254 respondents. The sample size was thus chosen to be 254 respondents (employees) currently working with the 19 advertising agencies registered with the APA. The sampling frame was both the management and

non-management staff in these advertising agencies in Kenya as has been illustrated on Table 3.1. Humphries (2017) defines sampling as getting a representative of a specific target population. The study's sampling frame reflects the group of items or persons from which a study sample was obtained. A study sample, on the other hand, indicates the part of the target population that has been selected to take active part in the research (Creswell & Poth, 2017).

Table 3.2: Sample Size Summary

S/No.	Respondent	Sample Size		
		Management Staff	Non-Management Staff	Sample Size
1	BBDO Worldwide	4	13	17
2	The Advertising Company	5	9	14
3	Ogilvy and Mather	7	11	18
4	Scanad Africa	4	12	16
5	Nutrun	5	7	12
6	Blue Print Marketing	6	13	19
7	Saracen Media	8	15	23
8	Express DDB Kenya	4	7	11
9	Brainwave Kenya	5	5	10
10	Spread Marketing	8	8	16
11	Transcend Media	4	6	10
12	Access Leo Burnet	5	5	10
13	Creative YR	3	8	11
14	FMC Group	4	11	15
15	Mediacom	5	7	12
16	Mindshare (K) Ltd	3	5	8
17	OG+A	2	7	9
18	JWT Kenya Limited	2	8	10
19	Shekele	3	10	13
TOTAL NO. OF RESPONDENTS:		**87**	**167**	**254**

Source: (Author, 2020)

3.6 Data Collection Tools

Primary Data for this study was collected using a semi-structured questionnaire. Both primary and secondary data was used in this study. Secondary data was obtained from official documents. According to Phellas, Bloch, and Seale (2011), a questionnaire is an instrument of collecting data that is completed by the participants for research purposes. Both open-ended and closed-ended questions made up the questionnaire instrument. The questionnaire consisted of five sections (section A to E). The first section entailed the background information. The second section involved the measurement of the effect of formal employee induction program on employee turnover while the third section entailed the relationship between self-directed employee induction program and employee turnover.

The fourth section measured the effect of mentored staff induction program on employee turnover and the final section entailed measuring employee turnover in advertising agencies in Kenya. The questionnaire used a five-point Likert scale to rate the responses. The benefits of using a questionnaire include; faster gathering of data from a large sample in different areas, time saving, upholding confidentiality, and absence of interview bias (Mugenda & Mugenda, 2003). The limitations of using a questionnaire include low response rate, impersonal, and a lack of an opportunity to probe for in-depth information. However, these short-comings were overcome through a pilot study.

3.7 Data Collection Procedure

A letter from Kenyatta University was obtained by the researcher which acted as an introduction to the management of the advertising firms in Kenya. The content of the

letter included the purpose of the research, time frame, as well as seeking for permission to involve the selected sample in the study. The researcher designed the questionnaire and personally distributed it to the respondents and the completed questionnaires were picked after the agreed time to increase the response rate. The questionnaire was also accompanied by a research permit from the National Commission for Science Technology and Innovation (NACOSTI).

3.8 Pilot Study

The study conducted a pilot study at the Yellow Agency (Ya) head office and Prosel Ltd, which represents approximately 10 % of the target population. The Yellow Agency is a marketing and advertising consultancy with a strong foothold in East as well as Central Africa while Prosel Ltd is a branding firm with a strong foothold in East and Southern African markets and is located in Nairobi. A pilot study refers to the preliminary trial of a study (Whitehead, Sully, & Campbell, 2014). The advantage of a pilot test is that it helps in capturing the required amendments to be done on the questionnaire before employing it in the main study. A pilot study was conducted to remove ambiguities and inadequate items. The firms that were used in pilot testing offer advertising services, but are not registered with the APA and so they were not used in the study.

3.9 Validity and Reliability of the Research Instrument

3.9.1 Validity of the Research Instrument

A valid instrument measures what it is supposed to measure accurately (Babbie, 2010). Face validity of the research questionnaire was achieved through proof reading of the questions by the participants and strong references drawn through meta-analysis on past

research as well as related theory on staff induction programs and employee turnover (Subekti, 2016). Experts' opinion was included on the content of the questionnaires. More so, operationalization was done to eliminate threats to construct validity.

3.9.2 Reliability of the Research Instrument

Research instrument Reliability can be described as a measure of the degree to which an instrument gives consistent and agreeing results after repeated trials. Reliability of the research questionnaire was established through conducting a pilot study. The Cronbach-Alpha coefficient was used to measure the reliability coefficient. The values of the Cronbach's Alpha coefficient range from 0-1. According to Tavakol and Dennick (2011), questionnaire items yield reliable and consistent results when the value of the Cronbach's alpha is greater than 0.70.

3.10 Data Analysis and Presentation

According to Jakovljevic (2015), analysis of data involves inspecting and systematically classifying the data to address the early prepositions of the research. The collected data was verified for correctness as well as completeness, and then coded and analysed using qualitative together with quantitative techniques using the SPSS software. This study adopted descriptive statistics involving percentages, frequencies, mean, and standard deviation as well as inferential statistics comprising of co-relational analysis and regression analysis. The results were presented under appropriate sub-headings corresponding to the objectives of the study. The results were then summarized in the form of tables, pie charts, and graphs.

3.10.1 Empirical Model

This study established the relationship between the study variables using a multiple linear regression model. This model is appropriate when it is required to predict values of the dependent variable in a study that has many independent variables. The multiple linear regression model was applicable to this study since it has three independent variables, that is, formal staff induction program, self-directed staff induction program, and mentored staff induction program that influence employee turnover in advertising firms in Kenya. The model was expressed as follows;

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$ ……………………………………….Model 3.1

Where;

Y = Employee turnover

β_0 = Coefficient of intercept

X_1 = Formal staff induction program

X_2 = Self-directed staff induction program

X_3 = Mentored staff induction program

ε = Error term

$\beta_1 .... \beta_3$ = Independent variables coefficients

3.11 Ethical Consideration

The researcher assured the respondents of confidentiality and that the data collected was to be used for research purposes only and not to cause damage to their integrity and interests at the workplace. Permission was sought from the management of advertising

firms in Kenya and the respondents were informed that participation in the study was voluntary. Additionally, information from other authors was fully acknowledged.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

The section seeks to   provide the study's   results   as per the data collected under chapter three using the   inferential and descriptive   statistical methods.

4.1.1 Response Rate

The return rate of questionnaires distributed to the various respondents was high. A total of 254 Questionnaires were distributed to selected advertising companies in Kenya. Of the 254 questionnaires that were issued to respondents only 200 were returned back fully completed. This accounted for a response rate of 78.7%. This was acceptable since this was above the expected response rate requiring the rate of response to be of more than 50 percent (Mugenda & Mugenda, 2003).

Table 4.1 Response Rate of the Questionnaires

Category	Frequency	Percentage
Questionnaires Returned	200	78.7%
Questionnaires Not Returned	54	21.3%
Total	**254**	**100%**

Source: (Research data, 2020)

4.1.2 Reliability Test

The researcher administered a set of designed structured and unstructured questionnaires through a pilot study to appraise the questionnaire soundness of the items and to estimate time required to answer the items. The pilot study covered some of the 20 respondents not covered in the sampled population. The results of the pilot study were discussed with the respondents to make the required adjustments. The results of the pilot study in table 4.2 revealed that the employee turnover items had the highest Cronbach's Alpha coefficient of 0.792 while the formal staff induction items had the least coefficient of 0.764. George and Mallery (2003) provided the subsequent thumb rule: "Cronbach's Alpha coefficient of > 0.9 is Excellent, > 0.8 is Good, > 0.7 is Acceptable, > 0.6 is Questionable, > 0.5 is Poor, and < 0.5 is Unacceptable". From the results all the questionnaire items had a Cronbach's Alpha coefficient of above 0.7 hence were acceptable. The major objective of this test was to test the instrument reliability and validity.

Table 4.2 Reliability Analysis

Item	Questions	Cronbach's Alpha	Comment
Formal Staff induction Program	5	.764	Reliable
Self-Directed Staff Induction	5	.772	Reliable
Mentored staff Induction	5	.784	Reliable
Employee Turnover	5	.792	Reliable
Average:	**5**	**0.778**	**Reliable**

Source: (Research data, 2020)

4.2 Demographic Characteristics

4.2.1 Response Rate by Advertising Companies

Table 4.3 Advertising Firms Respondents

Name of advertising Company	Frequency	Percentage
1. BBDO Worldwide	14	7%
2. The Advertising Company	11	5.5%
3. Ogilvy and Mather	14	7%
4. Scanad Africa	13	6.5%
5. Nutrun	9	4.5%
6. Blue Print Marketing	16	8%
7. Saracen Media	21	10.5%
8. Express DDB Kenya	6	3%
9. Brainwave Kenya	6	3%
10. Spread Marketing	13	6.5%
11. Transcend media	8	4%
12. Access Leo Burnet	7	3.5%
13. Creative YR	9	4.5%
14. FMC Group	13	6.5%
15. Mediacom	9	4.5%
16. Mindshare (K) Ltd	6	3%
17. OG+A	7	3.5%
18. JWT Kenya Limited	8	4%

19. Shekele	10	5%
Total	**200**	**100%**

Source: (Research data, 2020)

All the 19 companies registered with APA participated in the study with varying degrees of responses. Table 4.3 clearly shows that Saracen Media had the highest response rate represented by 10.5% (21) of the target population. Express DDB Kenya, Brainwave Kenya and Mindshare (K) Ltd on the other hand had the lowest response rates represented by 3% (6) each. From the findings it showed that the advertising agencies clearly, cooperated in giving information relevant to the study.

4.2.1 Gender

Table 4.4 Gender of Respondents

Category	Frequency	Percentage
Male	80	40%
Female	120	60%
Total	**200**	**100%**

Source: (Research data, 2020)
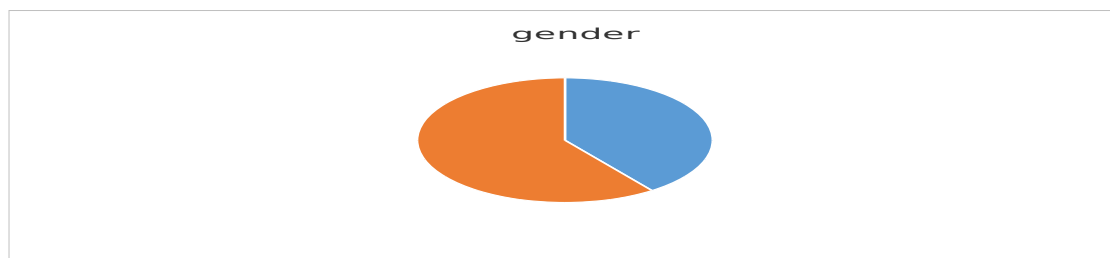
Figure 4.1 Gender of Respondents

Source: (Research data, 2020)

From the findings in table 4.4, it was clear that female respondents represented a higher percentage in comparison to male companions in the study. Male respondents accounted for 40% and 60% respondents represented female. This indicates that the advertising companies were eager to recruit females due to their dynamism in the field of advertising.

4.2.2 Age of Respondents

Table 4.5 Age of Respondents

Category	Frequency	Percentage
Below 25 years	40	20%
25 -30 years	70	35%
31 -35 years	60	30%
36 -40 years	20	10%
Over 40 years	10	5%
Total	**200**	**100**

Source: (Research data, 2020)
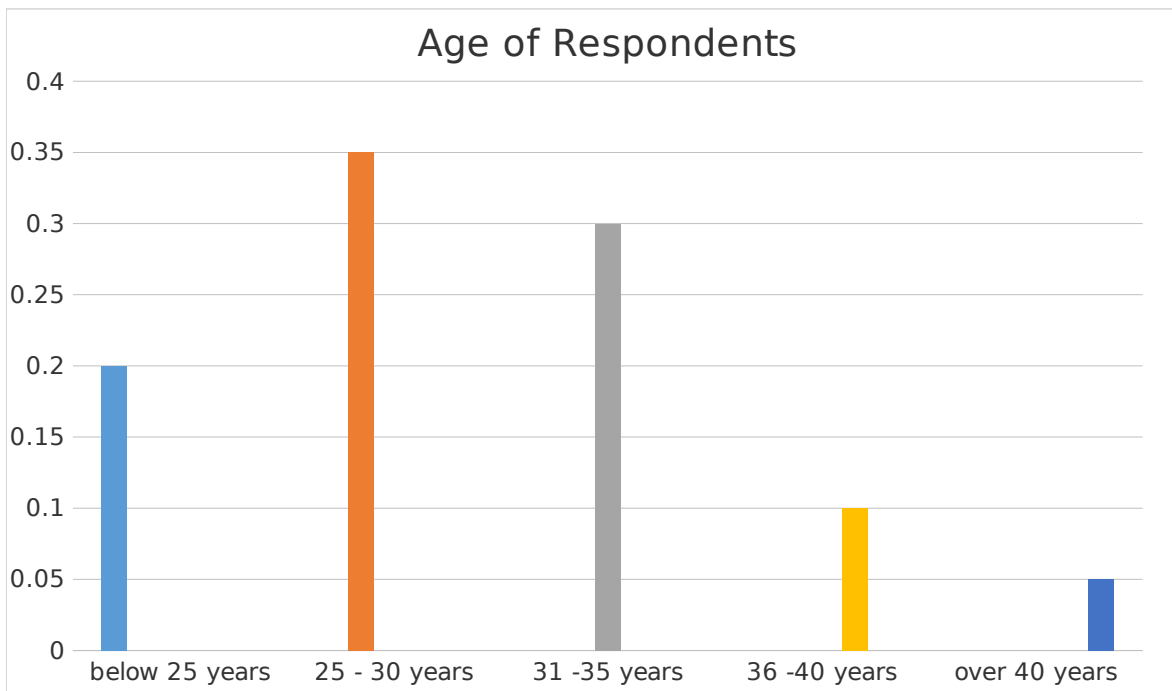
Figure 4.2 Ages of Respondents

Source: (Research data, 2020)

Most of the respondents according to the results in Table 4.5 were between the ages of 25 -30 years, this was represented by 35% of the target population. Respondents who were over the age of 40 were the least; this was represented by 5% of the total population. This indicates that the advertising companies had young people due to their dynamism and need to mould them and build their career in advertising.

4.2.3 Years of Working in the Agency

Table 4.6 Years of Working in the Agency

Category	Frequency	Percentage
Less than 1 year	78	39%
1 – 5 years	68	34%
6 – 10 years	38	19%
Over 10 years	16	8%
Total	**200**	**100%**

Source: (Research data, 2020)
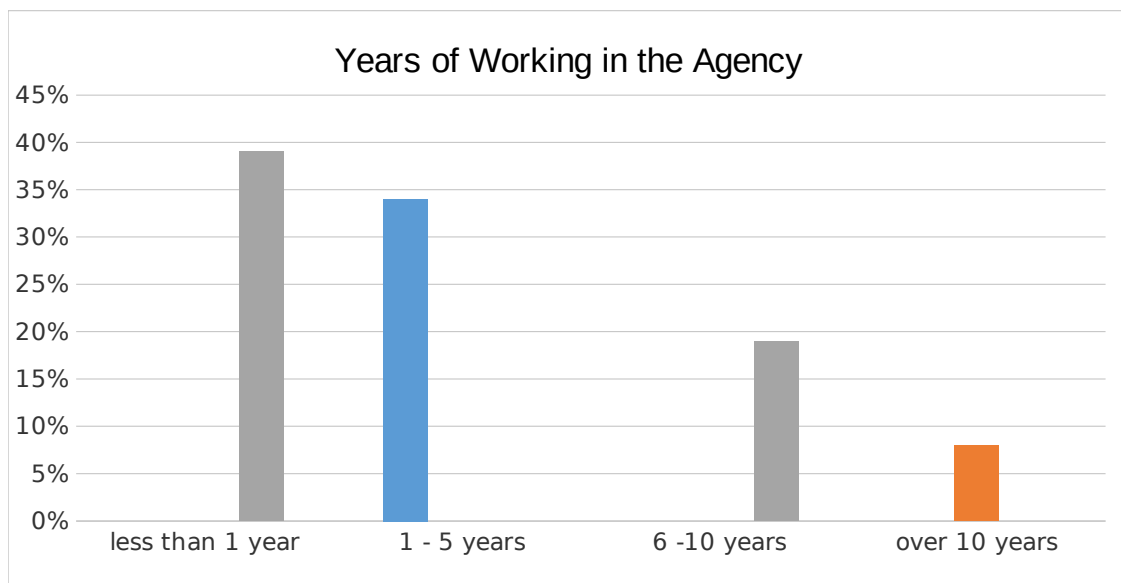
Figure 4.3 Years of Working in the Agency

Source: (Research data, 2020)

Table 4.6 provides the findings of the study showing a high number of respondents to have worked for a period of less than 1 year; this was represented by 39 % (78). This clearly shows that some of the employees were on a contract basis at the advertising

firms. Respondents who had worked for a period of 1 -5 years, were represented by 34% (68) of the target population. Respondents who had worked in the advertising firms for a period of 6 -10 years were represented by 19 % (38). Some of the respondents had been working in the advertising agency for over 10 years this was represented by 8 % (16). It is thus clear that these employees had enough experience to provide the information required for the study.

4.2.4 Level of Education

Table 4.7 Respondents highest Level of Education

Category	Frequency	Percentage
PHD	4	2%
Masters	12	6%
Degree	30	15%
Diploma	80	40%
Certificate	74	37%
Total	**200**	**100%**

Source: (Research data, 2020)
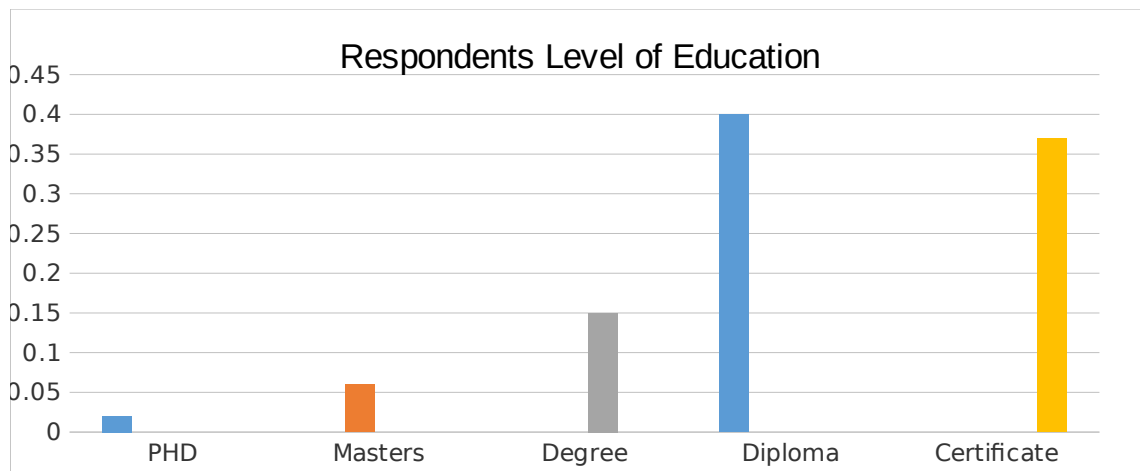
Figure 4.4 Respondents Level of Education

Source: (Research data, 2020)

The results show that (2%) of the employees in the advertising firms had PHD education, (6%) had Masters Education, (15%) had Degree education and (40%) of them had Diploma indicating that the advertising companies were keen on recruiting quality staff.

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This could have been informed by the fact that well educated staff require only minimum supervision and are more productive.

4.2.5 Previous Work Experience

Table 4.8 Respondents Previous Work Experience

Category	Frequency	Percentage
Yes	90	45%
No	110	55%
Total	200	100%

Source: (Research data, 2020)

From the study the findings in table 4.8 clearly show that most employees responded that they had no previous work experience before joining the advertising companies. This was represented by 110 (55%) of the target population, whereas those that had previous work experience were represented by 90 (45%) of the target population. The study findings clearly indicate that there is need for staff induction in order to improve on employee retention and reduce on employee turnover.

4.2.6 Induction for New Employees

Table 4.9 Induction for New Employees

Category	Frequency	Percentage
Yes	112	56%
No	88	44%
Total	**200**	**100%**

Source: (Research data, 2020)

From the study findings in table 4.9 it clearly shows that advertising companies hold induction programs for new employees. This was represented by 56% of the target population. From the study it was clear that, 44% of the advertising companies do not hold induction programs for its employees. The study findings clearly indicate that while there exists some degree of staff induction practice in advertising firms in Kenya the advertising sector needs to put more effort to induct its entire workforce.

4.2.7 Employee Cadre

Table 4.10 Respondents Employee Cadre

Category	Frequency	Percentage
Management	64	32%
Non- management	136	68%
Total	**200**	**100%**

Source: (Research data, 2020)
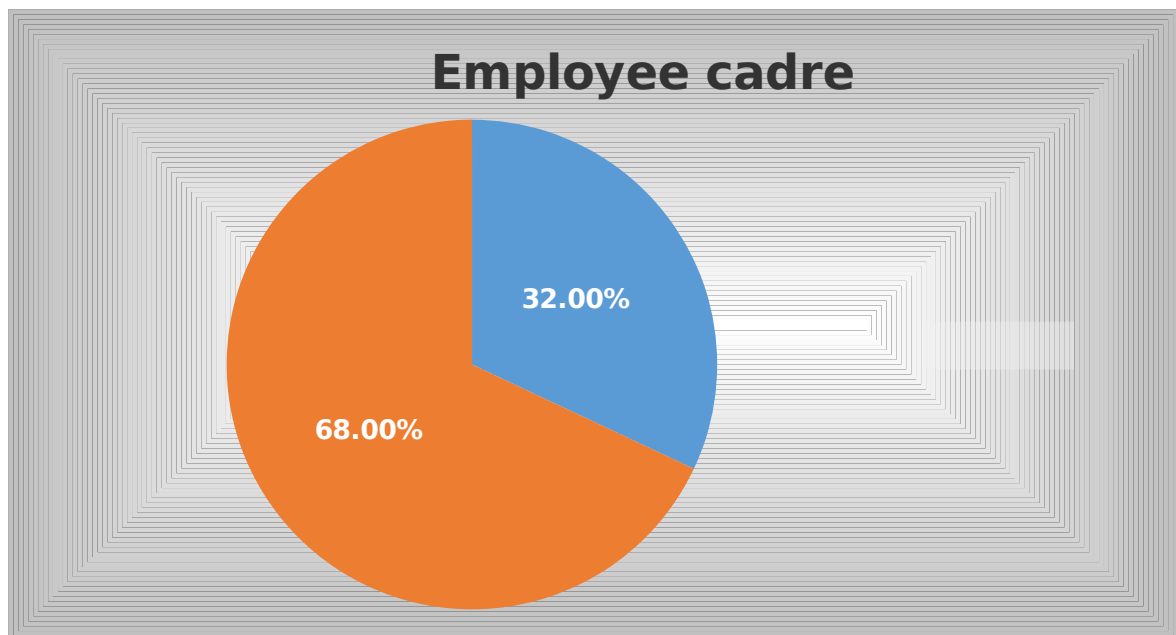
Figure 4.5 Employee Cadres

Source: (Research data, 2020)

From the study findings in table 4.10 it was clear that most of the respondents were from the non-management cadre, this was represented by 136 (68%) of the target population. From the findings it was clear that respondents in the management cadre were 64 (32%).

It is clear that both management and non-management employees were involved in the study and this avoided bias in the information provided.

4.3 Descriptive Statistics

4.3.1 Formal Staff Induction Programs and Employee Turnover

The study's first objective was analysing how formal staff induction programs affect employee turnover in advertising Companies. Formal staff induction program was measured using indicators comprising; hands on training, predetermined lessons, classrooms learning and progress evaluation. This objective was realized by asking the respondents to respond to several statements pertaining to their feelings on the formal induction processes at the advertising Companies. All variables were based on a 5 point Likert scale. Table 4.11 shows the results.

Table 4.11 Formal Staff Induction Programs and Employee Turnover

Item	N	Mean	SD
This advertising agency trains new employees through hands on training over a certain duration	200	3.96	1.299
This advertising agency performs progress evaluation for staff	200	3.95	1.168
The firm uses predetermined lessons for new employee induction	200	3.95	1.168
Classroom learning is among the various ways that this advertising agency uses in staff induction	200	4.1	1.09
The company embraces a planned attempt to introduce new workers to the firm, job, and the working environment	200	3.895	1.192
Aggregate scores	**200**	**3.971**	**1.183**

Source: (Research data, 2020)

The overall findings of the respondents showed that the respondents agreed with the statements in correspondence to the study. The aggregate mean was 3.971 and the standard deviation was 1. 183. From the findings in Table 4.11, it can be deduced that the respondents agreed with the statements given. It was found that the respondents agreed that classroom learning is among the various ways that advertising agency use. This was represented by a mean of 4.1 and a standard deviation of 1.09. From the findings it was clear that, the respondents agreed that advertising agency performs progress evaluation and they also agreed to the statement that the advertising firms use predetermined lesson

for new employee induction, this was represented by a mean of 3.95 respectively. They also agreed to the statement that the company embraces a planned attempt to introduce new workers to the firm, job, and the working environment; this was represented by a mean of 3.895. Hence, it is evident from these findings that formal staff induction process was instrumental in developing employees' confidence in the organization and self in the advertising companies.

These findings were in line with Ogalo (2018) whose study on the influence that induction training has on retention of workers in the public service sector in Kenya revealed that the formal staff induction strategy is a significant strategy that positively influences staff retention, particularly for new workers.

4.3.2 Self-Directed Staff Induction Program and Employee Turnover

The second objective of the study was to establish the relationship between self-directed staff induction program on advertising companies in Kenya. Self-directed staff induction program was measured by the following indicators that entail; written hand-outs, online training modules and online orientation video. This objective was measured by asking the respondents to react to various statements concerning their satisfaction with their work resulting from the self-directed staff induction process. All variables were based on a 5 point Likert scale. Table 4.12 shows the results

Table 4.12 Self Directed Staff Induction Program

Item	N	Mean	SD
The company uses written hand-outs during the induction of staff	200	3.55	1.420
The new employees in this advertising agencies are provided with online orientation videos	200	3.705	1.344
The firm uses online training modules for new hires	200	4.185	1.067
The supervisors in this agency monitor and lead the new workers to ensure that they absorb the information and get answers to all questions	200	4.045	1.118
The firm teaches new hires the basics of the organization mission and what is expected of them	200	3.9	1.207
Aggregate scores	**200**	**3.867**	**1.2312**

Source: (Research data, 2020)

From the findings it was evident that the respondents agreed with the findings that the firms use online training modules for new hires. This was represented by a mean of 4.185 and a standard deviation of 1.067. The statement that the supervisors in the advertising agency monitor and lead the new workers to ensure they absorb the information that they are given was agreed upon by the respondents. This was represented by a mean of 4.045 and a standard deviation of 1.118. From the findings in the table the respondents also agreed that, the new employees in these advertising agencies are provided with online orientation videos, this was represented by a mean of 3.705 and a standard deviation of 1.334. The aggregate scores from the table also reveal that, the respondents agreed with

the statements. A mean of 3.867 as well as a standard deviation of 1.2312 represented this result.

The overall conclusions of these findings were that there were different self-directed staff induction programs carried out at the advertising agencies and that they had enabled the employees to easily settle at their workplaces. The conclusions are in tandem with El-Gilany and Abusaad (2013)'s study findings on Saudi nursing students' readiness for self-directed learning and the relationship between this and their existing learning styles which revealed that the high level of self-directed learning readiness among the undergraduate nursing students had a positive implication on their education and post-employment roles.

4.3.3 Mentored Staff Induction Program and Employee Turnover

Determining the influence of mentored staff induction program on employee turnover was the third objective of this study. Mentored staff induction program was measured by the following indicators: use of senior staff, peer mentoring, and on-going staff support all respondents would be requested to respond to different question as away of attaining specific objectives describing the different indicators to mentored staff induction program employee induction they had observed in the advertising companies. All variables were based on a 5 point Likert scale. Table 4.13 shows the results

Table 4.13 Mentored Staff Induction Program and Employee Turnover

Item	N	Mean	Sd
The senior employees in this advertising agency take the ultimate responsibility for training the new hires at the workplace	200	4.25	.905
The firm embraces on-going new employee support	200	4.14	1.01
Peer mentoring is among the various ways that this firm uses in orientation of new hires	200	4.1	1.12
The supervisors in this agency monitor the tasks	200	4.0	1.18
Staff with seniority are supposed to oversee new employees for a particular period	200	3.635	1.407
Aggregate Scores	**200**	**4.025**	**1.124**

Source: (Research data, 2020)

From the study findings it was clear that the respondents agreed that, the senior employees in this advertising agency take the ultimate responsibility for training the new hires at the workplace, this was represented by a mean of 4.25. The respondents also agreed to the statement that, the firm embraces on-going new employee support this was represented by a mean of 4.14. From the respondents' responses they also concurred that,

Peer mentoring is among the various ways that the firms use in orientation of new hires, this was represented by mean of 4.0. The response with the least mean was Staff with seniority are supposed to oversee new employees for a particular period with a mean of 3.635. The overall mean proved that most of the respondents agreed to the statements, the overall mean was 4.025.

These findings suggest that majority of the employees at the institution had benefited considerably from mentored staff induction programs and were drawing some satisfaction from their jobs as a result. The study results support Aman (2015) whose study on the effect of mentoring on military personnel retention in Ethiopian military academies revealed that mentoring positively and significantly related to personnel retention, career development, and psychological readiness.

4.3.4 Employee Turnover in Advertising Agencies in Kenya

Employee turnover was the dependent variable in the study. It was measured by various indicators that entailed; resignation, retirement, internal transfers and dismissals. For the purposes of attaining this objective, respondents were requested to answer several questions that described the different indicators to employee turnover they had observed in the advertising companies. All variables were based on a 5 point Likert scale. Table 4.14 shows the results

Table 4.14 Employee Turnover in Advertising Agencies

Item	N	mean	Sd
Poor induction in this advertising agency leads to employee resignations	200	4.175	.948
Early retirements in this advertising agency are caused by poor staff induction	200	2.25	1.35
Poor staff induction in this advertising agency leads to increased levels of internal transfers within the organisation.	200	3.42	.89
Poor staff induction in this advertising agency leads to employee dismissals.	200	2.13	1.23
Poor staff induction in this advertising agency increases the employees' intention to leave the organisation.	200	2.98	1.18
Aggregate Scores	**200**	**2.991**	**1.1196**

Source: (Research data, 2020)

From the responses most of the respondents did not agree with the statements, whereas others were not sure with if really the advertisement firms adhered to the given statements. Hence the overall mean was 2. 991. Some of the respondents agreed to the statements that, Poor induction in this advertising agency leads to employee resignations the mean was 4.175. Some of the respondents did not agree with the statement that Poor staff induction in this advertising agency leads to employee dismissals. This was

represented by a mean of 2.13. The respondents did not agree to the statement that, early retirements in this advertising agency are caused by poor staff induction this was represented by a mean of 2.25.

From the study findings some of the respondents were not sure that, Poor staff induction in this advertising agency increases the employees' intention to leave the organisation, this was represented by a mean of 2.98. The overall finding on employee turnover is that, poor induction may lead to poor employee turnover in the advertising companies. This finding supports Arokiasamy (2013) who concluded that staff turnover happens because of unhappiness of an individual worker from the job environment.

4.4 Inferential Statistics

This section presents the results of the correlation and regression analysis done in the study to evaluate the relationships between the dependent and independent variables. Pearson's product moment correlation was used as well as multiple regression.

4.5 Regression Analysis

Various forms of inferential analysis were employed on the study data to examine the strength involving the study's dependent and independent variables. These analyses included the ANOVA, multiple regression analysis and the determination of coefficient.

4.5.1 Regression of Staff Induction and Employee Turnover in Advertising Firms in Kenya

Table 4.15 Regression of Staff Induction and Employee Turnover in Advertising Firms in Kenya

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
	.768[a]	.621	.784	.1803
a) **Dependent variable: Employee Turnover**				

Source: (Research data, 2020)

Based on Table 4.15 the adjusted R^2 which can also be regarded as the coefficient reflecting multiple determination, forms the variance per cent of dependent variable that is described uniquely or jointly by the independent variables. From the results it was clear that the R square coefficient of determination of the model was 0.621. This meant that 62.1% of the variations on staff induction were described by employee Turnover, while the rest were described by variables that were not part of the study model.

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Table 4.16 ANOVA of Staff Induction

Model		Sum of Squares	Df	M	F	Sig
1	**Reg**	10.345	3	3.756	118.061	.000[b]
	Residual	9.213	197	.161		
	Total	19.558	200			
a).Dependent variable: Employee Turnover in advertising firms						

Source: (Research data, 2020)

The ANOVA results, Table 4.16, show statistically significant relationship between staff induction and employee turnover. The F-test results 118.061, was positive and significant at p= 0.000 < 0.05. Therefore, it would be established to exist a crucial correlation between staff induction and employee turnover.

Table 4.17 Coefficient of Staff Induction and Employee Turnover

		Un-Standardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
	(constant)	.254	.188			
	Formal Staff Induction	.357	.076	.187	3.563	.000
	Self-directed induction	.526	.082	.316	4.315	0.000
	Mentored staff induction	.461	.0.83	.284	4.108	0.000

Source: (Research data, 2020)

Results in Table 4.17 indicate a multiple linear regression of staff induction and employee turnover in advertising firms in Kenya.

$Y=0.254+0.357X_1+0.526X_2+0.461X_3+\varepsilon$

From the above regression equation, it was revealed that if formal staff induction, self-directed staff induction and mentored staff induction was subjected to a constant zero, employee turnover of advertising firms would be at 25.4%, a unit change in formal staff induction program would lead to 35.7% change in employee turnover, while a unit change in Self-directed staff induction program would change employee turnover by 52.6%, and a unit change in Mentored staff induction would change the employee turnover by 46.1%. The study findings indicate that the overall staff induction was important, with impact on results on all variables on employee turnover.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions and recommendations arrived at based on the research findings. The research implications are discussed and further areas of study are suggested in this section. Interested Stakeholders are presented with useful recommendations from the research findings at the end of this chapter to bring to their attention valuable information that will help them come up with tangible solutions to the problem of employee turnover.

5.2 Summary of the Research Findings

Employee turnover in Kenya has been an ongoing problem for quite a long time in many industries. Past studies that have been conducted on staff induction and employee turnover globally did not focus on advertising firms. The research aimed to develop the correlation involving staff induction and the employee turnover in advertising firms within Kenya. Accordingly, a detailed conceptual framework was developed. This framework was evaluated empirically, using the following objectives; To establish the effect of formal staff induction program on employee turnover in advertising firms in Kenya, to determine the effect of self-directed staff induction program on employee turnover in advertising firms in Kenya as well as to determine the effect of mentored staff induction program on employee turnover in advertising firms in Kenya. The research adopted a descriptive research design primarily described as cross sectional. The study further adopted structured questionnaires and this were validated using the secondary

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data. Descriptive statistics and inferential statistics were adopted as the data analysis method. The adoption of descriptive design was meant to summarise and   describe data. Inferential statistics, particularly Pearson's Product Moment Correlation was used to quantify the strength and direction of the relationship between variables, and regression analysis was used.

From the findings it was evident that formal staff induction process was instrumental in developing employees' confidence in the organization and self in the advertising companies in Kenya. Confidence in the organization reduces employees' fears and insecurities thus resulting into a positive impact on employee turnover.

It was also evident from the findings that the different self-directed staff induction programs carried out at the advertising agencies in Kenya had enabled the employees of the advertising firms to easily settle at their workplaces. This consequently reduced employee turnover in these firms.

The study also found that majority of the employees of the advertising firms in Kenya had benefited considerably from mentored staff induction programs and were drawing some satisfaction from their jobs as a result. This showed that they were happy with their current roles thus having a positive impact on employee turnover in these firms.

From the regression analysis of study's dependent and independent variables a unit change in formal staff induction had the least impact on employee turnover of 35.7% while a unit change in mentored staff induction and self-directed staff induction had the highest impact on employee turnover of 46.1% and 52.6% respectively.

5.3 Conclusions

Employee turnover is a key focus in the management of advertising companies. This study investigated the relationship between staff induction and employee turnover. Based on the findings of this study, it is reasonable to conclude that staff induction contributed positively to employee turnover of advertising firms in Kenya. Important conclusions were arrived at based on the findings of this study; Formal staff induction program was found to have a positive significant relationship in influencing employee turnover; therefore, advertising firms should ensure that hands on training and predetermined lessons are applied before and after induction to reduce the turnover of employees.

Self-directed staff induction was found to have a positive significant relationship with employee turnover in advertising firms in Kenya. Advertising firms should note that employees are assets to the firm and that they play a vital role on employee turnover in the firm. For employers in the advertising firms to be successful, written hand-outs should also be presented as well as an online platform to enhance induction and employee turnover. Through the online training modules, online orientation videos should be made available to employees in order to enhance and improve on employee turnover.

The study findings established that mentored staff induction, had a positive significant relationship on employee turnover in advertising firms in Kenya. As Mentored staff induction increases, employee turnover in advertising firms' decreases. Employee turnover is influenced by mentored induction through peer mentoring, use of senior staff and on-going staff support.

The study also revealed that self-directed staff induction and mentored staff induction had the greatest impact on employee turnover of the three staff induction approaches reviewed in the study.

5.4 Recommendations

From the findings of this study the following recommendations are suggested; Firms should place more emphasis on self-directed and mentored staff induction programs as the main staff induction approaches to reducing employee turnover in firms as these were found to be the most effective of the three staff induction approaches reviewed in this study.   Efforts should be made by the advertising companies to obtain the feedback from the induction process so as to gauge the employees' expectations of the workplace and hence align their expectations with those of the employees.

The study also recommends that organizations should strive to make the new employees feel that they are indeed valuable members of the organization during the induction. This will enable them to settle quite easily in their roles in the organization and make them mentors for future employees.

5.5 Suggestions for Further Study

This work would not be considered exhaustive. The results attained just act as a base of understanding better the impact of staff induction training on employee turnover that is expanding rapidly. The reality in practice might need more effort and extra research.

This study tested only three independent variables that is; formal staff induction, self-directed staff induction and mentored staff induction and how these affect employee turnover. This research can be expanded further to test more staff induction models and how the same impact employee turnover. Even though the results of this study could be generalized to represent other sectors of the economy other than the advertising sector more research needs to be conducted to establish the effect of staff induction on staff's turnover in other sectors.

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APPENDICES

Appendix I: Letter of Introduction

School of Business

Kenyatta University,

P O Box   43844-00100,

Nairobi, Kenya.

Dear Respondent,

RE: LETTER OF REQUEST TO CONDUCT RESEARCH AND INTRODUCTION TO RESPONDENTS

I am a Master's Degree student pursuing Masters of Business Administration, Human Resource Management option at Kenyatta University. As a requirement for the award of the degree, I am conducting a research on the **effect of staff induction on employee turnover in advertising firms in Kenya**. You have been selected to participate in this study. Kindly complete this questionnaire correctly and honestly. Your responses will be treated with utmost confidentiality and will be used only for research purposes. Thank you.

Yours Faithfully,

Michael Njoroge Matheri
+254716332590
njorogemichaels@gmail.com

Appendix II: Questionnaire

Date …………………………………………………….

SECTION A: GENERAL INFORMATION

1. State the name of your advertising agency

   …………………………………………

2. Kindly indicate your gender

   Male [   ]   Female [   ]

3. Kindly indicate your age

   Below 25 [   ]   25-30 [   ]   31-35 [   ]   36-40 [   ]

   Over 40 [   ]

4. How many years have you worked with the agency?

   Less than 1 year [   ]   1 year-5 years [   ]   6years-10 years [   ]

   Over 10 years [   ]

5. Kindly indicate your highest level of education

   PhD [   ]

   Master Degree [   ]

   Bachelor's Degree [   ]

   Diploma [   ]

   Certificate [   ]

6. Before this job in this advertising agency did you have previous work experience?

   Yes [   ]   No [   ]

7. Do you believe that induction programs for new employees are a solution to employee turnover?

       Yes [   ]   No [   ]

8. Please indicate which employee cadre you belong to;

Management [   ]   Non-Management [   ]

SECTION B: FORMAL STAFF INDUCTION PROGRAMS AND EMPLOYEE TURNOVER

9. Please tick one among the options provided below. Using the Likert scale provided in which; **5= Strongly Agree, 4= Agree, 3= Not sure, 2= Disagree, 1= Strongly Disagree**

No.	Item	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1.	This advertising agency trains new employees through hands on training over a certain duration					
2.	This advertising agency performs progress evaluation					

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	for staff				
3.	The firm uses predetermined lessons for new employee induction				
4.	Classroom learning is among the various ways that this advertising agency uses in staff induction				
5.	The company embraces a planned attempt to introduce new workers to the firm, job, and the working environment				

SECTION C: SELF-DIRECTED STAFF INDUCTION PROGRAM AND EMPLOYEE TURNOVER

10. Indicate the degree to which you agree with the following statements by ticking (√) as appropriate. Key: **5= Strongly Agree, 4= Agree, 3= Not sure, 2= Disagree, 1= Strongly Disagree**

No.	Item	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1.	The company uses written hand-outs during the induction of staff					
2.	The new employees in this advertising agencies are provided with online orientation videos					
3.	The firm uses online training modules for new hires					
4.	The supervisors in this agency monitor					

	and lead the new workers to ensure that they absorb the information and get answers to all questions				
5.	The firm teaches new hires the basics of the organization mission and what is expected of them				

SECTION D: MENTORED STAFF INDUCTION PROGRAM AND EMPLOYEE TURNOVER

11. Please indicate the degree to which you agree with the following items. Indicate your answer by ticking (√) appropriately. Note: **5= Strongly Agree, 4= Agree, 3= Not sure, 2= Disagree, 1= Strongly Disagree**

No.	Item	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1.	The senior employees in this advertising agency take the ultimate responsibility for training the new hires at the workplace					
2.	The firm embraces on-going new employee support					
3.	Peer mentoring is among the various ways that this firm uses in orientation of new hires					
4.	The supervisors in this agency monitor the					

No.	Item				
	tasks				
5.	Staff with seniority are supposed to oversee new employees for a particular period				

SECTION E: EMPLOYEE TURNOVER IN ADVERTISING AGENCIES IN KENYA

12. Using a scale of 1-5, indicate the degree to which you agree with the following statement on employee turnover in your advertising agency. Key: **5= Strongly Agree, 4= Agree, 3= Not sure, 2= Disagree, 1= Strongly Disagree**

No.	Item	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1.	Poor induction in this advertising agency leads to employee resignations					
2.	Early retirements in this advertising agency are caused by poor staff					

	induction				
3.	Poor staff induction in this advertising agency leads to increased levels of internal transfers within the organisation.				
4.	Poor staff induction in this advertising agency leads to employee dismissals.				
5.	Poor staff induction in this advertising agency increases the employees' intention to leave the organisation.				

Appendix III: List of Advertising Agencies in Kenya Registered with APA

The following is a list of registered advertising agencies in Kenya, registered by Association of Practitioners in advertising (APA) 2018.

1. BBDO Worldwide

2. The Advertising Company

3. Ogilvy and Mather

4. Scanad Africa

5. Nutrun

6. Blue Print Marketing

7. Saracen Media

8. Express DDB Kenya

9. Brainwave Kenya

10. Spread Marketing

11. Transcend Media

12. Access Leo Burnet

13. Creative YR

14. FMC Group

15. Mediacom

16. Mindshare (K) Ltd

17. OG+A

18. JWT Kenya Limited

19. Shekele

Appendix IV: Table for Determining Sample Size for a Finite Population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—N is population size. S is sample size.

Source: Krejcie & Morgan, 1970

Appendix V: Work Plan

Activity	Time
Project writing	November 2019- January 2020
Project defence	February 2020
Project corrections	March 2020
Data collection	August 2020
Data analysis	September 2020
Marking of Draft Project	October 2020
Project Final Submission	November 2020

Appendix VI: Budget

Activity	Amount (Ksh.)
Internet and communication airtime	6,000
Printing (project)	5,000
Binding (Project)	1000
CD- Burning	200
Travel expenses	25,000
Collection of Data	30,000
Analysis of Data	15,000
Draft project printing	3,000
Final project printing and binding	7,000
Sub-total (ST)	92,200
Contingency Cost (15% of ST)	13,830
Total	**106,030**

Appendix VII: Research Authorization Letter From Kenyatta University

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 020-8704150

Our Ref: D53/OL/CTY/26515/2015

DATE: 30th July, 2020

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

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION FOR MR. MATHERI NJOROGE MICHAEL
– REG. NO. D53/OL/CTY/26515/2015**

I write to introduce Mr. Matheri Njoroge Michael who is a Postgraduate Student of this University. He is registered for MBA degree programme in the **Department of Business Administration.**

Mr. Matheri intends to conduct research for a MBA Project Proposal entitled, **"Staff Induction and Employee Turnover in Advertising Firms in Kenya."**

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

Appendix VIII: Research License From NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **896601**

Date of Issue: **12/August/2020**

RESEARCH LICENSE

This is to Certify that Mr.. MICHAEL NJOROGE MATHERI of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: STAFF INDUCTION AND EMPLOYEE TURNOVER IN ADVERTISING FIRMS IN KENYA for the period ending : 12/August/2021.

License No: **NACOSTI/P/20/6163**

896601

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION

Verification QR Code

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