

**FACTORS CONTRIBUTING TO HIGH EMPLOYEE TURNOVER
IN CARE KENYA'S REFUGEE ASSISTANCE PROJECT IN
DADAAB - GARISSA DISTRICT**

BY

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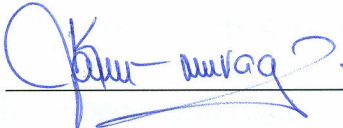
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*Factors contributing
to high employee*



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DECLARATION

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

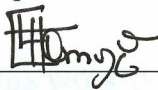
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This is to certify that this project has been submitted for examination with my permission as the university supervisor.

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Dedication

To my wife and daughter Faith and Michelle Njama, my father Nduhiu Njama who all instilled in me a deep sense of achievement without which this project would never have been undertaken.

Acknowledgements

The content and arrangement of this research project has evolved significantly over the last two years to what it is now many thanks and appreciation goes to my Supervisor Mr. Eliud Obere for his unwavering support and wise counsel which made this work possible.

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A heartfelt thanks goes to all staff of CARE Kenya Refugee Assistance Project who shared their experiences of working in Dadaab.

ABSTRACT

The objective of this research study was to enable the researcher evaluate and identify the factors that determine high employee turn-over in CARE-Kenya's Refugee Assistance Project (RAP) in Dadaab, Garissa district.

The research focused on CARE Kenya's RAP because it is involved in the process of coming up with joint/shared support services for refugees in Dadaab – Garissa District. The RAP also provides care and support to people who have fled internal war in Somalia, Sudan, Ethiopia and some parts of Uganda. The project was divided into three refugee camps namely: - Hagadera, IFO and Dagahaley (each with approximately 40,000 refugees) and one administrative units, Dadaab Main Office (DMO).

The question that begs an answer is “could there be a way or mechanism that the high rate of employee turnover at CARE- Kenya's RAP can be controlled? And if so, how can the employees be motivated and maintained”. Literature from different dictates was reviewed to obtain secondary data for the study in question. Primary data was obtained and analyzed so as to come up with findings and recommendations for the study.

The study adopted an exploratory design that was based on the primary data collected while a descriptive design was also incorporated and concentrated on secondary data by way of making reference to earlier studies carried out to address the issue of employee turnover and also on CARE-Kenya. Both qualitative and quantitative techniques of data analysis were used, to enable gather insights that concern the issues at stake.

The population for this study was the 178 employees at CARE Kenya's RAP in Dadaab, Garissa District. This population was sampled to enable data collection and generalization of the research results or findings. Data was analyzed using descriptive statistics where the researcher made use of frequencies and valid percentages. This analyzed information was then presented by the use of tables, graphs, and charts.

From the analyzed data the researcher made some conclusions based on the findings and recommendations on the way forward based on the objectives from chapter one. The findings of this research exposed a dire need for motivation among the employees of CARE-K RAP in Daadab.

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ABBREVIATIONS/DEFINITION OF STUDY TERMS

CARE Cooperative for Assistance and Relief Everywhere

RAP Refugee Assistance Project

C-K CARE-Kenya

CSSS Care Somalia and Southern Sudan

CI Care International

CO Country Office

HR Human Resources

NGO Non-Governmental Organization

PSU Program Support Unit

SO sub Office

SSS Somalia and Southern Sudan

CARE: Is an international Non-Governmental Organization operating in over seventy countries worldwide.

MSU Mechanical Services Unit

DMO Dadaab Main Office

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CHAPTER ONE

1.0 INTRODUCTION

Every year, there are approximately 150,000 deaths and 200 million people affected by natural disasters and humanitarian crises. Natural disasters alone, which include events such as earthquakes, famine and floods, result in the temporary displacement of approximately five million people. The number of displaced people from humanitarian crises such as civil conflict and war is even larger, with an average of 13 million refugees and 20 million internally displaced people each year. As the relief arm of the global community, humanitarian organizations are the front line of assistance for people affected by natural and complex emergencies. (Fritz institute, 2003)

1.1 Background Of The Study

CARE was started in the difficult days following World War II, (1945/46) when ordinary people in the United States and Canada wanted to help those suffering hardship and deprivation. More than 100 million CARE packages were sent to Europe to help those whose lives had been ravaged by war. These packages quickly became a symbol of compassion and generosity for millions of hungry and homeless. Over half a century later, CARE still responds to humanitarian emergencies and meets immediate basic needs. (www.CARE international. org.uk)

Today, CARE is one of the world's largest independent international relief and development organizations. It is Non-political and non-sectarian and it operates in more than 70 countries (with over 700 projects worldwide) in Africa, Asia, Latin America, the Middle East and Eastern Europe. At the moment CARE is very involved in providing aid to those affected by the Tsunami disaster. (www. care-international.org/careswork.html)

CARE International comprises eleven member countries namely: Australia, Canada, Denmark, Germany, France, Japan, Netherlands, Norway, Austria, United Kingdom, USA and Thailand. While many CARE members may contribute to a project in a given country, one CARE International member is always the country "lead". CARE personnel manage all projects on site. (www.CARE international. org.uk)

CARE international in Kenya is managed by CARE Canada and it started operations in Kenya in 1968. Over the past 36 years, the organization has provided humanitarian and development assistance to communities in the areas of food distribution, primary health care, education, small economic activity development and agriculture. Currently, CARE's focus areas are disaster management and response, HIV/AIDS and basic education. CARE Kenya's work is clustered geographically in 19 districts in North Eastern, Nyanza, Western and Eastern Provinces. (www.CARE international. org.uk)

The Refugee Assistance Project (RAP) based in Dadaab, Garissa District is home to 125,000 refugees. It provides care and maintenance to people who have fled internal war in Somalia, Sudan, Ethiopia and some parts of Uganda. The project is divided into three camps i.e. Hagadera, IFO and Dagahaley refugee camps each with approximately 40,000 refugees. (www.care.or.ke/project/refugee.htm)

The project facilitates the provision of basic food needs, water, sanitation, social and education needs of the refugee community. In addition, the project aims to ensure the gradual transfer of management of its activities to community members in order to continually improve efficiency, lower costs and improve quality. The project has developed an approach linked to Community Self-Management (CSM) that promotes self-sufficiency. This approach emphasizes refugee involvement in planning and implementation

of programmes, and aims to develop their capacity to manage reconstruction and rehabilitation when they return to their home country. (www.care.or.ke/project/refugee.htm).

Employee turnover has been defined as “the rate of change in the working staff of a concern during a definite period”. It signifies the shifting of the workforce into and out of an organization. It is a measure of the extent to which employees leave and new employees enter into service in a given period. The rate of employee turnover is expressed as follows: **Turnover = leavers during the period/ Average work force over same period X 100**. (Mamoria, 1992)

Employee turnover should be analyzed in order to forecast future losses and to identify the reasons for people leaving the organization. Plans can then be made to attack the problems causing unnecessary wastage and to replace uncontrollable losses. Among the factors that influence high employee turn over is low motivation in an organization. (Mamoria, 1992)

According to Herzberg's two-factor theory (Hygiene and Motivation factors), the Hygiene factors are the primary cause of unhappiness at work. They are external (extrinsic) and do not relate directly to the persons work. They are factors, which constitute the person's work environment e.g. lighting, heat, weather, remoteness and living conditions. (Herzberg, 1957)

This study was carried out with the aim of finding out how these conditions affect the employees of Care - Kenya who form the core of the aid workers situated in Dadaab. The total work force is approximately 178 employees. This work force comprises community development workers, educationist, water and sanitation providers, food logisticians, agricultural workers and general administration staff. Between January 2004

and March 2005, a total of 55 employees left the project. This represented 31% of the total workforce. This is a very high figure. (CARE (K) Human Resources Office Nairobi)

Table 1.1

ANALYSIS OF STAFF DEPARTURES JANUARY 2004 TO MARCH 2005

DATE	NO. OF LEAVERS	%
January 2004	4	2.24
February	0	0
March	2	1.12
April	5	2.80
May	0	0
June	1	0.56
July	3	1.68
August	2	1.12
September	0	0
October	7	3.93
November	4	2.24
December	16	8.98
January 2005	6	3.37
February	3	1.68
March	2	1.12
TOTAL	55	31%

Source: Human Resources Office CARE (K) Nairobi

1.2 Statement of the Problem

During the period January 2004 to March 2005, fifty-five (55) employees have left the project out of 178, representing 31% of the workforce. High employee turnover in CARE Kenya's RAP in Dadaab is a critical issue to the organization to warrant this study because of the following problems:

- 1). High cost connected with turnover. The organization has to recruit and train new staff. These costs include: Pre-departure costs where there is reduced productivity when an employee is looking for another job. Termination costs such as exit interviews, security precautions, pay calculations, severance pay, accrued leave and retirement plan benefits. Recruitment costs such as advertising, interviewing, security and background checks, and relocation. Training costs since new employees have to be inducted and trained. Productivity costs since new employees require more supervision. Vacancy costs arise when position is vacant because there is less productivity and an increase in overtime or cost of training a temporary worker.
- 2). CARE (K) RAP has become a training and recruitment source for other agencies and organizations.
- 3). Due to the many employee departures from the organization, the remaining staff suffer low morale and begin to aspire for "greener pastures"
- 4). The beneficiaries (refugees) suffer from lack of provision of sustained professional services. These are always disrupted by departures and entry of new employees.
- 5). Lost organizational knowledge. The employees who leave the organization voluntarily are in most cases the best workers. Employees are trained in the provision of services in a specific way and this knowledge is lost.

1.3 Objectives of the Study

1.3.1 Broad objective

The main objective of the study was to examine the factors that influence high employee turnover in CARE Kenya's RAP in Daadab, Garissa District.

1.3.2 Specific objectives

1. To find out how the working conditions have contributed to the high employee turnover in Daadab, Garissa District.
2. To establish the motivational factors that have led to the high employee turn over at CARE Kenya RAP in Daadab, Garissa District.
3. To find out how poor infrastructure and communication network have contributed to the high employee turnover at CARE – (K) RAP in Daadab, Garissa district.
4. To determine the methods used by management to reinforce employee motivation and morale in the CARE- (K) RAP.
5. To come up with recommendations on how the employees of CARE – (K) RAP can be retained to counter the high turnover.

1.4 Research questions

1. How has the physical environmental conditions in Garissa contributed to high employee turnover in CARE – (K) RAP?
2. Which motivational factors have led to the high employee turn over at CARE Kenya RAP in Daadab, Garissa District?
3. How has the poor infrastructure and communication network contributed to the high employee turnover at CARE – (K) RAP in Daadab, Garissa district?

4. What are the methods used by management to reinforce employee motivation and morale in the CARE- (K) RAP?
5. Does CARE- (K) RAP have an employee retention plan in place based on an analysis of why people leave?

1.5 Significance of the study

The study will be of significance to the following: -

1. Management of CARE Kenya - they will be able to understand the issue at stake and formulate policies that will help in staff retention at CARE (K) RAP
2. The government – the government of Kenya especially the ministry of home affairs will be able to have an insight as to the situation in Daadab refugee camp in Garissa district.
3. Future researchers and scholars - these will be able to use the project as a reference material in future.
4. The beneficiaries – the refugees in Daadab will benefit from improved service delivery by the CARE employees who will be well catered for.
5. CARE – (K) RAP employees – these will benefit in that, they will be well motivated and retained in accordance with the recommendations of this study if implemented.

1.6 Scope of the study

The scope of this study was limited to Dadaab, Garissa at CARE – (K) RAP. Garissa is situated in the North Eastern part of Kenya. The study focused on the three refugee camps at Dadaab namely: IFO, Hagadera and Dagahaley, and the two administrative units i.e. the Dadaab Main Office (DMO) and the Mechanical Services Unit (MSU). Dadaab was ideal for the study since this is a big refugee

camp with at least 125,000 refugees and there is a big number of employees in CARE – (K) RAP. This would produce a significant sample for the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

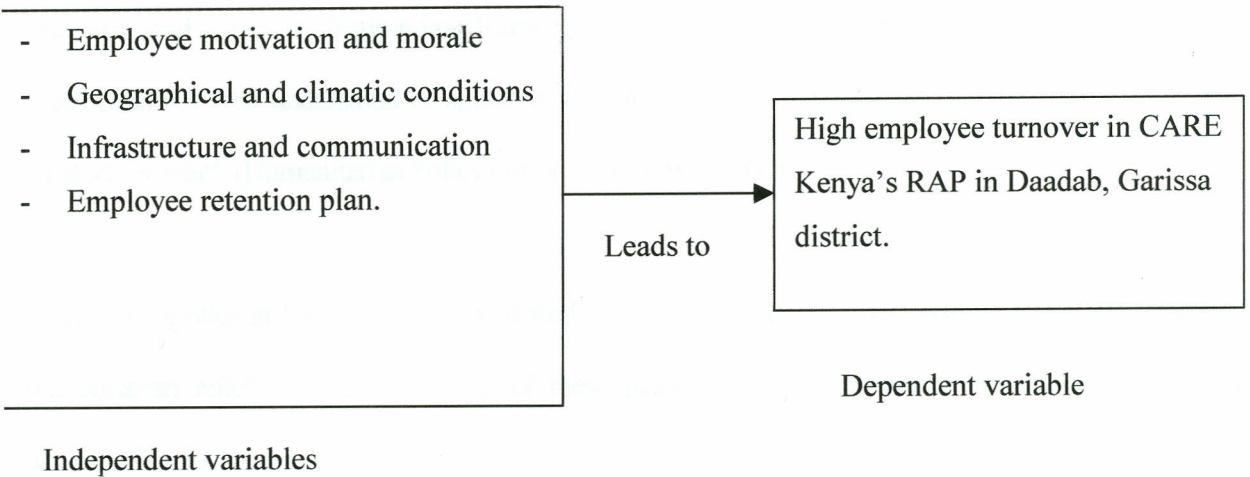
Humanitarian Relief Organizations (HROs) coordinate billions of dollars in relief annually to victims of natural disasters, civil conflict and war. Their chief task is the timely mobilization of finance and goods from international donors and, administering relief to vulnerable beneficiaries at disaster sites across the globe. As such, logistics is central to their activities and strategic to their missions. (www.care.or.ke/project/refugee.htm).

2.1 Conceptual Framework

The conceptual framework for this study was based on the assumption that if the independent variables listed below are not availed, then there is high employee turnover at CARE- (K) RAP. For the purpose of this study, independent variables of employee motivation and morale, geographical and climatic conditions, infrastructure and communication and employee retention plan were critically analyzed in relation to the dependent variable, high employee turnover in CARE Kenya's RAP in Daadab, Garissa district.

The model for the study is summarized in the following conceptual framework:

Conceptual framework



Source: Researcher (2005)

2.2 Humanitarian Organizations in operation

Humanitarian organizations, whose missions center on minimizing loss of life and alleviating suffering, are the primary vehicle through which governments channel as much as \$6 billion in annual aid. Complementing government donations to humanitarian organizations are contributions from foundations, individuals and the private sector. The humanitarian organizations receiving donations from this global community include entities operating under the United Nations umbrella such as the World Health Organization (WHO), United Nations High Commission for Refugees (UNHCR), international organizations such as the International Federation of Red Cross (IFRC), and global non-governmental organizations (NGOs) like World Vision and CARE, as well as regional and country-specific NGOs. (www.care.or.ke/project/refugee.htm).

2.3 Environmental factors

Environmental factors such as the unpredictability of disasters and the nature of funding have resulted in logistics operations with high employee turn over rates, fragmented technology, poorly defined manual processes and a lack of institutional learning over time. As a consequence, the role and significance of logistics is not well understood or appreciated in most HROs or by the donors who provide the financial support for relief. (Humanitarian Policy Group, November, 2002)

Heads of logistics at leading HROs expressed frustration about five "pain points" that impede progress in humanitarian relief organizations. One of these points was "organizational culture and high employee turnover." (Fritz Institute, 2003)

In general, humanitarian organizations are defined by their personnel who share a common value system relating to the alleviation of suffering of victims of disasters and humanitarian emergencies. People who chose a career in this world come from diverse and varied backgrounds. The organizational culture and high employee turnover create an environment in which there is lack of institutional learning. (Fritz Institute, 2003)

Once a crisis is dealt with, humanitarian workers are either immediately assigned to the next mission, rather than taking the time needed to reflect and improve, or they leave the organization all together. According to the study done by the Fritz Institute, employee turnover in HROs is as high as 80% annually in some organizations. Thus while relief workers have a remarkable track record for getting the job done under the most adverse and extreme circumstances, the lessons learnt from one disaster to the next are often lost as a result of turnover. (Fritz Institute, 2003)

2.4 Employee turnover

Employee turnover is defined as "the rate of change in the working staff of a concern during a definite period". In other words it signifies the shifting of the workforce into and out of an organization. Employee turnover is the cause and effect of instability of employment, apart from being a measure of the motivation, moral and efficiency or otherwise of employees. (Mamoria, 1992)

Turnover is a complex phenomenon determined by a number of factors interacting together. Usually we think of turnover from an organizational perspective of individuals leaving an organization. However, from the perspective of the people who use the services, turnover occurs more frequently not only when a service provider leaves the organization, but also when he/she gets transferred or promoted. As far as clients are concerned, whenever there is a change in the person providing support, there is turnover. (Sonpal, Young, 2000)

Whether we define turnover from an organizational perspective or a client's perspective, measuring turnover is complicated. From an organizational perspective, the most common formula for measuring turnover involves dividing the number of staff who leave an organization in a given period (usually one year) by the average number of staff employed in that time period. HROs often hire people who work on contracts. Do these people leave an organization once a contract is completed? Are they counted as leavers or stayers if they take other contracts with the same organization? What about those who decide to make a change from full time to part time positions within the same organization. (Fritz Institute, 2003)

People's intention to leave an organization is related to a number of factors, including co-worker and supervisory support, job variety, staff development opportunities, staff perceptions of organizational

democracy, goodness-of-fit between the organization's and the staff's goals / values, and wages. Of these factors, actual turnover is related to level of practical support from supervisors. Thus, although a number of organizational factors can make employees begin to think of leaving their jobs, the supervisor plays an important role in whether they actually do so. (Mullins, 1996)

2.4.1 Job Satisfaction

Job satisfaction is lower for employees who were burned out, had relatively unstable employment histories, or were dissatisfied with their supervisors. In addition, more educated employees or those who feel that there is little respect for their job are more likely to turnover. (Hatton and Emerson, 1998)

2.4.2 Pay Systems

High rate of turnover may arise from employees being demotivated by uncompetitive, inequitable and an unfair pay system. If employees are unclear about their responsibilities or performance standards, are uninformed about how well they are doing, or feel their performance assessments are unfair, this may lead to turnover. (Armstrong, 1996)

2.4.3 Training

Resignations and turnover can increase if people are not trained properly, or feel that demands are being made upon them which they cannot be reasonably be expected to fulfill without proper training. New employees can go through an induction crisis if they are not given adequate training when they join the organization. (Armstrong, 1996)

2.4.4 Career Prospects

Dissatisfaction with career prospects is also a major cause of turnover with more and more people recognizing that to develop their careers they need to move on, and there is little their employer can do about it, especially in today's flatter organizations where promotion prospects are more limited. (Armstrong, 1996)

2.4.5 Team Work

Employees can also feel isolated and unhappy if they are not part of a cohesive team or if they are bedeviled by disruptive power politics. A common reason for resignation is the feeling that management in general, or individual managers and team leaders in particular, are not providing the leadership they should, or are treating people unfairly or are bullying their staff. (Armstrong, 1996)

2.4.6 Selection and Promotion

Rapid turnover can result simply from poor selection or promotion decisions. It is essential to ensure that selection and promotion decisions match the capacities of individuals to the demands of the work they have to do. Creating expectations about career development opportunities tailored training programmes and varied and interesting work can, if not matched with reality, lead directly to dissatisfaction and early resignation. (Armstrong, 1996)

The costs of recruiting and engaging a new member of staff are considerable – not only the direct costs like advertising, agency fees, paperwork, interview time, but also the many hidden or indirect costs. For example, the expenses incurred in training and supervising new entrants, as well as those they are replacing, the overtime that may have to be paid during staff shortages, the increase in

wastage and losses while new staff settle in, customer irritation and low staffing morale if staff turnover is high? (Mullins, 1996)

Turnover is costly and sometimes should be discouraged. An abnormal rise in the rate signals that something is wrong in the multidimensional employment relation. (Lloyd, 1978) Employees who are leaving the company are often more than willing to talk about the negative aspects of their jobs. Some companies conduct "exit interviews" or send letters to elicit such information. Opinions from former employees can be helpful, but companies that wait to ask questions until employees leave may already have serious trouble with morale (Benton and Halloran, 1991).

2.5 Difficulties and Distastes of the Job

The person specification is even more meaningful if it includes the 'difficulties' and 'distastes' of the job. Difficulties and distastes may often go together but this is not necessarily the case. Difficulties are those aspects of the job, which are regarded as particularly demanding or hard to perform competently. Distastes are those aspects of the job or working conditions, which are regarded as tedious or unpleasant. (Mullins, 1996)

For some people, however, the 'easier' aspects of the job might be disliked and seen as distaste for example, because of the lack of variety, challenging or responsibility in the job, or because they prefer to be kept active. The nature of difficulties and distastes for jobs in organizations can readily be appreciated and effective managers should be well aware of the difficulties and distastes of particular jobs in their own department of their organization. (Mullins, 1996)

2.6 Concealing difficulties and distastes

Despite the temptation to paint the most attractive picture of the job, there is little to be gained from concealing the difficulties and distastes. If staff are appointed without full knowledge of the difficulties and distastes, or are not trained to deal with them, then once they find out what the job really involves they are likely to join the numbers who leave within a short period of time. This only adds to the 'induction crisis' and means that there is likely to be loss of goodwill, and an adverse effect on their attitude, job satisfaction and performance. (Mullins, 1996)

2.7 Motivation

The study of motivation is concerned, basically, with why people behave in a certain way. In general terms, motivation can be described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others, and why they continue with a chosen action, often over a long period, and in the face of difficulties and problems. (Mullins 1996)

From a review of motivation theory, Mitchell identified four common characteristics, which underlie the definition of motivation.

- ❖ Motivation is typical as an individual phenomenon. Every person is unique and all the major theories of motivation allow for this uniqueness to be demonstrated in one way or another.
- ❖ Motivation is described, usually, as intentional. Motivation is assumed to be under the workers control, and behaviors that are influenced by motivation, such as effort expended, are seen as choices of action.

- ❖ Motivation is multifaceted. The two factors of greatest importance are (i) what gets people activated (arousal); and (ii) the force of an individual to engage in desired behavior (direction or choice of behavior).
- ❖ The purpose of motivation theories is to predict behaviour. Motivation is not the behaviour itself, and it is not performance. Motivation concerns actions. (Mullins 1996)

2.8 Maslow's Hierarchy of Needs Theory

A useful starting point is the work of Maslow, and his theory of individual development and motivation, published originally in 1943. Maslow's basic proposition is that people are wanting beings, they always want more, and what they want depends on what they already have. He suggests that human needs are arranged in a series of levels. That is the hierarchy of importance. (Mullins 1996)

The hierarchy ranges through five levels; from the lowest level, physiological needs, through safety needs, love needs, and esteem needs, to the need for self-actualization at the highest level. The hierarchy may be shown as a series of steps, but is usually displayed in the form of a pyramid. This is an appropriate form of illustration as it implies a thinning out of needs as people progress up the hierarchy. (Mullins 1996)

2.8.1 Applications of Maslow's Theory to the work situation at CARE- (K) RAP

Physiological needs. These include homeostasis (the body's automatic efforts to retain normal functioning) such as satisfaction of hunger and thirst, the need for oxygen and to maintain temperature regulation. Also sleep, sensory pleasures, activity, maternal behaviour and arguably

sexual desire. In hardship areas people tend to experience a deprivation of these basic needs and thus dissatisfaction and eventually turnover.

Safety needs. These include safety and security, freedom from pain or threat of physical attack, protection from danger or deprivation, and the need for predictability and orderliness. In Daadab, there is constant fear of attack by the “bandits” making the employees of CARE- (K) RAP experience tension and therefore leave the organization once a better offer suffices. There is also a lot of clan fighting for water or pastures making life even harder.

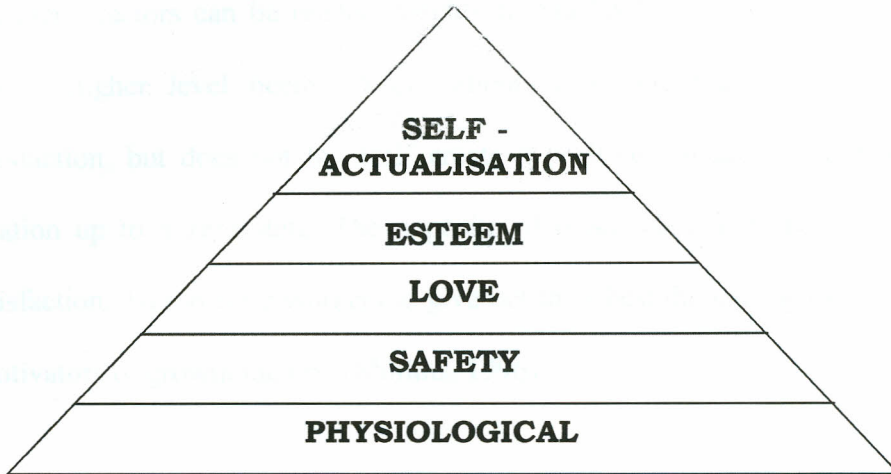
Love needs. (Often referred to as social needs). These include affection, sense of belonging, social activities, friendships, and both the giving and receiving of love. In the hardship area like Garissa there are few or no entertainment spots where the people can interact. The cultural practices of the people also hinder a direct interaction between men and women in these areas. In particular, the employees leave and work in camps far away from their loved ones.

Esteem needs. (Sometimes referred to, as ego needs). These include both self-respect and the esteem of others. Self-respect involves the desire for confidence, strength, independence and freedom, and achievement. Esteem of others involves reputation or prestige, status, recognition, attention and appreciation. Just like other people the employees of CARE- (K) RAP also have this need.

Self – actualization needs. This is the development and realization of one’s full potential. Maslow sees this as: ‘What humans can be, they must be’, or becoming everything that one is capable of

becoming. Self – actualization needs are not necessarily a creative urge, and may take many forms, which vary, widely from one individual to another.

Fig I: Maslow’s Hierarchy of needs model



Source: Mullins, (1996)

2.9 Herzberg’s Motivation Hygiene Theory

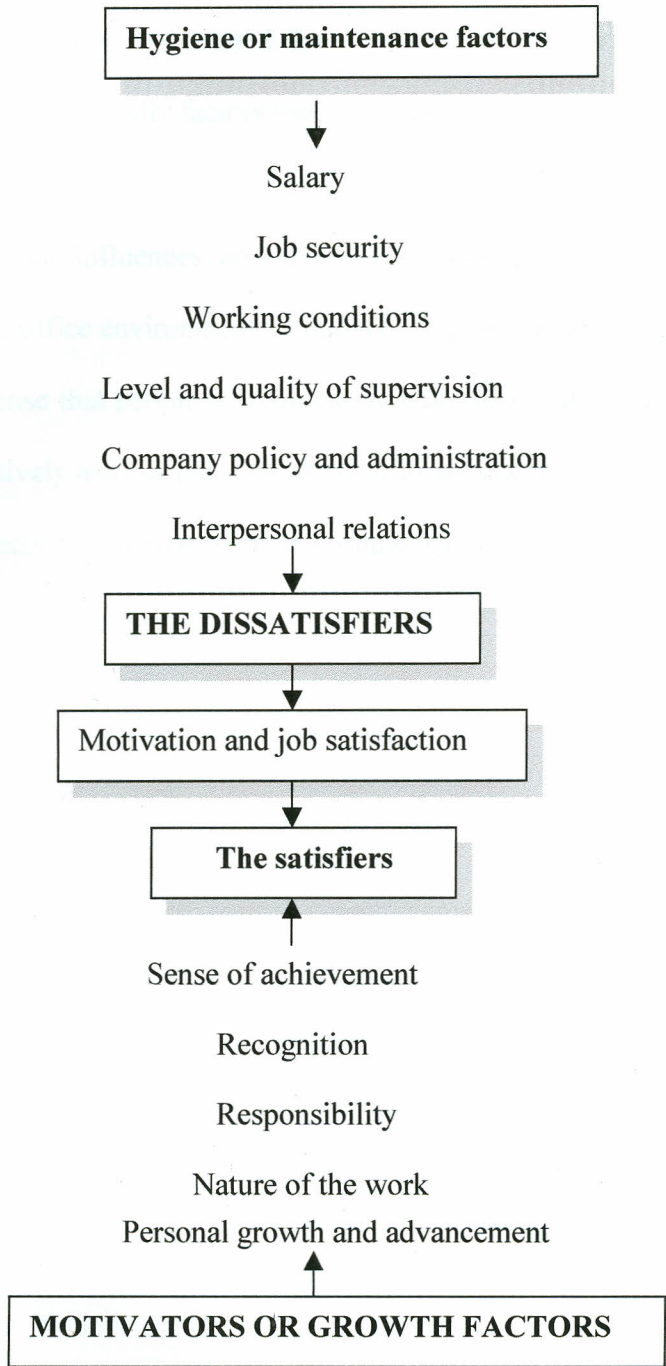
Herzberg (1959) developed a model with two sets of needs namely, Hygiene and motivating factors. One set of factors are those which, if absent, cause dissatisfaction. These factors are related to job content; they are concerned with job environment and extrinsic to the job itself. These factors are the ‘hygiene’ factors (analogous to the medical term meaning preventive and environmental) or ‘maintenance’ factors. They serve to prevent dissatisfaction. (Mullins, 1996)

The other set of factors are those, which, if present, serve to motivate the individual to superior effort and performance. These factors are related to job content of the work itself. They are the 'motivators' or growth factors. The strength of these factors will affect feelings of satisfaction or no satisfaction, but not dissatisfaction. (Mullins, 1996)

The hygiene factors can be related roughly to Maslow's lower level needs and the motivators to Maslow's higher level needs. Proper attention to the hygiene factors will tend to prevent dissatisfaction, but does not by itself create a positive attitude or motivation to work. It brings motivation up to a zero state. The opposite of dissatisfaction is not satisfaction but, simply, no dissatisfaction. To motivate workers to give out their best the manager must give proper attention to the motivators or growth factors. (Mullins, 1996)

Herzberg emphasizes that the hygiene factors are not a 'second class citizen system'. They are as important as the motivators, but for different reasons. Hygiene factors are necessary to avoid unpleasantness at work and to deny unfair treatment. 'Management should never deny people proper treatment at work'. The motivators relate to what people are allowed to do at work. They are the variables, which actually motivate people. (Mullins, 1996)

Fig II: Herzberg Motivation Hygiene Model



Source: Mullins, (1996)

2.10 Motivation and Work Environment

Work environment is a major contributor to the motivation levels of employees. An enabling environment has to be created for a worker to discharge his or her duties well. Deprivation of environmentally friendly factors leads to serious dissatisfaction.

Much of what influences an employee's working environment includes among others shelter, commuting, office environment, employee/ employer relationship.

It makes sense that people that are happy with their working environment/ conditions will work far more effectively and happily than those who are uncomfortable. It therefore makes sense to consider certain aspects of employee workspace quite carefully. (Cole, 1995).

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter outlines the methodology that was used in the research project. It gives details of research design, study population, sampling techniques, data collection and survey instrument and data analysis.

3.1 Research design

The study adopted an exploratory research design to obtain primary data. A descriptive survey was also be used to obtain secondary data for the study. Data was collected from employees of CARE-(K) RAP in Dadaab and the CARE-K offices in Nairobi.

3.2 Target population

Table 3.2

Camp	No. of employees	Percentage	Sample (50%)
IFO	48	27	24
HAGARDERA	41	23	20.5
DAGAHALY	46	25.8	23
DMO	22	12.3	11
MSU	21	11.8	10.5
TOTAL	178		89

Source; Researcher (2005)

The target population for this study was the CARE (K) RAP employees based in the three refugee camps and the administrative units in Daadab, Garissa district.

3.3 Sample Design

The sample for this study was drawn using stratified sampling where 50% of the total population was taken as the sample from Dadaab refugee camp, five stratas were drawn, namely IFO, Hagadera, Dagahaley, DMO, and MSU. The respondents were then picked randomly from each and every stratum.

3.4 Data Collection and instrumentation

Data pertaining to the factors contributing to high employee turnover in CARE- K RAP was collected by use of questionnaires. This is because the instrument;

- i) Enables large coverage of population with little time, personnel and cost.
- ii) Anonymity of the respondents may help them to be honest in their responses
- iii) Avoids bias due to characteristics of interviews.
- iv) Allow respondents enough time to answer questions to avoid hasty responses.

3.5 Data analysis

The data was analyzed by the use of descriptive statistics like tables, pie charts, frequencies, percentages and graphs. Statistical Package for Social Science (SPSS) was employed in the analysis.

The data was then presented in tables, graphs, charts and cross tabulations.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the analysis of the data collected and discusses the findings of the study. It consists of an overview of data collected and analyzed on the factors that influence high employee turnover in CARE Kenya's RAP in Daadab, Garissa District.

4.1 Overview of Data Collected and Analyzed

Table 4.1

Population characteristics	Sample (t)	Returned questionnaires (r)	Non-Response Error (t-r)
DMO	22	22	0
IFO	24	9	15
HAGADERA	20.5	7	13
DAGAHALY	23	19	4
TOTAL	89	59	t-r=33.7

t = Sample

r = Returned Questionnaires

t - r = Non-Response Error (33.7)

Source: Research

Out of the 89 questionnaires that were distributed, 59 were returned. This represents a response rate of 66.3 %, which is considered significant enough to provide a basis for valid and reliable conclusions with regard to the factors that influence high employee turnover in CARE Kenya's RAP in Daadab, Garissa District. This is well explained in table 4.1 above.

4.2 The Organizations of Interest

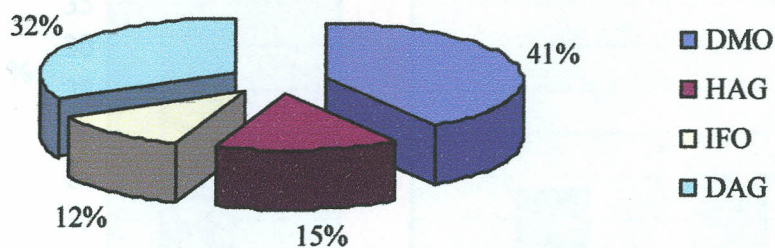
The research was conducted in four camps in Daadab namely, the DMO (Sub-office), Hagadera, Ifo and Dagahely Refugee camps.

Table 4.2

ORGANIZATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DMO	24	40.7	40.7	40.7
	HAG	9	15.3	15.3	55.9
	IFO	7	11.9	11.9	67.8
	DAG	19	32.2	32.2	100.0
	Total	59	100.0	100.0	

Chart 4.2: Organization



The above chart indicates that the majority of respondents were from DMO with a frequency of 24 respondents and a valid percentage of 40.7%, followed by the respondents from Dagahely refugee camp with a percentage of 32% (19) and 15% (9) and 12% (7) for Hagadera and IFO, respectively.

This shows that most of the responses were derived from the head office which is mostly concerned with Human resources and administrative issues of the organization.

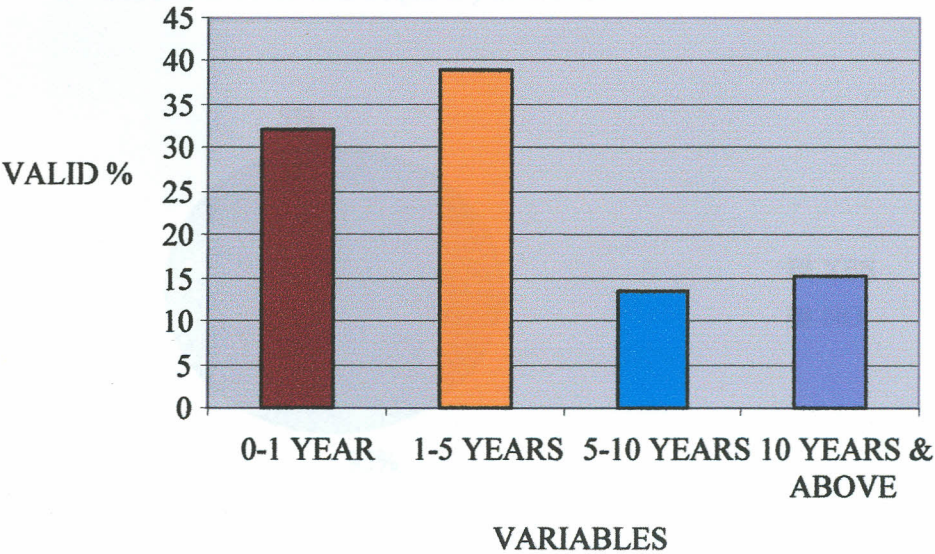
4.3 Duration of Service

Table 4.3

For how long have you worked for care-k?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-1 YEAR	19	32.2	32.2	32.2
1-5 YEARS	23	39.0	39.0	71.2
5-10 YEARS	8	13.6	13.6	84.7
10 YEARS AND ABOVE	9	15.3	15.3	100.0
Total	59	100.0	100.0	

Figure 4.3 For how long has you worked for Care-K?



The above question elicited different answers with majority of the respondents, (39%) indicating that they had worked for CARE K for period ranging between 1 to 5years. The rest, 32%, 15% and 13%

indicated they had worked for CARE K for less than a year, 10 years and above and 5 to 10 years respectively. The fact that majority of the respondents had worked for a period of one to five years is an indication that there is high employee turnover in CARE K RAP.

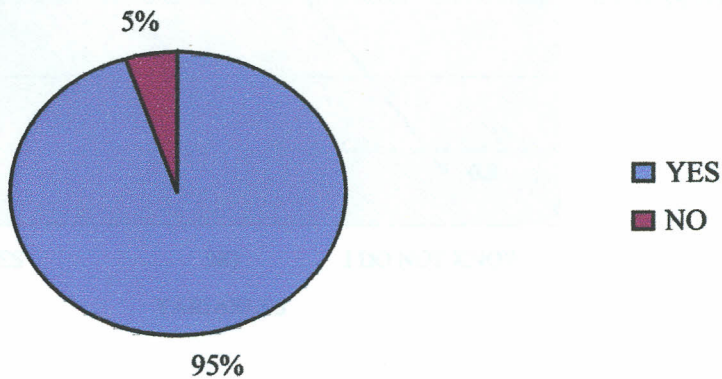
4.4 Awareness on the High Employee Turnover in CARE K RAP in Daadab

Table 4.4

Do you think there is high employee turnover in CARE K (RAP) in Dadaab?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid YES	56	94.9	94.9	94.9
NO	3	5.1	5.1	100.0
Total	59	100.0	100.0	

Figure 4.4: Do you think there is High Employee Turnover in CARE K (RAP) in Dadaab?



An overwhelming majority of respondents indicated there is high employee turnover in the CARE K RAP in Daadab. These respondents had a valid percentage of 95% leaving a mere 5% who indicate that there wasn't.

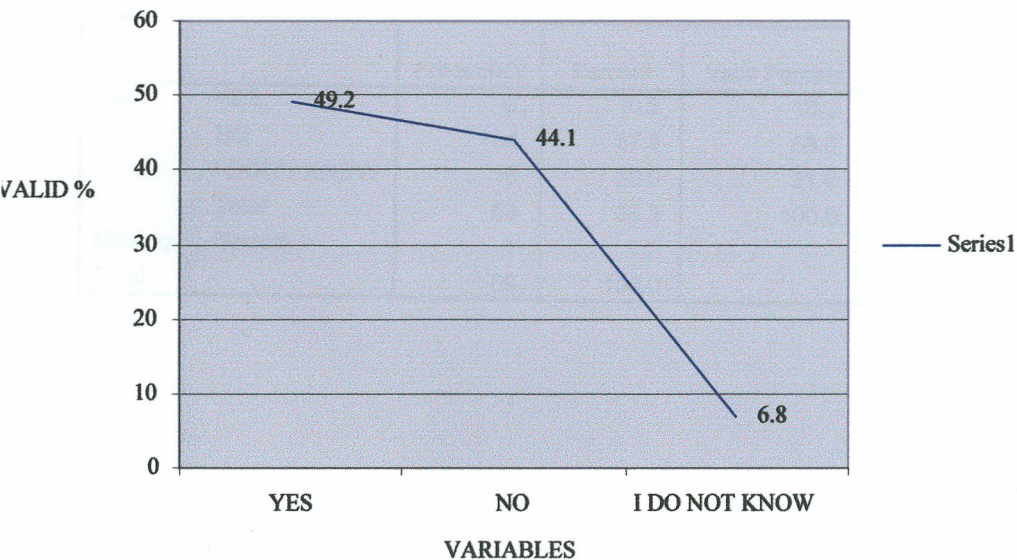
4.5 Effects of Geographical and climatic conditions and Employee turnover

Table 4.5

Do the Geographical and Climatic Conditions in Dadaab Contribute to High Employee Turnover in CARE K RAP?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	29	49.2	49.2	49.2
	NO	26	44.1	44.1	93.2
	I DON'T KNOW	4	6.8	6.8	100.0
	Total	59	100.0	100.0	

Figure 4.5: Do the geographical and climatic conditions in Dadaab contribute to high employee turnover in CARE-K RAP?



Though an important variable for the study, Geographical and Climatic condition in Garissa and Daadab seemed to elicit contradicting responses from respondents, who had a very small margin between answering to the affirmative and vice versa. The respondents who felt that the high

employee turnover was due to the geographical and climatic conditions had a valid percentage of 49.2% and those who felt otherwise had a valid percentage of 44.1%. The remaining 6.7% was for those who had no idea.

4.6 Availability of a Staff Retention Plan

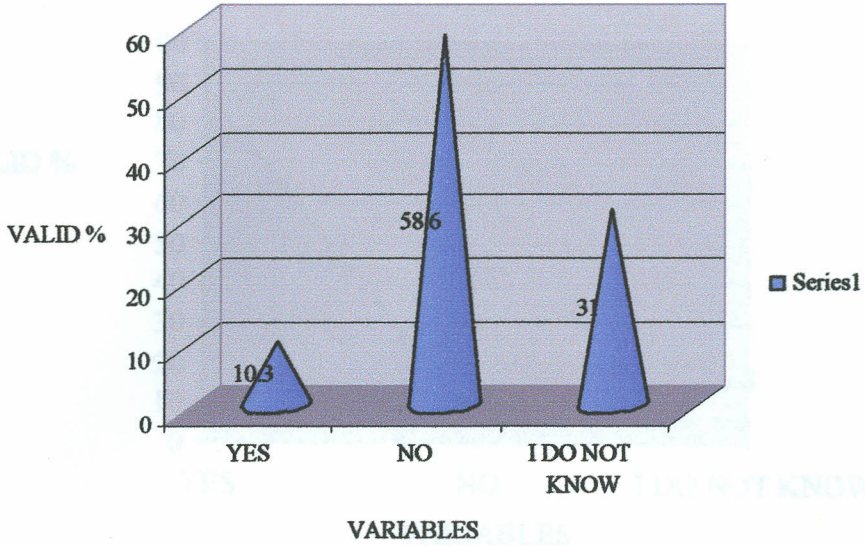
Asked whether there was a staff retention plan at CARE K RAP, 57.6% of the respondents indicated that they did not have one, while 10.2% indicated that they had a staff retention plan. The other 30.5% were not aware whether they have a staff retention plan or not. These responses are presented below:

Table 4.6

Does CARE K (RAP) have a staff retention plan in place?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	6	10.2	10.3	10.3
	NO	34	57.6	58.6	69.0
	I DON'T KNOW	18	30.5	31.0	100.0
	Total	58	98.3	100.0	
Missing	System	1	1.7		
Total		59	100.0		

Figure 4.6: Does CARE K (RAP) have a Staff Retention Plan in Place?



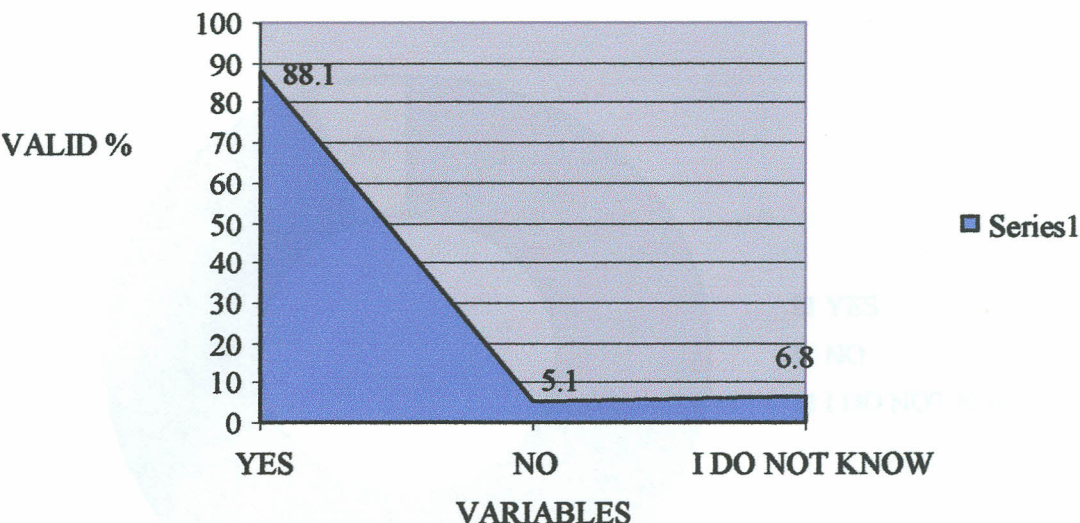
4.7 Effects of Motivation and Morale on Staff Turnover

Do you think motivation and morale have contributed to high Employee Turnover?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	52	88.1	88.1	88.1
	NO	3	5.1	5.1	93.2
	I DON'T KNOW	4	6.8	6.8	100.0
Total		59	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	51	85.7	85.7	85.7
	NO	3	5.1	5.1	90.8
	I DON'T KNOW	4	6.8	6.8	97.6
Total		59	100.0	100.0	

Figure 4.7: Do you think Motivation and Morale have Contributed to High Employee Turnover?



Motivation and morale were seen as factors that contributed to the high employee turnover in CARE K RAP in Daadab with a high percentage of respondents (88%) indicating to the affirmative and a mere 5% to the negative. However 6.8 % of the respondents did not know whether motivation and morale has contributed to the high employee turnover.

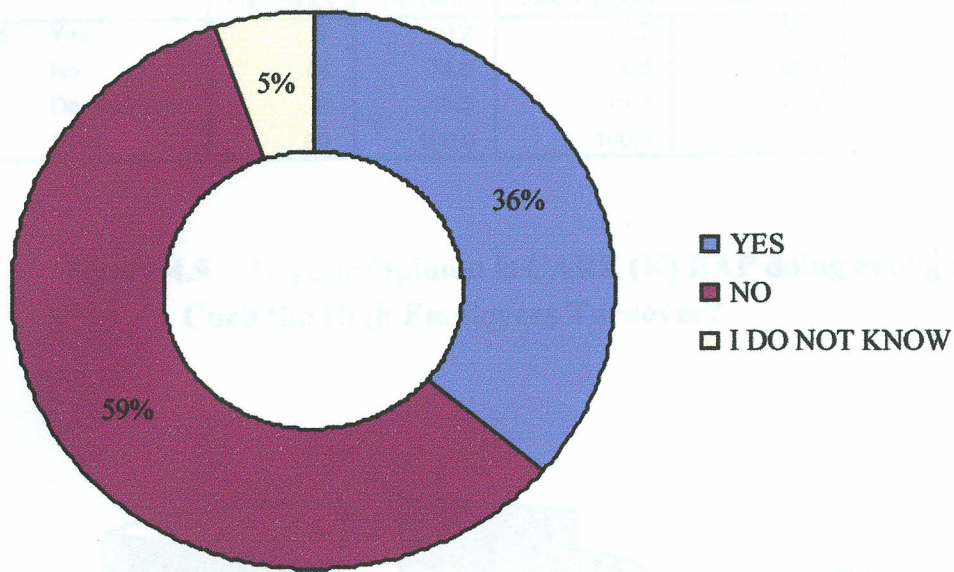
4.8 Effects of Infrastructural and Communication Network on Staff Turnover

Table 4.8

Does the infrastructural and communication network contribute to the High Staff Turnover of CARE-(K) RAP?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	21	35.6	36.2	36.2
	NO	34	57.6	58.6	94.8
	I DONT KNOW	3	5.1	5.2	100.0
	Total	58	98.3	100.0	
Missing	System	1	1.7		
Total		59	100.0		

Figure 4.8: Does the Infrastructural and Communication Network Contribute to the High Employee Turnover?



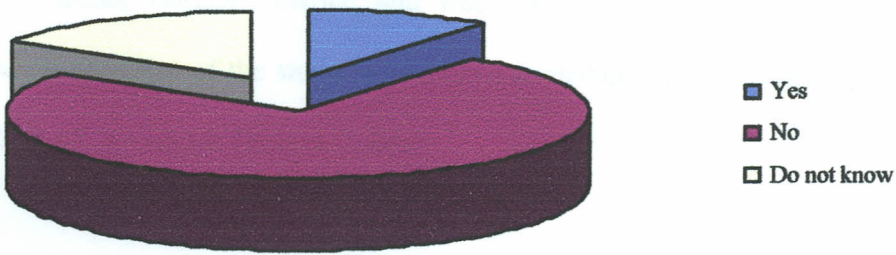
The above chart indicates that the infrastructural and communication network is really not a contributing factor to the high employee turnover in CARE K RAP in Daadab as 59% of the respondents stated that it did not contribute to the high Staff turnover, although 36% responded positively to this question. Nevertheless 5% of the respondents did not know.

4.9 What CARE (K) RAP is doing to curb the high Employee turnover

Table 4.9: In your opinion is CARE (K) RAP doing Enough to Curb the High employee Turnover?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	6	10.2	10.2	10.2
No	44	74.6	74.6	84.7
Do not know	9	15.3	15.3	100.0
Total	59	100.0	100.0	

Figure 4.9 In your Opinion is CARE (K) RAP doing enough to Curb the High Employees Turnover?



A big majority, 74%, responded that the organization was not doing enough to curb the high employee turn over. 15.3% responded that that they do not know while 10.2% responded to the affirmative.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes the major findings of the study in relation to the objectives provided in chapter one. It discusses the recommendations, limitations of the study and suggestions for further research.

5.1 Summary of Findings and Conclusions

1. The study evaluated the factors that influence high employee turnover in CARE Kenya's RAP in Daadab, Garissa District, and was convinced that the factors indicated as the independent variables of the study have indeed contributed to the high employee turnover in CARE K RAP in Daadab Garissa District.
2. The study found out that the issue of high employee turnover in Care Kenya's RAP in Daadab is well known and the employees are aware of the same. This was attributed mostly to lack of an employee retention plan, geographical and climatic conditions, the transport and communication network in Garissa and lack of motivation and morale among the employees.
3. The area is hot and humid, remote and difficult to travel. This makes the staff to stay at the camps for long periods without going home or being visited by family members and thus frustration sets in people develop negative attitudes towards the employer. There are also no internet connections and poor network receptions for mobile phones in the area limiting the employees' communication with friends and relatives.

4. The results of the study clearly indicated that the low pay and salaries, poor hardship allowances, frustration by foreign managers who are in most cases unprofessional and poor promotions of staffs as some of the factors that contribute to the high employee turnover. The issue of staff residential quarters emerged and the respondents indicated that the staff houses were in a pathetic and unfriendly to live in and lack privacy.

5. The study also outlined some suggestions on how CARE - K can retain its staff. The suggestions obtained were, salary improvement, giving of hardship allowances, reduction of mistreatment by the managers, hiring of professional managers and supervisors as well as offering training for the staff. The suggestions also were on the need to empower the staff to make decisions and a reduction of the management structure to avoid and reduce long reporting lines. The study also got some suggestions on having a strong HR office in Daadab to ensure that the grievances of the staff are investigated properly and acted upon.

6. On the issue of if CARE K is doing enough to curb the high employee turn over, the researcher realized a very disgruntled work force who stated that the management in Dadaab has been telling them “the door is open for those who want to leave” and therefore many people are looking for jobs elsewhere. The study also revealed that the management of Care K in Daadab was not doing enough to curb the high turnover as the management is not in touch with the problems on the ground. The study also realized that there is no consistency to policies and procedures for instance the employment policies, remuneration policies, promotion policies and so on.

5.2 Recommendations:

Based on the analysis of the study results and findings, the researcher wishes to make following recommendations;

- **Employee motivation and morale:**

This can be improved through having the right kind of employees in place, that is, motivated staff. The management should also recognize performance, train managers and supervisors, provide employee rewards (committee)

Fair system of pay increases based on performance, through introduction of performance management, improvement of job description, performance appraisal and Management Objectives (MBO). Job evaluation should be done regularly; the management should conduct salary surveys regularly and grades should reflect experience/ Education.

Annual salary increments should be the norm and not the exception. The question of hardship allowance should be resolved in a conducive manner. Review of the CARE employee manual should be carried regularly. The management should observe leave and C T O policy strictly. Observe disciplinary and grievance procedures.

Promotions should be from within instead of always hiring from external sources, maintain open communication channels, give constant feedback on performance and responded quickly to employee issues. This will show you care.

Team work: - Build a common team with common mission and purpose. Build and promote team spirit through social gatherings, retreats, etc games, cohesion. Recognize informal groups and use them to the advantage of Organization (Grapevine). Practice fairness in discipline, do not sack or punish unjustly. Penalty should fit offence. Practice good leadership skills. Make rational decisions, be problem solvers, acquire good analytical skills, and have charisma and great vision. Endeavour to meet organization's goals and satisfy employee needs. For the training needs, ensure all staff are well trained and supervisors should understand group behavior and team building skills.

- **Employee Morale:**

The morale of the employees can be improved by:

- Correct defective policies and introduce relevant ones immediately.
- Remove any misconceptions. E.g. financial viability- Explain correct position to employees.
- Educate and convince employees
- Develop effective communication channels with employees.
- Introduce suitable consistent equitable reward system which should be well known to staff.
- Provide suitable training for staff.
- Create specific performance goals together with employees.
- Provide regular performance feedback to all employees.
- Encourage neat, orderly work areas.
- Explore ways to assign greater responsibility to each individual.

- Create whole jobs.
- Enrich jobs.

- **Infrastructure and Communication**

Out of touch with family and friends

- High transport costs
- Stringent leave and C T O policy
- Poor road learning quarters/ dining
- Family cannot visit
- Provide good telecommunication facilities, internet e t c free of charge
- Provide free transport to and fro
- Allow staff to take their leave regularly
- Liaise with G.O.K and other to improve road networks D D C , C D F committee
- Finalize construction of self contained quarters and allow family visits

Throwing jobs

- **Geographical And Climatic Conditions**

Local employment

- Resolve the issue of hardship allowance. (Hire more locals).
- Provide air conditioned areas e.g. in restaurant offices e t c
- Provide easy transport means and allow those from Garissa and surrounding area to go for weekends
- Hire more employees from the local region so long as they are qualified. They are more adapted to the weather.

▪ **Employee Retention Plan**

There is no specific policy on retention. The retention plan should be based on why people leave.

Exit interviews should provide some information but they can be unreliable because people rarely give the full reason why they are going. Better to conduct an attitude survey at regular intervals.

Retention plan should address all areas of dissatisfaction and lack of commitment.

Pay:

- Review pay levels on basis of market surveys.
- Introduce job evaluation
- Employees should understand performance and rewards
- Involve employees in job evaluation and PRP system
- Increments on regular basis.

• **Jobs:** *Give advice and guidance*

- Unrewarding jobs
- Start a system of rewarding excellence
- Learning and growth
- Promote from within

• **Performance management:** *Engage staff*

- Set attainable goals.
- Praise employees.
- Train managers and supervisors in performance review

• **Conflict resolution:** *Engage staff*

- **Training:**

Essential for good performance

- Give employees confidence to achieve performance standards.
- Enhance skills and competence.
- New skills
- New employees assimilate faster

- **Career development**

- Dissatisfaction with career prospects is a major cause of turnover.
- Provide employees with wider experience
- Encourage promotion from within
- More equitable promotion procedures.
- Provide advice and guidance on career paths.

- **Commitment:**

- Explain mission, values and strategies and encourage staff to comment on them.
- Face to face communication
- Listen to staff
- Introduce change after consulting staff.

- **Group cohesion**

- Team work and work groups.
- Team building and reward teams

- **Conflict with managers and supervisors**

- Unfair treatment, bullying, and poor leadership.
- Select managers and supervisors with good qualities
- Train them in leadership.
- Better procedures of grievance and discipline.

- **Recruitment/ Selection/ Promotion**
 - Poor selection and promotion decisions
 - Selection and promotion procedures should match capacity of individual to demands of their work

- **Over marketing**
 - Do not oversell the firm's employee development policies i.e. Expectations about career development effort, tailored training program varied work.

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Yours faithfully,

Joseph M. Njama

APPENDICES

APPENDIX I

QUESTIONNAIRE

KENNETH M. NJAMA

P.O Box 69830

Nairobi. 00400

Dear respondent,

RE: REQUEST TO RESPOND TO QUESTIONS

This is to inform you that I am a student at Kenyatta University pursuing an MBA course. As part of this course requirement, I am expected to carry out a research on the topic of my choice, which is, “FACTORS CONTRIBUTING TO THE HIGH EMPLOYEE TURNOVER AT CARE- (K) REFUGEE ASSISTANCE PROJECT IN DAADAB, GARISSA DISTRICT”.

The purpose of this short letter is to kindly request for your assistance and co-operation in responding to the questions attached herewith. You are further informed that any information given will be treated with utmost confidentiality and will be used only for the purpose of this study.

Looking forward to your response and co-operation

Yours faithfully,

Kenneth M. Njama

QUESTIONNAIRE

Please tick in the box where required.

1. What is your designation? _____

2. Name of the department. _____

3. For how long have you worked for CARE-K?

0-1

1-5 years

5-10 years

10 years and above

4. Do you think there is high employee turnover in CARE (RAP) in Dadaab?

Yes

No

I don't know

5. In your opinion, do the geographical and climatic conditions in Dadaab contribute to high employee turnover in RAP?

Yes

No

I don't know

If yes, how do they contribute to high turnover?

6. Does CARE (RAP) have a staff retention plan in place?

Yes

No

Do not know

7. Do you think motivation and morale have contributed to high employee turnover?

Yes

No

Do not know

If yes, how have they contributed to high employee turnover?

8. Does the infrastructural and communication network contribute to the high staff turnover of CARE- (K) RAP?

- Yes No Do not know

If so, why do you feel this is the case?

9. How can CARE – (K) RAP retain their staff? Give suggestions please: -

10. In your opinion is CARE (K) RAP doing enough in curb the high employee turnover?

Thank you for your time