

**ORGANIZATIONAL CULTURE ORIENTATIONS AND
EMPLOYEE TURNOVER AMONG 18-HOLES PRIVATE
MEMBERS GOLF CLUBS WITHIN NAIROBI CITY
COUNTY - KENYA**

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T129/OL/CTY/32842/2016**

**A RESEARCH THESIS SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD
OF THE DEGREE OF MASTERS OF SCIENCE IN
(HOSPITALITY MANAGEMENT) IN THE SCHOOL OF
HOSPITALITY, TOURISM AND LEISURE STUDIES OF
KENYATTA UNIVERSITY**

FEBRUARY 2021

DECLARATION

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This thesis is my original work and has not been presented for a degree at any other University or any other award.

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DEDICATION

To my family.

Nothing worth having is acquired easily. All the sacrifice, commitments,

And hard work pays off.

ACKNOWLEDGMENT

Much appreciation to my supervisors, Dr. Miricho and Dr. Maranga for their guidance, support, and directions toward achievement and completion of this Thesis, may almighty God continue granting them more wisdom.

To Kenyatta university fraternity, mostly Hospitality and Tourism department support staff, thank you for your unweaning support and assistance accorded to me toward completion of this study.

The management of private members golf clubs within Nairobi City County, thank you for your support toward the completion of this study. Glowing compliments to all participants who sacrificed their time to fill the questionnaires and human resources managers for granting me an appointment to interview them.

Warm regards to my family for their encouragement, sacrifice, challenge, and prayers, which kept me going on even when I felt like giving up. Editor, Patricia, Edina, Mike, and Ellyn thank you for being there for me.

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ABBREVIATIONS AND ACRONYMS

C U E: -	Commission for University Education
CS	Criteria of successes attribute
CVF: -	Competing Values Framework
DC	Dominant characteristics attribute
H₁: -	Alternative hypothesis
H₀: -	Null hypothesis
HR: -	Human Resource
ME	Management of employees attribute
NACOSTI: -	National Commission for Science, Technology, and Innovation
NCA: -	National Clubs Association
OB	Organization bond attributes
OCAI: -	Organization Culture Assessment Instrument
OL	Organization leadership attribute
R²	Coefficient of determination
SE	Strategic emphasis attributes
SPSS -	Statistical Packages for Social Sciences.
U S A: -	United States of America

OPERATION DEFINITIONS OF TERMS

Adhocracy culture orientations – The main characteristics of this culture orientation is that employees shows a lot of energy and creativity. Managers and supervisors are innovators and staffs are encouraged to take risks, with an emphasis on personal creativity and self-determination.

Brain drain- This is emigration of highly trained and qualified personnel in search of a better quality of life and living standards, higher salaries, stable political standards and, access to progressive technology

Clan culture orientations- also known as a collaborative culture. This culture orientation can be compared to a large family where employees have a lot in common, strong bonds, loyalty, and traditions are common.

Discharge- termination initiated by the employer because he is dissatisfied with the employees, level of performance or the employee is in breach of policies and procedures.

Employee turnover: - Employee turnover is defined as the number of workers who leave a golf club and are replaced by new employees within a given period usually 1 year and it's expressed in percentage.

Golf clubs: - A hospitality institution offering a variety of leisure activities, golfing and, food and beverage services. Most golf clubs in Nairobi County are private members clubs.

Hierarchy culture orientations – in this culture orientation, the management is efficiency-minded individuals with great coordination and organization skills. Managers' most critical goal is the maintenance of smooth operations with minimal process interruptions. Rules and procedures guide employee's daily interactions at work.

Hospitality - the practice of pleasant reception and treatment of guests through the provision of products and services. These services range from accommodation, food, beverage, and leisure activities.

Labour stability index: - It indicates the number of employees who stay within a specified period, it indicates the percentage of the employees who remain with the organization. Its alternative measure of turnover instead of the labor wastage index.

Lay-offs – a termination started by the employer because the job is being eliminated or because there is a reduction in organization operations.

Market culture orientations – This culture orientation focuses on customer value. Organization efforts are geared toward executing the required actions with the most efficiency in maintaining a high level of performance in the market.

Quits- a separation started by the staff. Employees who are absent without authorization for seven consecutive days, are usually listed among the ‘quits’

ABSTRACT

In a conference presentation by National Club Association Southwest Regional Conference, it asserted that the golf clubs will continue to encounter difficulties in acquiring and retaining the right employees. Clubs often serve as the training ground for staff who then leave for greener pastures. Kenya Vision 2030 of maintaining a sustained economic growth of 10% per annum over the next 25 years will only be possible if organizations develop a mechanism to retain their manpower who will offer premium quality service. This study explored the organizational culture orientations and employees' turnover among 18-holes private members' golf clubs employees within Nairobi City County. The study was guided by the objectives; to determine the influence of clan culture, examined the significance of adhocracy culture, evaluated the effect of hierarchy culture, and explored the leverage of market culture orientation and evaluated the moderating effect of employee demographics on employees' labour stability and wastage indexes. The study utilized a cross-sectional research design and a sample size of 230 employees working in 4 golf clubs located within Nairobi City, 75% (173) employees participated in the study. A random sampling technique was used across the population stratum identified. Semi-structured questionnaires and interview schedules were used to collect the primary data. Data were transcribed and cleaned of errors. Statistical Package for the Social Sciences 23 (SPSS) was used to analyze quantitative data while NVivo 12 was used to summarize qualitative data. The study results and findings indicated that Hierarchy culture orientation, ($B = -3.558$, $p < .001$) was the best in predicting employee turnover in 18-holes private members golf clubs. Adhocracy culture orientation ($B = 0.090$, $p = .801$) was not contributing significantly to the employee turnover predicting model. Results also indicated that only education (F change = 6.061, $p = .015$) was statistically significant among the mediating variables on employees' demographics. Study findings show that 18-holes private members golf clubs in Nairobi City County had an employee turnover rate of 14.96% and a stability index of 81.36%. The study recommends that to further enhance employee retention at the private members' golf clubs, the hierarchical culture orientation aspects of criteria for success, strategic emphasis, organizational leadership, and dominant characteristics should be more emphasized and entrenched by these institutions as their effect on reducing employee turnover was found to be statistically significant.

1.0 CHAPTER ONE: INTRODUCTION

1.1 Background of the Study.

In a report published by Technavio, the global golf tourism market in 2016 was worth \$22.92 billion. The report projected that global golf tourism will total \$44.6 billion by 2021. The 2016 revenues, 71.4% were generated by domestic tourism (Gacheru, 2017). According to the Kenya National Bureau of Statistics, in 2016 international arrivals by purposes in Kenya, 72% of total arrivals were on holiday (Kenya National Bureau of Statistics, 2017). Kenya Vision 2030 of maintaining a sustained economic growth of 10% per annum over the next 25 years will only be possible if organizations develop a mechanism to retain their workers. Mapping organization culture orientations is vital to the golf clubs when formulating employees' retention strategies. In 2000, three experts pooled all prevailing literature relating to employee turnover (Griffeth, Hom, & Gaertner, 2000). Their findings showed that Leadership, job context, and content and co-worker interactions contributed 22% of voluntary turnover. These findings were a clear indicator of the role that organizational culture plays in determining the rate of employee turnover in any organization.

Organizational culture can be viewed as a structure of shared norms, values, and views that govern employee's behavior in the workplace. These shared views, norms, and values have a pronounced influence on how employees act and execute their daily responsibilities in the workplace. Organizational culture is an implied, often invisible aspects of organizations, commonly denoted by the slogans like "*the way we do things here*" (Schein, 2010). In this context, every organization advances and preserves an exceptional organizational culture which gives guidelines and limitations on conduct to their employees. According to Prof. Quinn, the organization culture orientations can

manifest in four orientations, namely; - Adhocracy, Clan, Hierarchy and Market cultures (Cameron & Quinn, 2011).

1.2 Problem Statement and Justification

When employees quit their employment, such costs as hiring costs, separation costs, training costs, loss of production and overtime pay are usually involved (Newcomer, 2016). Employee turnover rate of 10% annually in an organization may look to be low and healthy. But if the staff quitting are topmost performers, that's a strong warning that the organization's employee turnover is unhealthy; else if the departure involves low performers, this can bring a positive impact to the organization's employee engagement, productivity, and profits. When turnover is healthy, it works to remove poor performers in the organization. (Smith & Rutigliano, 2002). In other words, a high level of employees' turnover is a big cost factor to the organization.

In a survey conducted by Hillier Hopkins LL across the United Kingdom, findings indicated that there was a decrease in the average staffing number in members' golf clubs as compared to 2015. The numbers had fallen by 21.4% (Hillier Hopkins LL, 2016). The decreases were occasioned by golf clubs' inability to cope with the ever-rising staff costs. This implies that the cost of recruiting new employees in the private members' golf clubs will continue to rise. A conference presentation by National Club Association Southwest Regional Conference (USA) in January 2014, (Field, 2013) asserted that the golf clubs will continue to encounter difficulties in acquiring and retaining the right employees. Clubs often serve as the training ground for staff who then leave for greener pastures (National Club Association Southwest Regional (NCA), 2014).

Typically it takes 1 to 1.5 years to bring the new hires to the performance level of the departing long service employees (Bersin, 2013). Seasonal and daily variations in demand for golf clubs' services requires a high number of employees during peak periods, to deliver effective and quality service to the members and member`s guests.

By investigating organization culture orientations, this study has provided critical empirical data on the role that organization culture orientations play in determining the rate of employees' turnover in Kenyan private members golf clubs. The study will serve as a base for future research in the hospitality industry in general, and specifically in the private member's golf clubs, which has been left out by previous studies.

1.3 Purpose of the Study

This study investigated the influence that organization culture orientations play in relation to employee turnover in 18-holes private members' golf clubs staff in Nairobi City County.

1.4 Objectives of the Study

1.4.1 Broad Objective

To evaluate the influence of organizational culture orientations on employees' turnover among private members' golf clubs employees in Nairobi City County.

1.4.2 Specific Objective

The following were the specific objectives for this study. These are;

- (i) To determine the influence of clan culture orientation on employee turnover.
- (ii) To examine the significance of adhocracy culture orientation on employee turnover.
- (iii) To evaluate the effect of hierarchy culture orientation on employee turnover.

- (iv) To explore the leverage of market culture orientation on employee turnover.
- (v) To evaluate the moderating effect of employee demographics on employees' turnover.

1.5 Research Hypotheses

H₀ 1 – There is no relationship between Clan culture orientation and employee turnover.

H₀ 2 – There is no relationship between Adhocracy culture orientation and employee turnover.

H₀ 3 – There is no relationship between Hierarchy culture orientation and employee turnover.

H₀ 4 – There is no relationship between Market culture orientation and employee turnover.

H₀ 5 – There is no relationship between the moderating effects of employees' demographics on employees' turnover.

1.6 Significance of the Study.

Kenya Vision 2030 of maintaining a sustained economic growth of 10% per annum over the next 25 years will only be possible if organizations develop a mechanism to retain their manpower. The concept of organization culture orientations and their role in controlling the level of labour wastage in the hospitality industry is not widely researched. This study will provide hospitality managers with insights relating to the competing values framework and how CVF brings about the various organization culture orientations. The study will also provide the basis for future research and provide very important insight on employees' turnover challenges that private

members golf clubs in Kenya face today, and help management formulate a robust strategy to retain their employees.

1.7 Scope of the Study

This study was focused on the organization culture orientations and the influence that these orientations have toward employees' turnover among employees working in 18-holes private members' golf clubs within Nairobi City County. According to Bryman, scope refers to restrictions or boundaries that researchers enforce before the beginning of a study to narrow the area of inquiry (Bryman, 2012).

1.8 Limitations

The limitations of this study were the lack of current research data on the area of organization culture orientation and employee turnover in golf clubs in Kenya and generally, in the word, the researcher mitigated this limitation by accessing studies data from other related hospitality and service-oriented sectors.

1.9 Assumptions

The study assumed that; there was a high rate of employees' turnover among employees working in 18-holes private members' golf clubs in Kenya. This assumption was informed by previous studies, which have found out that the hospitality industry is highly hit by the challenges of retaining its manpower resources (Davidson, Timo, & Wang, 2011). Kuria, Ondigi, & Wanderi, (2011) found out that 3 and 4 stars rated hotels in Nairobi had a high level of employee turnover of 68%. Golf clubs are part of the larger hospitality industry. It's also assumed that the study participants will give information regarding the variables under study.

1.10 Conceptual Framework

The conceptual framework for this study was based on Prof. Quinn and Prof. Cameron's competing values framework model.

ORGANIZATION CULTURE ORIENTATIONS

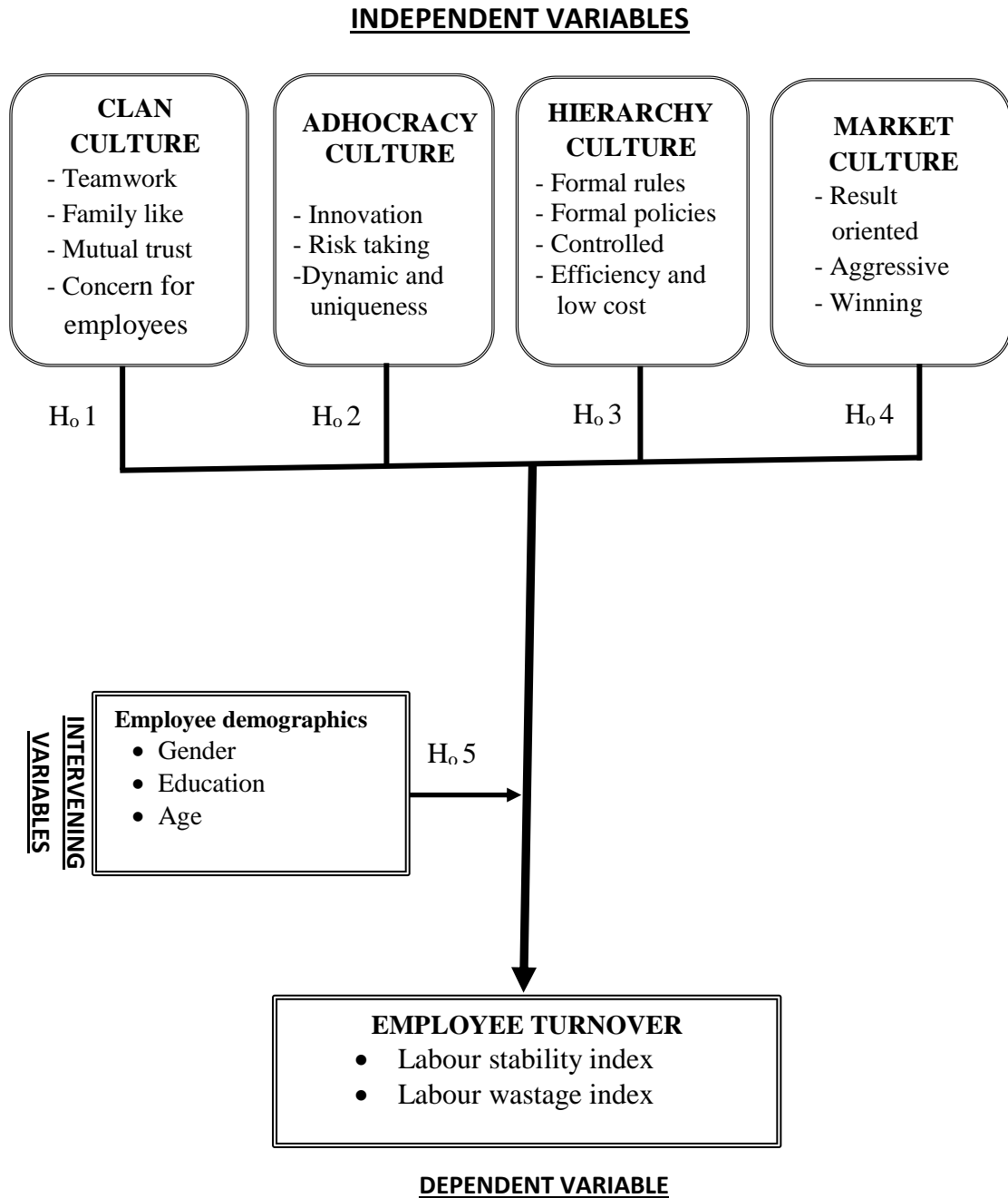


Figure 1.1. Conceptual framework, Adapted from (Cameron & Quinn, 2011)

The organization attributes such as Organization dominant characteristics, leadership, and management of employees, organization bond, strategic emphasis and criteria for measuring organization success are very essential in the development of the organization culture orientations. The competing values are; Flexibility and discretion Versus Stability and control. Internal Focus and Integration Versus External Focus and Differentiation, Cameron asserts that these competing values result into development of four major organization culture orientation within an organization namely; Clan, Adhocracy, Market and Hierarchy culture (Cameron & Quinn, 2011)

Independent variables were operationalized by organizational culture orientations namely; - The Clan Culture Orientation, Adhocracy Culture Orientation, Hierarchy Culture Orientation and the Market Culture Orientation. In Clan Culture orientation variable, the researcher measured the level of employees teamwork, mutual trust, employees concerns, and work place interactions. Adhocracy Culture orientation variable, the employees aspirations in risk taking, dynamism and innovation uniqueness were measure. Hierarchy Culture orientation variable, the researcher measured the employees view on the work place formal rules, policies, efficiency in operations and the freedoms that employees are allowed to make decisions. Market Culture orientation variable was measured by establishing the employees view on organization's efforts towards aggressive marketing, winning the completion and organization strategic emphasis toward results.

Intervening variables or factors that may affect the organization culture orientations indirectly, were enumerated as; - employees Age, level of Education and Gender.

Dependent variable, Employees Turnover, was measured by establishing the percentages of labour wastage index and labour stability indexes pertaining to the four private members golf clubs under study.

2.0 CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter will present the relevant academic approaches and relationships regarding the influence of the organization's culture orientations in accessing employees' turnover. This chapter will emphasize; the organization culture definitions, concepts of organizational culture and types of organization culture orientations. Employees' turnover: - Nature of employees' turnover, management support and employee turnover, and labour stability and wastage index. Theoretical framework: - Theory X and Y, and Equity theory.

2.2 Concepts of Organization Culture

Organization culture is a social indicators which helps management and scholars to define the characters and standards of an organization. These social indicators include; an organization's routine dress code, symbols of status and authority, conduct, assumptions, beliefs, values, ceremonies, and rituals (Scott, Mannion, Davies, & Marshall, 2003). According to Schein, organizational culture could be explained as an outline of basic common traditions learned by a group as it resolved its challenges on internal integration and external adaptation. These common traditions must have worked well in the past to be considered valid to be taught to new employees as the correct way to meditate, identify, and contextualize challenges in the workplace (Schein, 2010).

Cameron & Quinn, (2011) assert that the organization's sense of distinctiveness, mission, values, aims, goals and shared values has a strong relationship with the organization culture. Organizational culture can also be defined as the observable norms and values that influence organization operations and how employees perceive

and relate with one another. Disregarding organizational culture orientations can lead to negative consequences such as employees' turnover. Burton, argues that 80% of the turnover decision in an organization arises from the lack of shared experience of the company's culture among its employees (Burton, 2006).

2.3 Organization Culture Overview

Organizational culture orientations manifest its self in three distinctive layers (Schein, 2010).

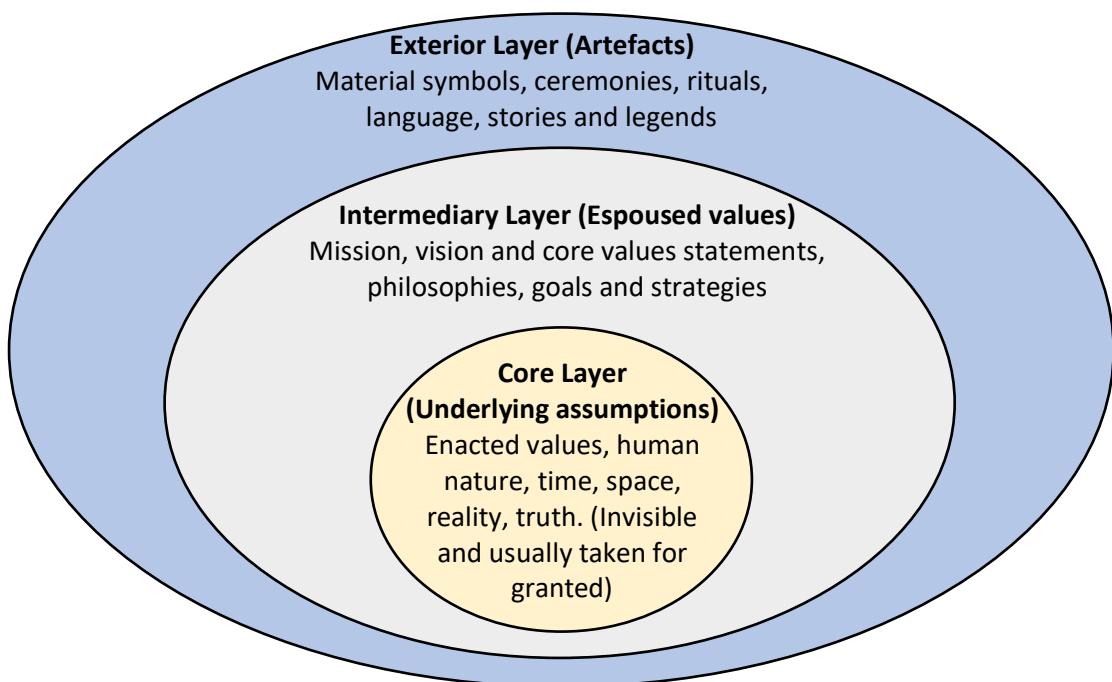


Figure 2.1. Levels of organization culture. Adapted from; (Schein, 2010)

These layers are; the exterior layer consisting of observable organizational cultural information- language, material symbols, stories and legends, and ceremonies and rituals. The intermediary layer consisting of espoused values- The mission, vision and the core values statements of the organization and the inner core layer consisting of the invisible underlying assumptions- the secret level of organizational culture that captures the traditions that guide day-to-day life in organizations, and mostly taken for granted.

According to Ehrhart, Schneider, and Macey, the meaning staff attach to organization events, policies, practices, procedures and the behaviors they see being rewarded, punished or supported by the management, are usually unspoken and these meaning are derived from the inner core layers of the organization culture (Ehrhart, Schneider, & Macey, 2014). Every employee in an organization owns a unique set of norms, values, and beliefs towards the organization where they work. Occasionally organizational culture has different sets of values and norms. Hence, when a new employee joins the organization, they should allow themselves to adapt to the organization's culture which has a strong and deeper impact on their performance. Adapting to the new organization culture helps the new employee to be satisfied with the organization culture and this improves their productivity and satisfaction; thus reducing turnover (Haggalla, 2017). The contentment the employee feels toward their job and any intentions they may have to quit their employment is strongly rooted in the way employees perceive the organization's support. These perceptions are induced by the organization culture underlying assumption, which most employers take for granted (Bonoli, 2014).

Studies in Kenya public sector (Wahida, Wario, & Odhiambo, 2016; Misigo & Moronge, 2017) revealed a linear relationship of 0.7 on the culture of an organization and place of work diversity. Organizations, mostly in public offices in Kenya have not been able to retain, attract and motivate employees, leading to high employees' turnover and 'brain drain' in the country.

2.4 Types of Organization Culture Orientations

Competing Values Framework (CVF), consists of four competing values namely; flexibility/dynamism Vs Stability/control on the vertical axis and internal

focus/integration Vs External focus/differentiation on the horizontal axis (Quinn, 1988). This results in four distinctive quadrants and each quadrant represents an organization culture orientation. These are - Clan, Adhocracy, Hierarchy, and Market culture orientations.

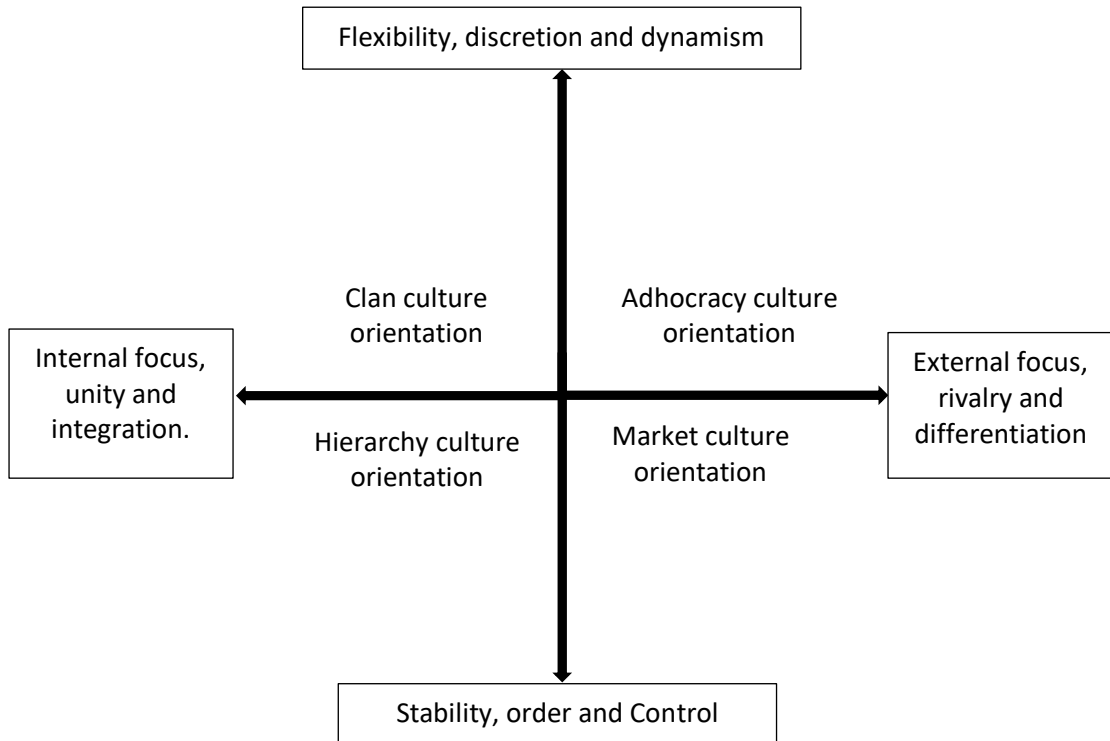


Figure 2.2. Competing values framework (CVF). Adapted from; (Quinn, 1988)

According to Prof. Robert E. Quinn and Prof. Kim S. Cameron, organizational culture orientations can be measured using the Organization Culture Assessment Instrument (OCAI). This instrument assesses the attributes of organizational culture, through organization dominant characteristics, leadership, and management of staff, organization unifying factors, strategic focus, and means of measuring success in the organization. (Cameron & Quinn, 2011).

2.4.1 Clan Culture

An organization that shows clan culture orientations is a very pleasant place to work. Employees share a lot among themselves. The workplace resembles an extended family (Cameron & Quinn, 2011). This culture is rooted in management and employee collaboration. Employees see themselves as a part of one big family which is actively involved. Managers are perceived as mentors, and the organization is bound by commitments and customs. The main standards are rooted in teamwork, effective communication, participation, and consensus. The organization underscores the long-standing benefits for employee growth and the importance of team cohesion and morale are highly emphasized. Success is well-defined in terms of understanding customers and taking care of employee's concerns. According to Uzoечи , Emeka, Chika, & Maya, if employees express their apprehensions on how the organization is managed through efficient communications from management and friendly work ideologies, they may stay longer with the employer (Uzoечи , Emeka , Chika , & Maya , 2013). Corporate leadership and management support to junior staff are key to promotion of clan culture in an organization (Mutua & Simba, 2017)

2.4.2 Adhocracy Culture

An organization that displays this cultural orientation is a very creative, entrepreneurial, and dynamic workplace. The employee is curious and takes risks. The management is considered being risk-takers and innovators. The organization is unified by management and employees guarantee to experimentation and innovation in solving organizational challenges. The organization aspires on being the leader in technology and inventions. Growth and obtaining new resources are major long term emphasis. Organization success is determined by gaining new products and unique

services and leading in their industry. The organization inspires employees' initiative and autonomy while executing their duties. (Cameron & Quinn, 2011).

2.4.3 Hierarchy Culture

An organization that is well structured and formalized, where rules and procedures guide how an employee performs their daily duties has a hierarchy culture orientation. The management is efficiency-minded individuals with great coordination and organization skills. Managers' most critical goal is the maintenance of smooth operations with minimal process interruptions. The glue that holds these organizations together is rules and policies. Stability and efficiency in operations are their main long-term concerns. Organization success is determined by smooth scheduling of operations and at a low cost. Predictability and security of employment are the main concern for managers toward their employees. (Cameron & Quinn, 2011). In accessing *The Influence of Culture Traits and their Imbalance on Employee Job Satisfaction and Turnover Intentions*, (Khaola, 2015) argues that, emphasis on rules and control will reduce the rate of employee dissatisfaction in an organization.

2.4.4 Market Culture

Cameron & Quinn, (2011) define the market culture-oriented organization as results-focused and their main apprehension is how the job is done. Employees are goal-focused and very competitive. Managers and supervisors are defined as hard drivers, producers, and competitors, who are strong and challenging. The organization is held together by an employee's desire to win. Prestige and accomplishment are main concerns and in the long run, the organization focuses on the achievement of quantifiable targets and goals. Success is determined on the basis of market penetration and share. Market share leadership and competitive pricing are very essential. Kessler,

concludes that organization problems are not external but internal, therefore, implementation of market culture must be accompanied by sound policies that create the prospect to improve employees' retention and commitment (Kessler, 2014). *The link between organizational culture and turnover intentions within Economic and Organised Crime Office, Ghana*' (Bosomtwe & Obeng, 2018), maintains that if managers focus on Market culture orientations, employees turnover can be minimized.

2.5 Employees Turnover

Employees' turnover and organization culture have a challenging, inter-reliant association. Excessive employees' turnover develops splintered workplace interactions and an organizational culture that doesn't boost long and productive work relationships with the employer. Constructing an organizational culture in a company where employees' turnover is high, requires management to first develop measures that aid employee retention. The turnover culture is prevalent in the hospitality industry due to low-paid jobs, working late hours of the night and little chances for development. Since employee turnover is regarded as a normal phenomenon in the hospitality industry, employees view the job as a short-term engagement offering little scope for advancement (Davidson, Timo, & Wang, 2011).

Employees in high-turnover organizations usually don't spend sufficient time on the job to grow mutual relationships and bonds with other co-workers. Thus, the development of teamwork is impossible in such organizations (Sulakshna, Sunjay, & Luximi, 2014). Employee retention strategies should be offensive rather than defensive in approach. The management should focus on augmenting the organizational culture so as to improve employee commitment. This implies that to

ensure employees are more dedicated to their organizations, modifications need to be made on the organization's culture.

2.5.1 Nature of Employees Turnover

Employee turnover can result from voluntary actions instigated by the employee or actions by the employer. Turnover refers to movement, inside and out of an organization by the employees. This movement is an indication of manpower stability. In a recent study in Nairobi, Kenya (Kuria, Ondigi, & Wanderi, 2011) found out that; 68% of manpower wastage suggested that a larger amount of money is being directed into advertising and recruiting employees who are likely to leave than the average U.S. employee turnover rates in 2018, for hospitality industries of 28.7% (Compdata Surveys & Consulting, 2018). The manpower planner must analyze whether the turnover arises from involuntary or voluntary quits (Lipman, 2015). Labour turnover, especially involuntary turnover can promote organization stability by bringing in new employees with new valuable ideas to the organization, (Mayhew, 2017). Labour turnover requires adjustment in and between people, these adjustments represent a cost both in monetary and in human value. To determine whether this cost is offset by the gains that result, management needs to know what the expense amounts to, why employees are leaving, where voluntary quits are taking place, and who is quitting the golf club. The study of employee turnover by asking such questions gives the manager a clue as to what needs to be done to reduce the rate of employee turnover.

In an article written by Bersin by Deloitte, shows the value of employees to an organization over time. When an organization employs an employee, the investment zone kicks in. the organization is investing heavily in the employee.

As the employee completes the onboarding processes, and new assignments are allocated, the employee enters the Return zone, and the organizations start reaping from the initial investments done on the employee (Bersin, 2013). A newly hired employee according to Training Industry quarterly reports may need one to two years to attain optimal productivity level (Oakes, 2012). During this period, the organization has to invest heavily, and it's very costly.

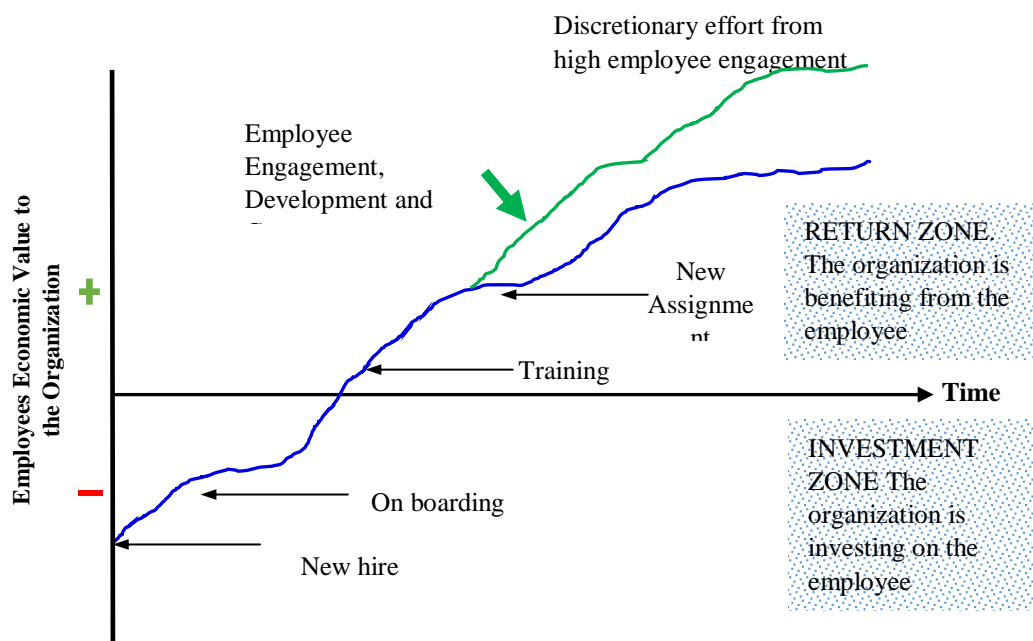


Figure 2.3. Economic Value of an Employee to the Organization over a Time.
Adapted from (Bersin, 2013)

Turnover should not be taken as a dependable index of labour stability that exists in golf clubs. For, when other jobs in the area are limited, employees are most likely to nurse dissatisfaction on the job than to quit the employment and join the unemployed masses in Kenya today. In addition, even when jobs are plentiful, personal reasons may cause employees to feel that, whatever their dissatisfactions are, they must stay where they are working until they secure more equitable employment elsewhere within the hospitality industry. For these reasons, the human resource manager needs to extend the field of study, to include other indices of poor employee morale such as discontent which may be expressed in acts, in words, or only in behavior patterns.

2.5.2 Management Support and Employee Turnover

The employees get organizational support from either the organization itself, the supervisor, or the co-workers. Organization support refers to employees' views regarding the extent to which the organization treasures employees' contributions and cares about their well-being (Simosi, 2012). According to James K. Harter, Ph.D., Gallup's chief scientist for workplace management, employees leave organizations due to factors that are directly related to the work environment. 75% of these causes of voluntary turnover can be managed by supervisors and managers. No matter how attractive a job may be, employees will resign if the manager-employee relationship isn't strong (Robison, 2008). Lack of supervisor and organization support rises the levels of employee stress, hence the desire to resign from their job (Deery & Shaw, 1999). In reality, 70% of the issues that lead to your happiness at work are directly linked to your direct supervisor or manager (Gallup, Inc., 2015). Trust and perceived support from superiors increases the likelihood of employees staying with the organization (Convey & Merrill, 2008), while, a poor relationship, raises the probability of voluntary resignation (Paille, Grima, & Bernardeau, 2013).

2.5.3 Labour Stability and Wastage Indexes

The simplest way of calculating manpower wastage is through a turnover analysis. (Beardwell & Holden, 1997; Hendry, 1998) defines employees' turnover as the rate at which employees move in and out of the organization. Labour turnover can be calculated using labour stability or wastage index formulae (Bowey, 1974)

$$\text{Labour stability index \%} = \frac{\text{Number of employees exceeding one year in service}}{\text{Number of employees employed a year ago}} \times 100$$

The following is a formula for calculating manpower wastage percentage in an organization within a specific period.

$$\text{Labour wastage index \%} = \frac{\text{Number of employees who left the employment during the period}}{\text{average number of employees over the period}} \times 100$$

2.6 Theoretical Background

2.6.1 Theory X and Y

Theory X and Theory Y was advanced by social psychologist Douglas McGregor in 1966 in his book “The Human Side of Enterprise”. These theories define two management styles – Theory X defines authoritarian management style while theory Y refers to Participative management style. These theories define two divergent sets of assumptions that managers make about their employees (McGregor, 1966). In organizations, the management and leadership styles that managers and supervisors adapt in managing employees will influence the orientation of the organizational culture. This theory will help in explaining the divergence of various organizational culture orientations as perpetuated by management styles.

Theory X – managers believe that employees do not like work, have little ambition, and they are not willing to take responsibility. Managers with this believe motivate their people using a firm "carrot and stick" tactic, they reward good performers and disciplines, poor performers. Organizations inclined toward the Theory X approach tend to be hierarchical. Supervisors and Managers supervise and direct employees. Authority is never delegated, and control remains decisively centralized. According to McGregor, the organizations that advanced theory X, reduces employees into robots and will eventually demotivate them in the long run (McGregor, 1966).

Theory Y – Managers believe that employees are self-motivated and like challenges at work. Managers with this belief are more collaborative with their employees, and inspire them by allowing them to use their initiative at work, have responsibilities, and make decisions. If managers believe that their staff take pride in their work and see it as a challenge, then they are more likely to adopt a participative management style. Managers with this approach trust in their staff to take ownership of their work and do it efficiently. Theory Y approach has a significant impact on supervisors' capability to motivate their team members. It's vital for managers to understand how their perceptions toward employees inspire them. Theory Y increases employee's desire for a meaningful job that provides them with motivation and not just monetary rewards.

2.6.2 The Equity Theory

According to the equity paradigm (Adams, 1963), each employee in an organization exchanges a set of inputs or contributions (e.g. education, efforts, skills, and long-term commitments.) for a set of outcomes or an inducement. (e.g. pay, promotion, prestige.). Individuals are constantly comparing their inputs relative to their outcome against other employees within the organization and outside the firm. If outcomes are less than inputs, the employee will be motivated to seek justice by restoring the equilibrium. The employee may also join other firms, where they perceive that their inputs are equal to their outputs (Simms, 2017). Theory X and Y, and Equity theory will be applied in this study. These theories will help the researcher to explain why an individual decides to quit one firm and join another organization. According to these theories, organization culture and the causes of employee turnover are well theorized, hence supporting this research topic.

2.7 Summary of Literature Gaps

Few researchers have explored the field of organization culture orientations and its influence on the rate of employees turnover. As a result, there exists no direct studies relating to private members golf clubs and the role that organization culture orientations plays in employees turnover index. Previous studies in the hospitality industry (Kuria, Ondigi, & Wanderi, 2011), investigated employees turnover and the result indicated that the rate of employee turnover was 68%. This study did not establish the labour stability index, labour stability index would assist managers to establish the department which are more prone to the challenge of employees turnover. For management to formulate effective employee retention strategies, there is a need to establish the employees' stability index across all the departments in a hospitality establishment. A study on '*Organizational Culture and turnover intentions in international information technology firms in Sri Lanka*', (Haggalla, 2017), did not establish the significance of organization culture attributes. The study focused on culture orientations only.

The researcher utilized stratification sampling techniques to carry out the study and established the labour stability indexes across all the departments in 18-holes private members golf clubs within Nairobi City County. By utilizing the stratification sampling technique, the researcher was able to bridge the gap identified in the previous studies methodology.

3.0 CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on - Research Design, study area, target population, sampling techniques, sample size, research instrument, pre-testing, reliability and validity of research tools, methods for data collection, how data was analysed and any ethical or logistical considerations relating to this research.

3.2 Research Design

The researcher used a cross-sectional research design. A Cross-sectional design aims in describing the characteristics of a population that exists at a specific time and majors on finding relationships between variables under study. The research design refers to a logical way in which research data was collected, compared, and analyzed. A cross-sectional research design helps the researcher to collect, condense, present, and interpret information for explaining (Mugenda & Mugenda, 2003). The crucial goal for any survey research is to study a large population by measuring a sample of that population. Descriptive research is suitable since it can make available important data regarding the entire population, by gathering data from a representative subset of the population (DeMatteo, Festinger, & Marczyk, 2005).

Kothari asserts that the research design has a pronounced impact on the dependability of the final study results, thus constitutes the strong basis of the entire structure of the research. A cross-sectional research design helped the researcher in facilitating the smooth navigation of the numerous research processes, thus ensuring efficiency and maximum yield of information with the least cost on effort, money, and time. The research design has a pronounced impact on the dependability of the final study results, thus constitutes the strong basis of the entire structure of the research (Kothari, 2004).

3.3 Study Area

This study was conducted in Nairobi City County. According to the Kenya National Bureau of Statistics 2009 national census survey, Nairobi County had a population of 3.1 million people and a population density of 4,480 people per square kilometer (Kenya National Bureau of Statistics, 2016). Social and health benefits associated with joining members' golf club are many, hence the development of major members golf clubs around Nairobi City County. According to Kenya Golf Union, there is eleven 18-hole golf course private members' clubs in Kenya currently (see appendix 7.2). Thirty-six percent of these golf clubs are located within Nairobi County (Kenya Golf Union, 2018), thus the choice of Nairobi City County as a preferable location to conduct this study.

3.4. Target Population

In Kenya, there are 43 golf clubs with a population of over 6,000 golfers, these golf clubs are; golf hotels clubs, private owned clubs, public clubs, or members' only clubs (Kenya Golf Union, 2018). These golf clubs range from clubs with only practice range facilities to golf clubs with 18-hole golf course facilities. According to Kenya Golf Union, four out of the eleven 18-holes private members golf clubs in Kenya currently, are located within Nairobi City County (Kenya Golf Union, 2018). The sampling frame, was developed in conjunction with the four clubs General Managers, who provided the researcher with the numbers of total employees working at their respective golf clubs. The study targeted 574 employees working in four 18-holes private members' golf clubs within Nairobi City County. Table 3.1 shows the number of employees in each of the four 18 holes private members golf clubs within Nairobi City County.

Table 3.1. Golf clubs within the Nairobi City County staff population.

18-holes Private Members golf clubs (Nairobi City County)	No. of employees Frequency (F)	Population (N) Percentage (%)
Golf Club 1	140	24%
Golf Club 2	230	40%
Golf Club 3	95	17%
Golf Club 4	109	19%
TOTAL	574	100%

Source: 18-holes private members golf clubs General Managers (2018)

3. 5. Sampling Techniques

The researcher used Cochran's formula to compute a representative sample size. Stratified random sampling was used and a simple random sampling technique was applied to each stratum. Kothari argues that, when a population where a sample is drawn is not from a homogeneous group, the stratified sampling technique is usually used to get a representative sample. Each stratum is unique than the general population under study and the researcher is able to acquire a more accurate approximation for each stratum hence a better estimation for the population. Stratified sampling findings and results are more dependable and detailed (Kothari, 2004)

3. 6 Sample Size

The researcher assumed the maximum variability within the sample frame Table 3.1 as proposed by Cochran formula, which was 50%, hence; $p = 0.5$ and confidence level will be at 95% with $\pm 5\%$ sampling error, the required sample size was as follows: -

$$(p = 0.5; q = 1 - 0.5 = 0.5; e = 0.05; z = 1.96)$$

$$n_0 = \frac{(1.96)^2(0.5)(0.5)}{(0.05)^2}$$

$$= \frac{0.9604}{0.0025} = 384.16 \text{ Required sample size will be } 384$$

Cochran suggested that if the population is predetermined, as shown in Table 3.1 then the required sample size can be adjusted by using a correction formula as shown below to calculate the final sample size if the required sample size is more than 5% of the predetermined population. (Cochran, 1977). Where N = population size, n_0 = required sample size and n = final sample size.

$$n = \frac{384}{1 + \frac{(384-1)}{574}} \quad \text{Hence, the final sample size was } 230$$

participants.

Table 3.2 shows the distribution of sample size per stratum.

Table 3.2 Sample size distribution per stratum.

Strata	Frequency (N)	Population %	Sample (n)
FOOD AND BEVERAGE	203	36 %	83
GOLF AND ESTATE	153	27 %	61
GYMKHANA AND SPORTS	53	9 %	21
FRONT OF THE HOUSE	56	10 %	23
FINANCE, HR, STORES & ADMIN	103	18 %	42
TOTAL	574		230

Source; 18-holes private members golf clubs General Managers (2018)

3.7 Research Instruments

Semi-structured questionnaires and structured face-to-face interviews were used to collect qualitative and quantitative primary data from golf club employees. This data was then used to evaluate organization culture orientations, employees' demographics, and labour turnover indexes. Interviews schedules were used to collect data on golf club's employee -voluntary and involuntary wastages in the year 2018 from golf club human resources managers, which helped in ascertaining the level of employees'

turnover rates among 18-holes private members golf clubs staff. Semi-structured questionnaires, according to Mugenda & Mugenda are cost-effective means of collecting survey data. (Mugenda & Mugenda, 2003). According to Sekaran & Bougie, the main advantage of a structured face-to-face interview is that the researcher can adjust the questions as needs be, explain, clears any ambiguity and ensure that the questions are understood correctly by the interviewee, by restating or repeating the questions (Sekaran & Bougie, 2016). The researcher can collect additional information about the environment and the interviewee, which is very valuable when it comes to results interpretation (Kothari, 2004).

3.8 Pre-testing of Data Collection Tools

Pretesting is the initial evaluation on questionnaires to eliminate inconsistency and errors before the actual research data is collected (Kothari, 2004). The pre-testing of questionnaire was carried out in Kenya railways golf club, 9-holes private members' golf club, which is within Nairobi City County. The club where the questionnaire and interview schedules pretesting data was collected, was not used to collect the final data of the study. Eighteen respondents were given questionnaires to fill. The pre-testing data was subjected to Cronbach's alpha reliability test to measure the Cronbach's alpha coefficient as shown in table 3.2. The time the participants took to fill the questionnaire was also noted and on average, it took respondents 7 - 12 minutes to fill the questionnaire fully.

3.9 Validity

The experts validated the questionnaire content validity. Supervisors assisted in ensuring that the instrument's items are adequate for measuring the objectives of this study. Kothari, (2004) defines validity as the extent to which a questionnaire measures

what it is supposed to measure. Mugenda argues that the research instrument validity is the degree of which the results obtained from the data analysis, truly denote the variables of the study and can be replicated if the same study was to be repeated (Mugenda & Mugenda, 2003). The Organizational Culture Assessment Instrument (OCAI), which was used to measure, the organization culture orientations, was based on the theoretical Competing Values Framework (CVF) model. The Organizational Culture Assessment Instrument, is a scientifically validated tool according to (Samuel, Sonia, & Raghunathan, September, 2018)

The researcher ensured that content validity is met by matching the study objectives and research hypothesis with the questionnaire and interview schedule.

3.10 Reliability

The reliability of the study instrument was tested using Cronbach's alpha to test for the instrument's internal consistency among the instrument's items.

Table 3.3 Reliability Statistics

Cronbach's Alpha Based on		
Cronbach's Alpha	Standardized Items	No of Items
.729	.810	32

Source: Pretesting Data $N = 18$

Table 3.3 indicates a Cronbach's alpha test of reliability coefficient of 0.810 based on standardized items. The result shows that the pretested questionnaire had acceptable internal consistency above 0.6. According to Mugenda & Mugenda, (2003), Cronbach's alpha reliability coefficient above 0.6 means that the data collected with such an instrument is valid and credible. Kothari asserts that if the reliability of a research instrument is satisfied, then, when we are using it, the researcher is assured that other situational factors errors are not interfering with the results (Kothari, 2004)

3.11 Data Collection Techniques

This study utilized both primary and secondary data sources to realize the study objectives and the research hypothesis. Primary data sources were self-administered questionnaires and face-to-face oral interviews, while the secondary data composed of information retrieved from research journals, books, and other relevant literature. Triangulation is a procedure that is associated with using diverse approaches. The reason for using triangulation is that study finding and the result are confident and reliable, different approaches or data sources will lead to a similar result (Sekaran & Bougie, 2016). This study utilized method triangulation and data triangulation.

3.11.1 Questionnaires

Self-administered questionnaires were distributed randomly to the sampled employees in each of the strata identified in Table 3.1 through the heads of departments for respondents to fill, and obtain data relating to organizational culture and employee turnover variables. The head of departments was given a period of four weeks to issue and collect the questionnaires in their respective departments. The average response rate for all the strata was 76% (173) as indicated in figure 4.1

3.11.2 Interviews

Face to face, interviews were conducted on all the four human resource managers from the 18-holes private member's golf clubs within Nairobi City County to obtain data on levels of voluntary and involuntary turnover level for the year 2018. The response rate was 100% (4) and indicated in figure 4.1

3. 12 Data Analysis

Once the filled questionnaires were collected from the head of departments and face-to-face interviews conducted, consistency and reliability of data were evaluated. The

self-administered questionnaire and face-to-face interview data were transcribed and coded by assigning codes. Qualitative data was entered to NVivo 12 for analysis, while quantitative data was keyed in the SPSS Version 23 for statistical analysis. The data was screened for completeness and cleaned of errors, incomplete and partially filled self-administered questionnaires were omitted from data analysis. Table 3.4 shows the summary of statistical tests and analysis for the study objectives and hypothesis.

Table 3.4 Objectives and Hypothesis Data Analysis Methods

Study objectives and Hypothesis	Statistical Methods	Statistical methods justification
i. To determine the influence of clan culture orientation on employee turnover.	<ul style="list-style-type: none"> • Bar graphs • Percentages • Frequencies • Multiple regression 	<ul style="list-style-type: none"> • The data is normally distributed. (see table 4.3) • Random sampling was used to collect data.
ii. To examine the significance of adhocracy culture orientation on employee turnover.	<ul style="list-style-type: none"> • Bar graphs • Percentages • Frequencies tables • Multiple regression 	<ul style="list-style-type: none"> • Data from dependent variables and independent variables are the independence of each other.
iii. To evaluate the effect of hierarchy culture orientation on employee turnover.	<ul style="list-style-type: none"> • Radar graphs • Percentages • Frequencies • Multiple regression 	<ul style="list-style-type: none"> • Data collected has a linear relationship between dependent and independent variables.
iv. To explore the leverage of market culture orientation on employee turnover.	<ul style="list-style-type: none"> • Bar graphs • Percentages • Frequencies • Multiple regression 	<ul style="list-style-type: none"> • For regression, the dependent variable was on a ratio scale, while independent are dichotomous variables with two levels of measurement.

Table 3.4 Objectives and Hypothesis Data Analysis Methods (Continued)

Study objectives and Hypothesis	Statistical Methods	Statistical methods justification
v To evaluate the moderating effect of employee demographics on employees' turnover.	<ul style="list-style-type: none"> • Bar graphs • Percentages • Frequencies table • Hierarchical regression 	<ul style="list-style-type: none"> • Dependent and independent variables are normally distributed • The dependent variable is measured on the ratio scale while independent variables are on dichotomous.
H ₀ 1, H ₀ 2, H ₀ 3, H ₀ 4 and H ₀ 5	<ul style="list-style-type: none"> • Pearson product-moment correlation coefficient (Pearson r) 	

3.13 Ethical and Logistical Considerations

Ethical issues relating to this study were carefully considered and informed consent was sort from the management of the golf clubs (see Appendix 7.5) where the study was carried out. A research permit was obtained from NACOSTI, (See Appendix 7.10); the conditions for NACOSTI Permit were also met (see appendix 7.9 and appendix 7.11). KUERC assistance was also sought and their recommendations were fully followed (See Appendix 7.8) Confidentiality, privacy, and anonymity of study participants' were upheld, no questionnaire or interview schedule had any mark or participants' names or their workplace. The data collected was used for academic purposes only. Time provided a logistical challenge since the questionnaire administered, participants took longer than anticipated, and this increased the traveling cost for collecting and following up on the un-returned questionnaires.

4.0 CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter provides comprehensive analyzed results and discussions on the information gathered using golf club employees' questionnaires and interviews conducted to all the golf clubs' human resources managers. This study was concerned with finding the contributions of organization culture orientations on employee turnover. The chapter will enumerate findings and discussions on respondents response rate and demographics, the rate of employees turnover among 18-holes private golf clubs within Nairobi City County, the influence of Clan Culture Orientation on employees turnover, the significant of Adhocracy Culture orientation on employees turnover, effects of Hierarchy Culture orientations and leverages of Market Culture orientations on the rate of employees turnover. The chapter will also bring into focus, the moderating effects of employees demographics on employees turnover among employees working in 18-holes private members golf clubs within Nairobi City County - Kenya.

4.2 Response Rate

The study had targeted a total of 230 cases to participate out of the total population of 574 employees working in four 18-holes golf clubs within Nairobi City County. The study cases were selected randomly, across all the sections (strata) in the golf clubs. The response rate for the golf club employees' questionnaire and golf clubs' human resources managers' interviews are as shown in Figure. 4.1.

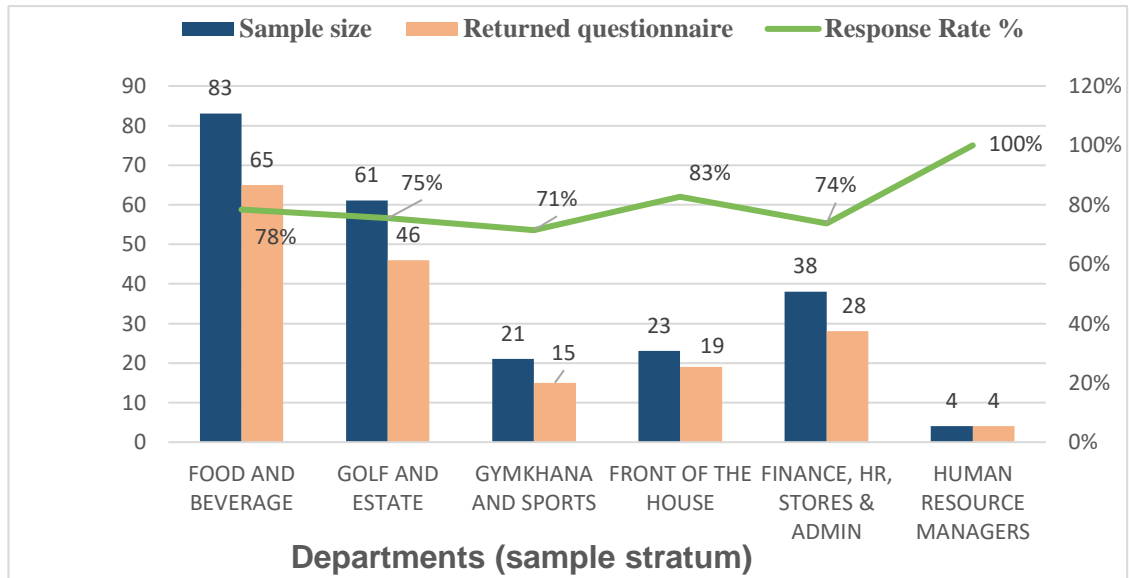


Figure 4.1 Response rate per sampling stratum Source: Research data 2019

The average response rate was 80% for golf club employees' questionnaire and human resources manager interviews. Human resources managers' response rate was 100%, Food & Beverage stratum was 78%, Golf and Estate segment was 75%, Gymkhana and Sports section was 71%, Front of House stratum was 83% while the segment of Finance, HR, Stores, and General administration had a response rate of 74%.

The average response rate of 80% was adequate for this study's objectives. All strata had an adequate response. A study relating to organization culture orientation and intentions of employee turnover in international technology firms in Sri Lanka (Haggalla, 2017) had a response rate of 63%. A response rate of 70% is a good representation of the target population (Mugenda & Mugenda, 2003) hence, an average of 80% response rate for this study was deemed adequate and acceptable.

4.3 Respondents Demographics

4.3.1 Respondents Gender Distribution

The findings in figure 4.2 show that males were 97 (55%) while females were 80 (45%).

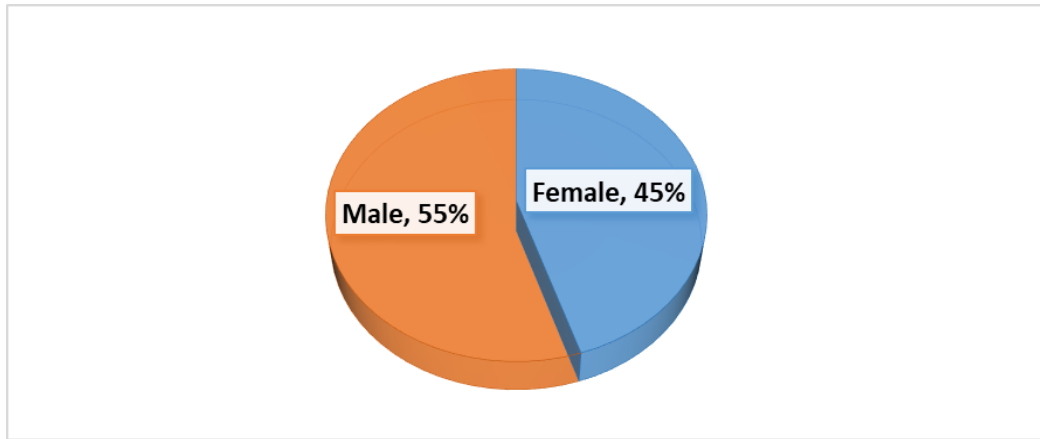


Figure 4.2. Respondents gender

Source: Research data 2019

These findings indicate that 18-holes private members golf clubs within Nairobi City County employment opportunities to both men and women employees are almost equal.

4.3.2 Respondent age Overview

The findings Based on the study findings in figure 4.3 There were 18 (10%) participants aged between 18yrs - 24yrs, 56 (32%) were aged 25yrs -31yrs, 50 (28%)

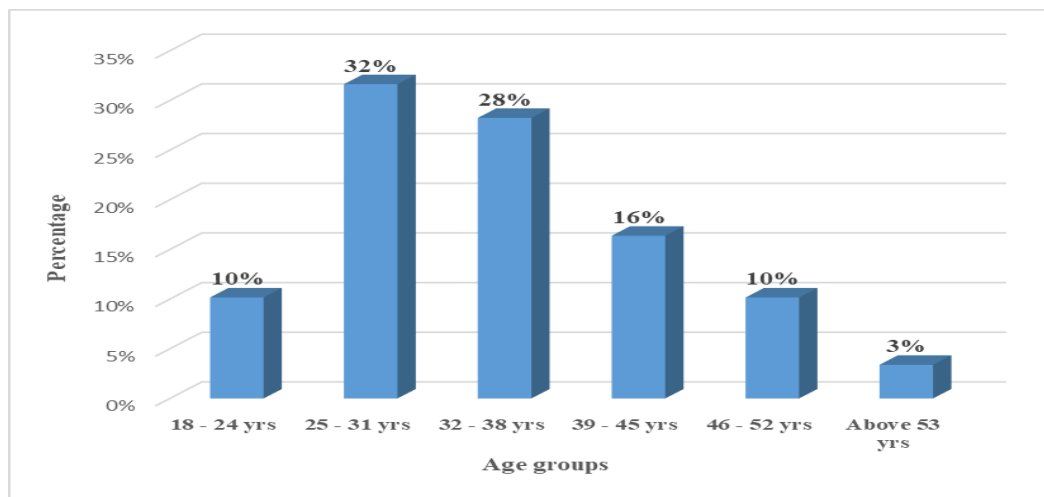


Figure 4.3. Respondents' age groups profile

Source: Research data 2019

respectively were aged between 32yrs - 38yrs, 29 (16%) were aged between 39yrs - 45yrs, 18 (10%) of participants' were aged 46yrs - 52yrs, while 6 (3%) of participants were aged above 53 years

4.3.3 Respondents Education Level

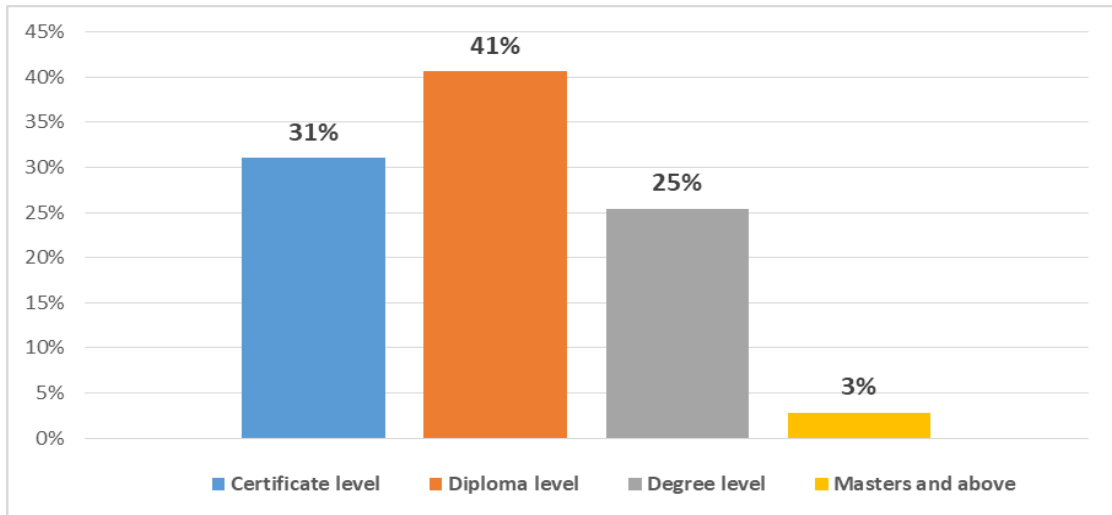


Figure 4.4. Respondent Education level

Source: Research data 2019

The majority of the respondents 72 (41%) had diploma level of education, certificate holders represented 55 (31%), degree holders were 45 (25%) while those who had masters and above were 5 (3%) as indicated in Figure 4.4

4.3.4. Respondent Department

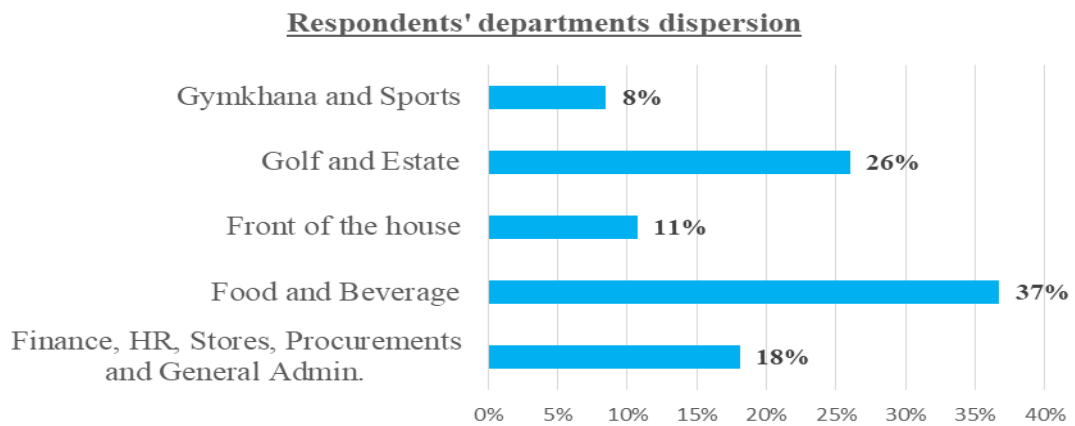


Figure 4.5 Respondents departments (Strata)

Source: Research data 2019

Figure. 4.5 shows that the Food and Beverage department had the highest number of participants 65 (37%). Golf and Estates departments follow with 46 (26%), Finance, Human resources, stores, procurement, and general administration had 32 (18%),

Front of the house sections had 19 (11%) and Gymkhana and sports had 15 (8%) respondents.

4.4 Employee Turnover Among 18-holes Private Members Golf Clubs within Nairobi City County.

The study sort to establish the level of labour stability and labour wastage index among 18-holes private members golf clubs located within Nairobi City County. Four human resource managers were interviewed and 177 employees filled the self-administered questionnaire and the findings were as follows.

4.4.1 Labour Stability Index

Table 4.1 shows the duration that the respondent has worked with the current employer. 33 (19%) of the respondents reported that they have been working with their current employer for a period not exceeding 12 months while those who reported being working for more than 12 months were 144 (81%).

*Table 4.1 Employment Duration * Department Cross Tabulation*

Employment duration	Department					Total
	Gymkhana and Sports	Front of the house	Food and Beverage	Golf and Estate	Finance, HR, Stores, Procurements and General Admin.	
< than 1 yr. of service	2	3	11	3	14	33
> than 1 yr. of service	13	16	54	43	18	144
Total	15	19	65	46	32	177

Table 4.1 indicates that, based on the stratum sample size, Golf and Estate stratum had the highest stability index of 93% (43), followed by Gymkhana and sport at 87% (13), third place was Front of the house 84% (16), fourth position was Food and Beverage at 83% (54) and Finance, HR, store, procurement, and General administration had the

lowest stability index of 56% (18). These findings can be attributed to the different levels of education among the stratum. For instance, Finance, HR, store, procurement and General administration stratum had 89% (28) respondents having a degree and above level of education reported the lowest labour stability index 56%, while Golf and Estate stratum had 9% (4) respondents having a degree and above level of education reported the highest labour stability index 93%. These results agree with (Hofstetter & Cohen, 2014), who found out that higher levels of education provide the employee with several options when it comes to choosing which employer to work for. Employees with a higher level of education often change their career from the hospitality industry to other less straining industries leading to employee turnover (Brown, Thomas, & Bosselman, 2015)

Labour stability index was calculated using labour stability wastage formulae (Bowey, 1974).

$$\begin{aligned} \text{Labour stability index \%} &= \frac{144}{177} \times 100 \\ &= 81.36\% \end{aligned}$$

The calculated results indicate that the average labour stability index in 18-holes private members golf club was at 81.36%. These results imply that 18-holes private members golf clubs have a very higher labour stability index in comparison to their counterparts in the hospitality industry based on data published by Compdata Survey & Consulting (Compdata Surveys & Consulting, 2018). 81.36% labour stability index means that employees do not leave their employment in golf clubs more frequently as it happens 3 and 4 stars rated hotels in Nairobi city county according to studies by Kuria, Ondigi, & Wanderi, (2011) findings.

4.4.2 Labour Wastage Index

Table 4.2. 2018 Employees turnover in 18-holes private members golf clubs in Nairobi City County

		Average no. of employees 2018	Average no. of employees turnover 2018	Average no. of voluntary turnover 2018	Average no. of involuntary turnover 2018
N	Valid	4	4	4	4
	Missing	0	0	0	0
Mean		136.96	20.50	8.50	12.00
Sum		548	82	34	48

Table 4.2 shows that the number of employees working in the sampled golf clubs were 548 in the year 2018. Either a total of 82 (14.96%) employees left their employer, due to resignations or the employers terminated their services. The findings further show that 6.20% (34) of the total turnover in 2018 was due to employees terminating their employment services with the employer while the employer dismissed 8.76% (48). The workforce wastage index was calculated using. (Beardwell & Holden, 1997; Hendry, 1998) formulae for calculating manpower wastage percentage in an organization within a specific period.

$$\begin{aligned} \text{Labour wastage index \%} &= \frac{82}{548} \times 100 \\ &= 14.96 \end{aligned}$$

Therefore, the labour wastage index in 18-holes private members golf clubs in 2018 was 14.96 % meaning that employees working in 18-holes private golf clubs within Nairobi city county tend to stay longer with their employers than their counterparts working in 3 and 4 stars rated hotels within Nairobi City County.

These results of 14.96% rate of employee turnover disagree with finding by Kuria, S., Ondigi, A., & Wanderi, P. in their study on ‘*Factors influencing labour turnover in three and five star-rated hotels in Nairobi, Kenya*’ in the year 2011. Their findings

showed a labour wastage index of 68% on three and five star rated hotels in Nairobi. These differences can be attributed to organizational culture differences in hotel Vis a Vis 18-holes private members golf clubs, which are nonprofit organizations while hotels are purely profit-minded. Compdata Surveys & Consulting Employee Turnover Report by industries indicates that the average employee turnover for the hospitality industry was 28.7% across the United States of America, (Compdata Surveys & Consulting, 2018). Based on the previous study findings, the rate of employee turnover in 18-holed private members golf clubs within Nairobi City County was almost one times lower than the average rate of employee turnover in the hospitality industry in the USA and over four times lower than three and five stars rated hotels within Nairobi City County.

4.4.3. Respondents Years Worked with the Current Employer based on Sampling Stratum.

*Table. 4.3 Department * Period worked with current employer Cross tabulation*

Department	Period worked with current employer						Total
	Less than 6 months	6 months to 1 year	1 year to 2 years	2 years to 3 years	3 years to 5 years	Over 5 years	
Gymkhana and Sports	1	1	2	1	4	6	15
Front of the house	3	1	2	8	2	3	19
Food and Beverage	4	9	17	10	13	12	65
Golf and Estate	4	1	4	4	9	24	46
Finance, HR, Stores, Procurements and General Admin.	6	8	1	7	4	6	32
Total	18	20	26	30	32	51	177

21% (38) of the study participants' responses indicate that they have been with current employer for less than 1 year while 79% (139) had worked for more than 1 year.

Findings in Table 4.3 also indicates that sampled employees from Finance, human resources, stores, procurement and general administration who had worked less than 1 year with the current employer were 44% (14) of the respondents from this stratum as compared to 56% (18) who had worked for more than 1 year. The Front of the house departments follows with 21% (4) respondents having worked for less than 1 year as compared to 79% (15) who had completed more than 1 year of service with the current employer. Food and Beverage department is 3rd with 20% (13) of respondents indicating that they had worked less than 1 year and 80% (52) had offered the current employer more than 1 year of service

Gymkhana and sport stratum respondents had 13% (2) reporting that they had worked less than 1 year as compared to 87% (13) who had offered more than 1 year of service to the current employer. Golf and Estate departments had the lowest number of respondents' 11% (5) reporting that they had worked less than one year and 89% (41) had exceeded 1 year of service with their current employer.

4.4.4. Respondents Cross Tabulation on Intended Period to Work with the Current Employer and Education Level

10% (17) of the respondents indicated that they would leave their current employer within 1 year of service while 90% (160) would serve their current employer for more than one year. These study findings indicate that the intervening variable (Education) had a positive influence on employee turnover, meaning that as the respondent level of education increases, the level of turnover increases too. Change in R^2 was significant, F change = 6.061, $p = .015$.

Table 4.4. Intended period to work with the current employer * Education Cross*Tabulation* Source: Research data 2019

Intended period to work with the current employer	Education Level				Total
	Certificate level	Diploma level	Degree level	Masters and above	
Less than 6 months	0	2	2	0	4
6 months to 1 year	2	8	3	0	13
1 year to 2 years	2	5	6	2	15
2 years to 3 years	7	11	13	0	31
3 years to 5 years	15	17	14	2	48
Over 5 years	29	29	7	1	66
Total	55	72	45	5	177

Table 4.4 indicates that 4% (2) of the certificate holder's respondents would resign from their current employer within 12 months of service while 96% (53) responded that they would serve for more than 1 year i.e. 1-2 yrs. – 4% (2), 2-3 yrs. -13% (7), 3-5 yrs. – 27% (15) and over 5 yrs. 52% (29). For Diploma holders. 14% (10) intended to quit their employment within 12 months of service while 86% (40) indicated that they would serve their employer for more than 1 year i.e. 1-2 yrs. -7% (5), 2-3 yrs. - 15% (11), 3-5 yrs. -24% (17) and over 5 yrs. – 40% (29). Respondents who had degree levels of education, 11% (5) responded that they would quit their job in the next 12 months while 89% (40) responded that they would work for more than 1 year with the current employer i.e. 1-2 yrs. -13% (6), 2-3 yrs. -29% (13), 3-5 yrs. -31% (14) and over 5 yrs. 16% (7). For respondents with the level of education - masters and above, 100% (5) would serve the employer for more than 1 year i.e. 1-2 yrs. -40% (2), 3-5 yrs. -40% (2) and above 5 yrs. 20% (1).

In summary, Table 4.4 results indicates that, employees who had diploma levels of education are approximately 14% likely to leave their employer within the first year of the employment followed by Degree holders at 11%, certificate holders 4% and

Masters and have holders did not report any plan of leaving their employer within 12 months period.

Previous studies have revealed that as the level of education increased so do the level of employee turnover increases. According to a study on '*The mediating role of job content plateau on the relationship between work experience characteristics and early retirement and turnover intentions*' (Hofstetter & Cohen, 2014), higher levels of education provides an employee with several options when it comes to choosing which employer to work for. Employees with lower academic qualifications have limited options when it comes to the choice of employer. Thomas & Bosselman asserts that employees with a higher level of education often change their career from the hospitality industry to other less straining industries leading to employee turnover (Brown, Thomas, & Bosselman, 2015)

4.4.5 Causes of Employee Turnover

The qualitative data from the human resources manager interview schedule and employees' self-administered questionnaires were analyzed using NVivo software.

Figure 4.6 shows the reasons that led to employees' involuntary turnover were – employee's skills mismatch, retirement, and insubordination, which contributed 8.76% (48) turnover as indicated in table 4.2. 6.20% (34) voluntary turnover was due to salaries and benefits, job security, management support, family-related reasons, employee poaching, education advancement, and career growth. These results agree with findings by Chowdhury Abdullah Al Mamun and Md. Nazmul Hasan in their studies on '*Factors affecting employee turnover and sound retention strategies in business organization: a conceptual view*'. They found out that; management factors, working environment, pay and fringe benefits, alternative employments, job fit, and

career promotion influenced employee's decision to leave their employment (Chowdhury & Md. Nazmul, 2017).

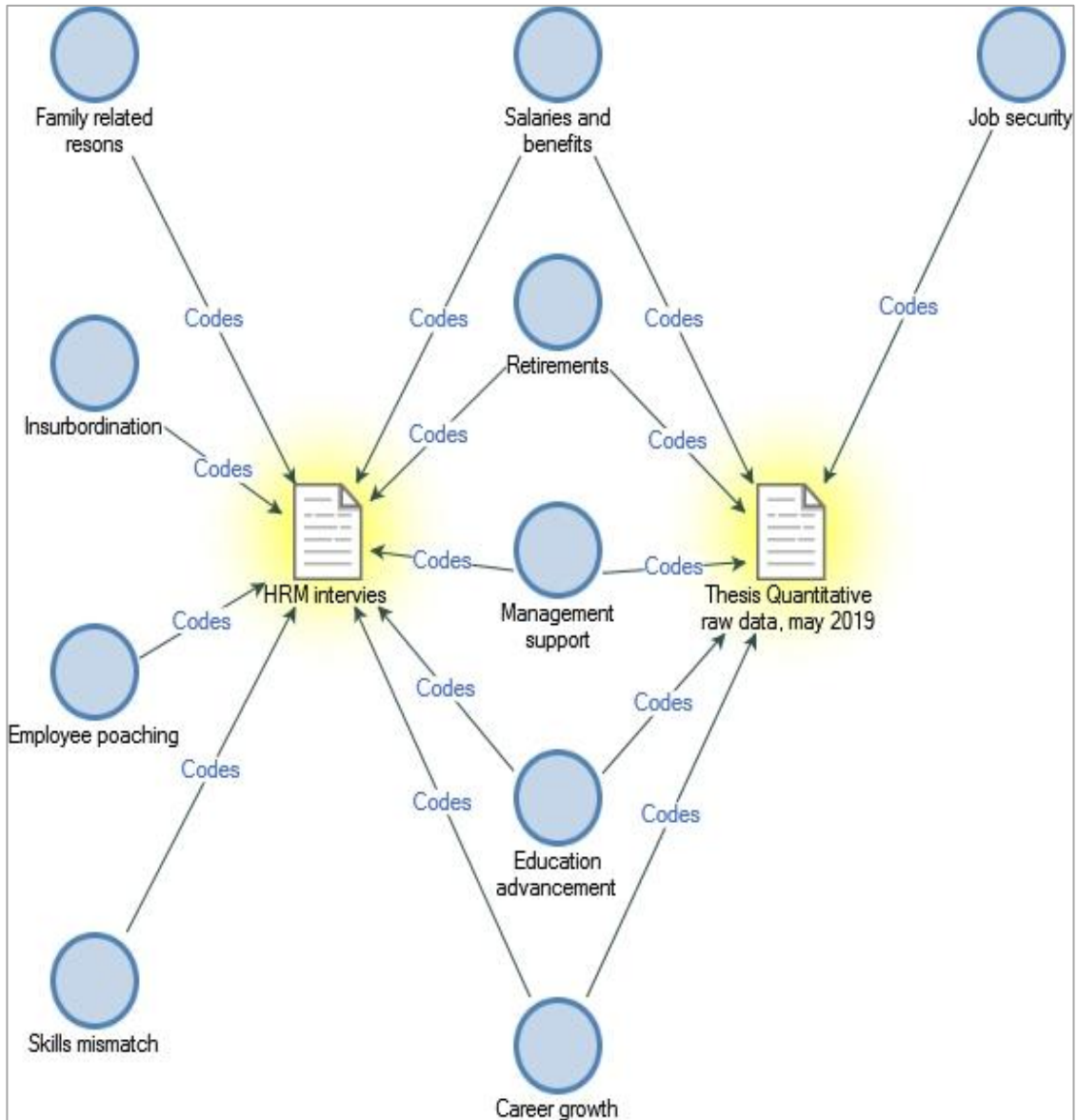


Figure 4.6 *Reasons Leading to Employees Turnover based on Exit Interviews and self-administered study questionnaires.*

Source: Research data 2019

The quantitative data relating to why employees would consider leaving their current employer was summarized using NVivo 12. The results and findings are indicated in word cloud, Figure 4.7.

4.5. Specific Objective One: To Determine the Influence of Clan Culture Orientation on Employees' Turnover.

The study sort to establish if any relationship exists between clan culture orientation and the level of employees' turnover among private members 18-holes golf clubs within Nairobi City County. The following are findings relating to the objective one.

4.5.1 Descriptive for Clan Culture Orientation.

Clan culture orientation is rooted in employees' partnership; employees view themselves as a part of one big family, which is actively involved. Managers are perceived as mentors, and the organization is bound by commitments and customs, which are rooted in teamwork, effective communication, participation, and consensus. The organization values long-standing benefits for employee growth and the importance of team cohesion and morale are highly emphasized. Success is defined in terms of understanding customers and taking care of employees' concerns (Cameron & Quinn, 2011). The following are finding related to this objective.

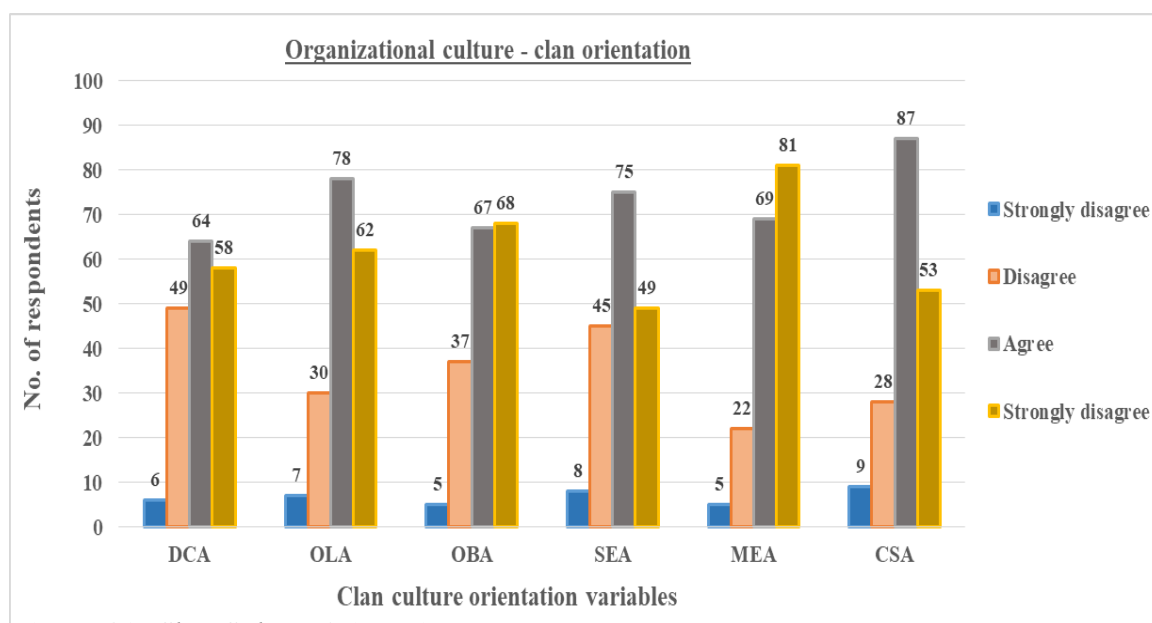


Figure 4.8 Clan Culture Orientation responses

Source: Research data 2019

Fig. 4.8 shows that organization dominant characteristics (DCA) -*Our club is a very personal place, it is like an extended family. Staff seems to share a lot among themselves.* 3% (6) of the respondents strongly disagreed with the statement, while 28% (49) disagreed, 36% (64) agreed and 33% (58) strongly agreed. Organization leadership (OLA) -*My supervisor is generally considered to be mentoring, helping, or nurturing the employees.* 4% (7) of the respondents strongly disagreed with the statement, while 17% (30) disagreed, 44% (78) agreed and 35% (62) strongly agreed. Organization glue that binds employees together (OBA) -*The bond that holds this club together is loyalty and mutual trust. Staff commitment to this club runs high,* 3% (5) strongly disagreed, while 21% (37) disagreed, 38% (67) agreed and 38% (68) strongly agreed. Strategic emphasis (SEA) -*The club emphasizes human development. High trust, openness, and participation persist.* 5% (8) strongly disagreed, while 25% (45) disagreed, 42% (75) agreed and 28% (49) strongly agreed.

On matters, pertaining to how employees are managed (MEA) in 18-hole private members golf clubs -*My supervisor's management style is characterized by staff teamwork, consensus, and participation.* Findings in Figure 4.6 indicate that 3% (5) of the respondents strongly disagreed, while 12% (22) disagreed, 39% (69) agreed and 46% (81) strongly agreed. The criterion of success (CSA) refers to how the golf clubs define their success -*The club defines success based on the development of human resources, teamwork, employee commitment, and concern for staff.* The findings were 3% (5) of the respondents strongly disagreeing, while 12% (22) disagreed, 39% (69) agreed and 46% (81) strongly agreed.

4.5.2 Statistical Analysis on Clan Culture Orientation and Employees

Turnover

Multiple linear regression was carried out to investigate whether Clan culture dominant characteristic (DCA), organization leadership (OLA), Management of employees (MEA), organization bond (OBA), strategic emphasis (SEA) and criteria of success (CSA) could significantly predict employees turnover.

The independent variables, had a variance inflation factor (VIF) below 2.5, hence there were no multicollinearity. The results of the regression in Table 4.5 showed that the model explained 45.3% of the variance and that the model was a significant predictor of employee turnover, $F(6,170) = 25.26, p < .001$. Whereas management of employees ($B = -1.66, p < .001$), organization bond ($B = -1.059, p < .01$) and criteria of success ($B = -0.985, p < .05$), contributed significantly to the model, Organization leadership ($B = -0.641, p = .111$), Dominant characteristics ($B = -.447, p = .189$) and Strategic emphasis ($B = -.178, p = .627$) did not have significant contribution. Table 4.5 indicates that, Management of employee culture attribute had the biggest impact on employees' turnover ($B = -1.66, p < .001$), Organization Bond ($B = -1.059, p < .01$), criteria of success ($B = -0.985, p < .05$), Organization leadership ($B = -0.641, p = .111$), Dominant characteristics ($B = -.447, p = .189$) and Strategic emphasis ($B = -.178, p = .627$) had the least influence.

Table 4.5 Summary Statistics for Regression Analysis for Employee Turnover and Clan Culture Orientation.

Variable	Mean	Std	Multiple regression coefficients		Collinearity Statistics	
			B	B	Tolerance	VIF
Total employees turnover % 2018	16.28	7.378				
DCA	1.64	0.525	-0.447	-0.09	0.666	1.501
OLA	1.75	0.486	-0.641	-0.119	0.560	1.784
MEA	1.8	0.453	-1.666***	-0.289	0.616	1.622
OBA	1.72	0.499	-1.055**	-0.202	0.671	1.490
SEA	1.66	0.522	-0.178	-0.036	0.586	1.706
CSA	1.75	0.486	-0.985*	-0.183	0.613	1.630

Adjusted R² = 0.453, R = -0.687b, n = 177

a. Dependent Variable: Total employees turnover % 2018

b. Predictors: (Constant), Dominant Characteristics (DCA), Organizational Leadership (OLA), Management of Employees (MEA), Organizational Bond (OBA), Strategic Emphasis (SEA), and Criteria of Success (CSA)

* p < .05 **p < .01 ***p < .001

The findings in table 4.5 agree with, a study done in Sirilanka which indicated that clan culture orientation had a negative impact on employee turnover (Haggalla, 2017). A case study of the Technical University of Mombasa showed a different finding from the other studies, the result indicated that innovation orientation and stability orientation had a significant positive effect on employee turnover (Mutua & Simba, 2017). A study conducted in Saudi Arabia showed a negative association on clan culture orientations and employee turnover (Aldhuwaihi & Shee, 2015). Khaola, (2015) concluded that there were negative significant associations on turnover and culture traits based on the Competing Values Framework based on internal versus external focus and Stability, order and Control versus Flexibility, discretion, and dynamism.

4.6 Specific Objective Two: To Examine the Significance of Adhocracy Culture Orientation on Employee Turnover.

The main purpose of fostering an adhocracy culture orientation in any organization is to nurture adaptability, flexibility, and creativity as envisioned by (Cameron & Quinn, 2011) in their competing values framework. The major challenge for an adhocracy inclined organization is to yield inventive services and products and adjust swiftly to opportunities arising in the business environment. An adhocracy oriented organization focuses on individualism, risk-taking and anticipating the organization's future. Every employee is involved with research, development, and developing a new mechanism for winning the competition. According to Mutua & Simba, Adhocracy culture orientation can also be referred to as a creative or innovative culture (Mutua & Simba, 2017).

4.6.1 Descriptive for Adhocracy Culture Orientation.

The following are finding regarding the adhocracy culture orientations in the sampled 18-holes private members golf clubs within Nairobi City County.

Table 4.6 indicates that sixty-two respondents (35%) disagreed with the golf clubs dominant characteristics – *Our club is a very dynamic entrepreneurial place. Staff is willing to stick their necks out and take risks.* (DCB), while one hundred and fourteen (65%) agreed with the statement. Regarding organization leadership dimension of adhocracy culture orientations – *My supervisor is generally considered to be entrepreneurial, innovative, or risk-takers.* (OLB), fifty-five (31%) of the respondents disagreed and one hundred and twenty-two (69%) agreed that their supervisors are entrepreneurial, innovative or risk-takers. *My supervisor's management style is characterized by risk-taking, innovation, liberty, and uniqueness* (MEB), fifty-three

(30%) of the participants disagreed whereas one hundred and twenty-four (70%) agreed as shown in table 4.6.

Table 4.6. Adhocracy Culture Orientation Respondents Rating.

	Strongly disagree	Disagree	Agree	Strongly agree
Our club is a very dynamic entrepreneurial place. Staff is willing to stick their necks out and take risks. (DCB)	20	42	77	38
My supervisor is generally considered to be entrepreneurial, innovative, or risk-takers. (OLB)	13	42	65	57
My supervisor management style is characterized by risk-taking, innovation, liberty, and uniqueness (MEB)	9	44	76	48
The bond that holds this club together is the commitment to innovation and development. There is an emphasis on being on the cutting edge. (OBB)	10	47	68	52
The club emphasizes acquiring new resources and creating new tasks. Trying new things and prospecting for opportunities are valued. (SEB)	8	43	77	49
The club defines success on the basis of having the most unique or newest products. It is a product leader and innovator. (CSB)	14	58	63	42

n = 177

Factors that unify employees working in golf clubs – *The bond that holds this club together is a commitment to innovation and development. There is an emphasis on being on the cutting edge. (OBB)*. Fifty-seven (32%) respondents did not agree with the statement while one hundred and twenty (68%) agreed. The strategic direction that 18-holes private members golf clubs emphasize– *The club emphasizes acquiring new resources and creating new tasks. Trying new things and prospecting for opportunities*

are valued. (SEB), fifty-one (29%) of the study participants disagreed with the statement and one hundred and six (71%) agreed. Regarding what these golf clubs regard as success – *The club defines success on the basis of having the most unique or newest products. It is a product leader and innovator.* (CSB). Seventy-two (41%) disagreed with the statement while one hundred and five (59%) agreed.

4.6.2 Statistics on Adhocracy Culture Orientation and Employees Turnover

The findings in Table 4.7 indicate that Y-intercept is 6.839 when adhocracy culture orientation variables (DCB, OLB, MEB, OBB, SEB and CSB) are equal to zero. Table 4.7 indicates that as adhocracy culture orientations attributes improves by one-unit, employee turnover decreases by -0.782 units for dominant characteristics (DCB), -0.654 units for organization leadership (OLB), -0.526 units for management of employees (MEB), -0.771 units for organization bond (OBB), -0.920 units for strategic emphasis (SEB) and -0.308 for criteria of success (CSB). The regression model explained 35.1% of the variance between predictor variables and employee turnover. An ANOVA test revealed that the model was a significant predictor of employee turnover, $F(6,170) = 15.34, p < .001$.

Table 4.7. Regression for Adhocracy Culture Orientation and Employee Turnover

Model		Unstandardized Coefficients		Std. Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	6.839	.693		9.863	.000
	DCB	-.782	.369	-.160	-2.121	.035*
	OLB	-.654	.413	-.132	-1.583	.115
	MEB	-.526	.433	-.105	-1.216	.226
	OBB	-.771	.390	-.156	-1.974	.050*
	SEB	-.920	.387	-.183	-2.376	.019*
	CSB	-.308	.387	-.064	-.798	.426

a. Dependent Variable: Total_employees_turnover_2018

b. Predictors: (Constant), Criteria of success (CSB), Organization Leadership (OLB), Dominant Characteristics (DCB), Strategic Emphasis (SEB), Organization Bond (OBB), Management of employees (MEB)

Table 4.7 results indicates that dominant characteristics -DCB ($B = -0.782$, $p = .035$), organization bond- OBB ($B = -0.771$, $p = .050$) and strategic emphasis- SEB ($B = -0.920$, $p = .019$). contributed significantly to the model, while Organization leadership- OLB ($B = -.654$, $p = .115$), Management of employees- MEB ($B = -.526$, $p = .226$) and Criteria of success ($B = -.308$, $p = .426$) did not have statistical significant contribution to the model.

The finding in table 4.7 agrees with a study by Khaola, who concluded that there were negative significant associations on turnover and culture traits based on the CVF framework internal versus external focus and Stability, order and Control versus Flexibility, discretion and dynamism (Khaola, 2015). Additionally, a study on '*Organizational Culture and turnover intentions in international information technology firms in Sri Lanka*', results indicated that adhocracy culture had a negative impact on employee turnover (Haggalla, 2017). A study conducted in Saudi Arabia on *Organization culture and Employee turnover in Saudi Arabian Banks*, also indicated a negative association on adhocracy culture orientations and employee turnover (Aldhuwaihi & Shee, 2015). A case study of the Technical University of Mombasa, findings disagreed with this study findings. the result indicated that innovation orientation had a significant positive effect on employee turnover (Mutua & Simba, 2017).

4.7 Specific Objective Three: To Evaluate the Effect of Hierarchy Culture Orientation on Employees' Turnover.

Hierarchy culture-oriented organizations are a well structured, and formalized, where rules and procedures guide how employees performs their daily duties. The managers are efficiency-minded individuals with great coordination and organization skills. Managers' most critical goal is the maintenance of smooth operations with minimal process interruptions. The glues that hold these organizations together is rules and policies. Stability and efficiency in operations are the main long-term concerns. Organization success is determined by smooth scheduling of operations and at a low cost. The security of employment is the main concern for managers. (Cameron & Quinn, 2011).

4.7.1 Descriptive for hierarchy culture orientation.

The following are the study findings relating to hierarchy culture orientation among 18-holes private members golf clubs within Nairobi City County.

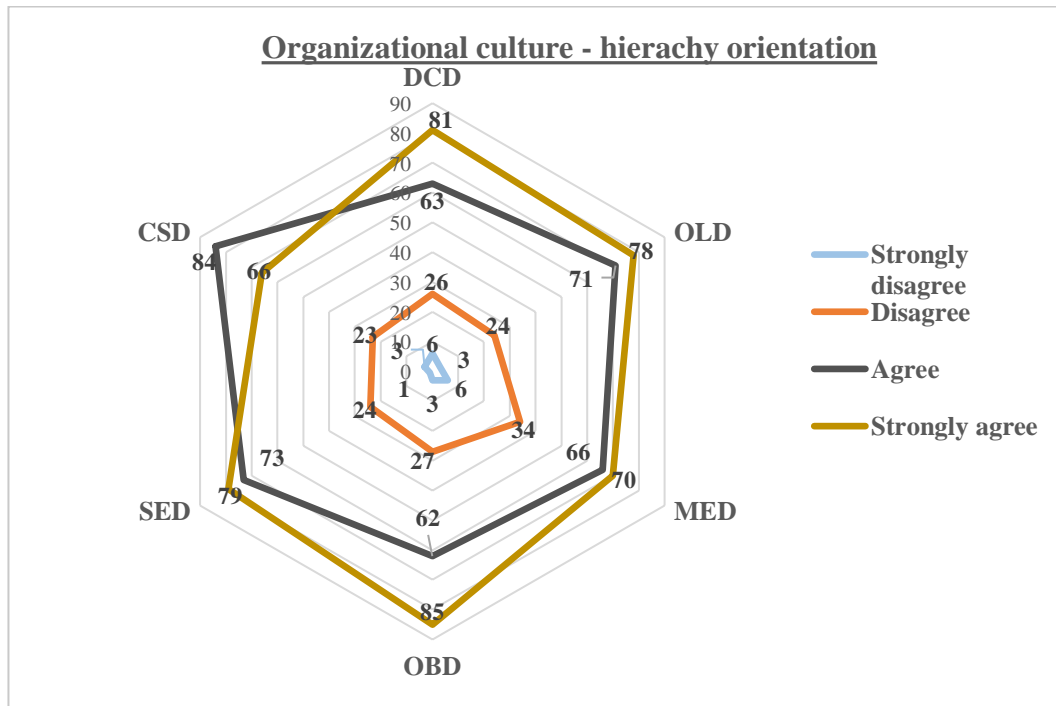


Figure 4.9 Hierarchy Culture Orientations Respondents' Rating

Source: Research data 2019

Fig. 4.9 shows that organization dominant characteristics (DCD) –*Our club is a very controlled and structured workplace. Formal procedures generally govern what staff do.* 3% (6) of the respondents strongly disagreed with the statement, while 15% (26) disagreed, 36% (63) agreed and 46% (81) strongly agreed. Organization leadership (OLD) –*My supervisor is generally considered to show coordination, organization, or smooth-running of club operations.* 2% (3) of the respondents strongly disagreed with the statement, while 14% (24) disagreed, 40% (71) agreed and 44% (78) strongly agreed. Organization glue that binds employees together (OBD) –*The bond that holds this club together is formal rules and policies. Maintaining a smooth-running of the club is important,* 2% (3) strongly disagreed, while 15% (27) disagreed, 35% (62) agreed and 48% (85) strongly agreed. Strategic emphasis (SED) –*The club emphasizes perpetuity and stability. Value, control, and smooth operations are important.* 1% (1) strongly disagreed, while 13% (24) disagreed, 41% (73) agreed and 45% (79) strongly agreed. Regarding how employees are managed (MED) in 18-hole private members golf clubs –*My supervisor's management style is characterized by employees' job security, conformity, certainty, and stability in interactions.* Findings in Figure 4.8 indicate that 3% (6) of the respondents strongly disagreed, while 20% (34) disagreed, 37% (66) agreed and 40% (70) strongly agreed. The criteria of success (CSD) refers to how the golf clubs define their success –*The club defines success on the basis of efficiency. i.e. Dependable service delivery, smooth scheduling and low-cost in production are critical.* The findings were 2% (3) of the respondents strongly disagreeing, while 13% (23) disagreed, 47% (84) agreed and 37% (66) strongly agreed.

4.7.2 Statistical Analysis on Hierarchy Culture Orientation and Employees

Turnover

Multiple linear regression was done to predict employee turnover based on hierarchy culture orientation attributes as shown in table 4.8. Regression equation was statistically significance $F(6,170) = 32.330, p < .001$, with an R^2 of 0.516. Predicted employee turnover is equal to $10.19 + -1.40$ (CSD) + -1.33 (SED) + -0.97 (OLD) + -0.75 (DCD) + -0.63 (MED) + -0.41 (OBD).

Table 4.8 Multiple Regression Coefficients for Employees Turnover and Hierarchy Culture Orientation variables

Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	10.185	.718		14.186	.000
	DCD	-.747	.372	-.136	-2.008	.046*
	OLD	-.971	.400	-.170	-2.428	.016*
	MED	-.628	.342	-.119	-1.835	.068
	OBD	-.408	.435	-.072	-.939	.349
	SED	-1.329	.435	-.226	-3.055	.003**
	CSD	-1.404	.376	-.243	-3.739	.000***

a. Dependent Variable: Total_employees_turnover_2018

b. Predictors: (Constant), Criteria of Success (CSD), Management of Employees (MED), Organization Bond (OBD), Dominant Characteristics (DCD), Organization Leadership (OLD), Strategic Emphasis (SED)

c. * $p < .05$ ** $p < .01$ *** $p < .001$

The result in table 4.8 indicates that if employees turnover decreased by -1.40 units for a unit increase on CSD (*The club defines success on the basis of efficiency. i.e. Dependable service delivery, smooth scheduling and low-cost in production are critical*), -1.33 units for SED (*The club emphasizes perpetuity and stability. Value, control, and smooth operations are important*), -0.97 units for OLD (*My supervisor is generally considered to show coordination, organization, or smooth-running of club operations*), and -0.75 units for DCD (*Our club is a very controlled and structured workplace. Formal procedures generally govern what staff do.*). These four variables

for hierarchy culture orientation were statistically significant predictors in the model. While MED (*My supervisor management style is characterized by employees' job security, conformity, certainty, and stability in interactions*) and OBD (*The bond that holds this club together is formal rules and policies. Maintaining a smooth-running of the club is important*) were not contributing significantly to the model.

The findings in table 4.8 agree with a study on '*The link between organizational culture and turnover intentions within Economic and Organised Crime Office, Ghana*' (Bosomtwe & Obeng, 2018), the result indicated that if organizational culture is improved, then the rate of employee turnover would decrease. However, the findings disagree with the study findings on '*Organizational Culture and turnover intentions in international information technology firms in Sri Lanka*', found out that hierarchy culture orientation had a positive impact on employee turnover (Haggalla, 2017). A case study of the Technical University of Mombasa, the result indicated that stability culture orientation had a significant positive effect on employee turnover (Mutua & Simba, 2017). A study conducted in Saudi Arabia on *Organization culture and Employee turnover in Saudi Arabian Banks* showed a negative association on hierarchy culture orientations and employee turnover (Aldhuwaihi & Shee, 2015). Khaola, concluded that there were negative significant associations on employee turnover and culture traits based on Competing Values framework based on internal versus external focus and Stability, order and Control versus Flexibility, discretion and dynamism (Khaola, 2015).

4.8. Specific Objective Four: To Explore the Leverage of Market Culture Orientation on Employees' Turnover.

The study sort to establish the influence of market culture orientation and the level of employees' turnover among private members 18-holes golf clubs within Nairobi City County. The following are findings relating to objective four.

4.8.1 Descriptive for Market Culture Orientation.

Cameron & Quinn, (2011) define the market culture-oriented organization as results-focused and their main worry is how the job is done. Employees are goal-focused and very competitive. Managers and supervisors are defined as hard drivers, producers, and competitors, who are strong and challenging. The organization is held together by employees' desire to win. Prestige and accomplishment are main concerns and in the long run, the organization focuses on the achievement of quantifiable targets and goals. Success is determined on the basis of market penetration and share. Market share leadership and competitive pricing are very essential. Kessler, concludes that organization problems are not external but internal, therefore, implementation of market culture must be accompanied by sound policies that create the prospect to improve employees' retention and commitment (Kessler, 2014). The following are finding related to this objective.

Fig. 4.10 shows that organization dominant characteristics (DCC) -*Our club is very results-oriented. Our main concern is getting the job done. The staff is very competitive and achievement-oriented.* 1% (2) of the respondents strongly disagreed with the statement, while 14% (24) disagreed, 41% (73) agreed and 44% (78) strongly agreed. Organization leadership (OLC) -*My supervisor is generally considered to show a nonsense, aggressive, results-oriented focus.* 10% (18) of the respondents strongly

disagreed with the statement, while 21% (38) disagreed, 38% (67) agreed and 31% (54) strongly agreed.

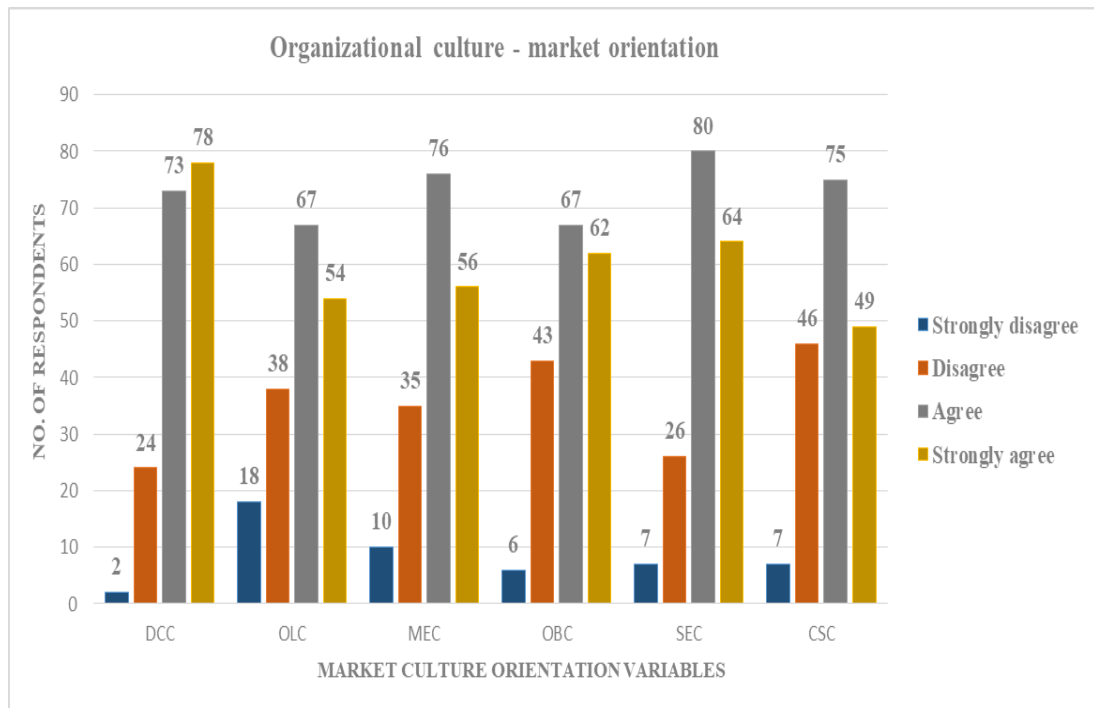


Figure 4.10 Market Culture Orientation Responses Source: Research data 2019

Organization glue that binds employees together (OBC) -*The bond that holds this club together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes, 3% (6) strongly disagreed, while 24% (43) disagreed, 38% (67) agreed and 35% (62) strongly agreed. Strategic emphasis (SEC) -The club emphasizes competitive actions and success. Meeting targets and winning the competition is dominant. 4% (7) strongly disagreed, while 15% (26) disagreed, 45% (80) agreed and 36% (64) strongly agreed. On matters pertaining to how employees are managed (MEC) in 18-hole private members golf clubs -My supervisor's management style is characterized by hard-driving competitiveness, high demands, and achievement. Findings in Figure 4.9 indicate that 6% (10) of the respondents strongly disagreed, while 20% (35) disagreed, 43% (76) agreed and 31% (56) strongly agreed. The criteria of success, (CSC) refers, to how the golf clubs define*

their success -*The club defines success on the basis of winning and outpacing the competition. Competitive leadership in the market is key.* The findings were 4% (7) of the respondents strongly disagreeing, while 26% (46) disagreed, 42% (75) agreed and 28% (49) strongly agreed.

4.8.2 Statistical Analysis on Market Culture Orientation and Employees

Turnover

The findings in Table 4.9 indicate that Y-intercept is 8.796 when market culture orientation variables (DCC, OLC, MEC, OBC, SEC and CSC) are equal to zero. Table 4.11 indicates that if market culture orientations variables improves by one-unit, employee turnover decreases by -1.764 units for dominant characteristics (DCC), -0.512 units for organization leadership (OLC), -0.641 units for management of employees (MEC), -0.203 units for organization bond (OBC), -1.242 units for strategic emphasis (SEC) and -0.468 for criteria of success (CSC). The regression model explained 43.8% of the variance between predictor variables and employee turnover. An AVOVA test revealed that the model was a significant predictor of employee turnover, $F(6,170) = 23.90, p < .001$.

Table 4.9. Regression Results for Market Culture Orientation and Employee Turnover

Model		Unstandardized Coefficients		Std Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.796	.719		12.233	.000
	DCC	-1.764	.415	-.303	-4.250	.000
	OLC	-.512	.365	-.103	-1.402	.163
	MEC	-.641	.393	-.124	-1.632	.105
	OBC	-.203	.382	-.040	-.530	.597
	SEC	-1.242	.413	-.225	-3.005	.003
	CSC	-.468	.360	-.094	-1.302	.195

a. Dependent Variable: Total_employees_turnover_2018

b. Predictors: (Constant), Criteria of success (CSC), Organization leadership (OLC), Dominant Characteristics (DCC), Strategic Emphasis (SEC), Organization Bond (OBC), Management of Employees (MEC)

Table 4.9 results indicates that dominant characteristics -DCC (B = -1.764, p <0.001), and strategic emphasis- SEC (B = -1.242, p = .003). contributed significantly to the model, while Organization leadership- OLC (B = -.512, p =.163), Management of employees- MEC (B = -.641, p = .105), organization bond- OBC (B = -0.203, p = .597) and Criteria of success (B = -.468, p = .195) did not contribute significantly to the model. The findings in table 4.9 agree with a study on '*The link between organizational culture and turnover intentions within Economic and Organised Crime Office, Ghana*' (Bosomtwe & Obeng, 2018) result indicated that if organizational culture is improved, then the rate of employee turnover would decrease. However, the findings disagree with a study finding on '*Organizational Culture and turnover intentions in international information technology firms in Sri Lanka*', found out that market culture orientation had a positive impact on employee turnover (Haggalla, 2017). A study conducted in Saudi Arabia on '*Organization culture and Employee turnover in Saudi Arabian Banks*' showed a negative association on market culture orientations and employee turnover (Aldhuwaihi & Shee, 2015). Khaola, concluded that there was negative significant associations on turnover and culture traits based on CVF framework based on internal Vs external focus and Stability, order and Control Vs Flexibility, discretion and dynamism (Khaola, 2015) ware

4.9. Specific Objective Five: To Evaluate the Moderating Effect of Employees Demographics on Employees' Turnover

The study sort to establish if the participant's demographics were affecting the level of employees' turnover indirectly in 18-holes private golf clubs within Nairobi City County.

4.9.1 Descriptive for Respondents' Demographics.

Table 4.10. Respondents Demographics

Demographic	Categories	Frequency	Percentage
Gender	Male	97	55%
	Female	80	45%
	Total	177	100%
Age	18 - 24 yrs	18	10%
	25 - 31 yrs	57	32%
	32 - 38 yrs	52	29%
	39 - 45 yrs	27	15%
	46 - 52 yrs	18	10%
	Above 53 yrs	5	3%
	Total	177	100.00%
Education	Certificate level	55	31%
	Diploma level	72	41%
	Degree level	45	25%
	Masters and above	5	3%
	Total	177	100%

Based on the study findings in Table 4.10, males were 97 (55%) while females were 80 (45%). 18 (10%) participants were aged between 18yrs - 24yrs, 57 (32%) were aged 25yrs -31yrs, 52 (29%) were aged between 32yrs - 38yrs, 27 (15%) were aged between 39yrs - 45yrs, 18 (10%) of participants' were aged 46yrs - 52yrs, while 5 (3%) of participants were aged above 53 years. The majority of the respondents 72 (41%) had diploma level of education, certificate holders represented 55 (31%), degree holders were 45 (25%) while those who had masters and above were 5 (3%).

4.9.2 Statistical Analysis on the Moderating Effect of Employees

Demographics on Employees' Turnover

The hierarchical multiple regression results on table 4.11 showed that Model 1 (Clan culture, Adhocracy culture, Market culture, and Hierarchy culture orientations) contributed significantly to the regression, $F(4,172) = 59.83, p < .001$ and accounted for 57.2% of the variation in employee turnover. Introducing intervening variable Gender in Model 2 explained an additional 0.1% of the variation in employee turnover and this change in R^2 was not significant, $F \text{ change} = 0.54, p = .462$. Adding intervening variable Age to the regression model 3 explained an additional 0.6% of the variation in employee turnover and this change in R^2 was not significant, $F \text{ change} = 2.491, p = .116$. Finally, in Model 4, intervening variable Education was added to the regression model and an additional of 1.4% of the variation in employee turnover was explained and the change in R^2 was significant, $F \text{ change} = 6.061, p = .015$.

Finding on Table 4.11 agrees with (Hofstetter & Cohen, 2014), who found out that higher levels of education provide the employee with several options when it comes to choosing which employer to work for. Employees with a higher level of education often change their career from the hospitality industry to other less straining industries leading to employee turnover (Brown, Thomas, & Bosselman, 2015)

Table 4.11. Hierarchical Regression Analysis for Organizational Culture Orientations, Employee Turnover, and Respondents Demographics

Variable	Model 1			Model 2			Model 3			Model 4		
	<i>B</i>	<i>SE(B)</i>	β	<i>B</i>	<i>SE(B)</i>	β	<i>B</i>	<i>SE(B)</i>	β	<i>B</i>	<i>SE(B)</i>	β
Clan culture orientation	-1.071*	0.457	-0.174	-1.080*	.457	-.175	-1.115*	.456	-.181	-1.179*	.450	-.191
Adhocracy culture orientation	0.090	0.356	0.017	.073	.357	.014	.049	.356	.009	-.061	.354	-.012
Market culture orientation	-1.176**	0.415	-0.197	-1.150**	.417	-.192	-1.153**	.415	-.193	-0.969*	.416	-.162
Hierarchy culture orientation	-3.558***	0.490	-0.505	-3.563***	.491	-.506	-3.523***	.490	-.500	-3.475***	.483	-.493
Gender				-.191	.260	-.037	-.266	.263	-.051	-.290	.259	-.055
Age							-.166	.105	-.079	-.156	.104	-.074
Education										0.386*	.157	.122
<i>R</i> ²	0.582			0.583			0.589			0.603		
<i>F</i> for change in <i>R</i> ²	0.582			0.543			2.491			6.061*		

p* < .05. *p* < .01. ****p* < .001.

4.10. Research Hypothesis Results and Findings.

The research hypothesis results for organization culture orientations and employee turnover among 18-holes private members golf clubs within Nairobi City County were as follows.

4.10.1 Ho One: There is no Relationship between Clan Culture Orientation and Employee Turnover.

A Pearson correlation coefficient was calculated to establish the relationship between respondent's clan culture orientation and the level of employee turnover. Table 4.12 shows a strong negative correlation ($r(175) = -.616, p < .001$), indicating a significant linear relationship between the clan culture orientation and employee turnover in the golf club. The null hypothesis was rejected and the alternative hypothesis (H_a) was held, that there was a significant linear relationship between clan culture orientations and employee turnover.

Table 4.12. Null Hypothesis One. Correlation Summary

		Total employees turnover % 2018	Clan culture orientation
Total employees turnover % 2018	Pearson Correlation	1	-.616**
	Sig. (2-tailed)		.000
	N	177	177
Clan culture orientation	Pearson Correlation	-.616**	1
	Sig. (2-tailed)	.000	
	N	177	177

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

4.10.2 Ho Two: There is no Relationship between Adhocracy Culture Orientation and Employee Turnover.

A Pearson correlation coefficient was calculated to establish the relationship between respondent's adhocracy culture orientation and the level of employee turnover. Table 4.13 shows a moderate negative correlation ($r(175) = -.488, p < .001$), indicating a significant linear relationship between the adhocracy culture orientation and employee turnover in the golf club. The null hypothesis was rejected and the alternative hypothesis (H_a) was held, that there was a significant relationship between adhocracy culture orientations and employee turnover.

Table 4.13 Null Hypothesis Two: Correlation Summary

		Total employees turnover % 2018	Adhocracy culture orientation
Total employees turnover % 2018	Pearson Correlation	1	-.488**
	Sig. (2-tailed)		.000
	N	177	177
Adhocracy culture orientation	Pearson Correlation	-.488**	1
	Sig. (2-tailed)	.000	
	N	177	177

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

4.10.3 Ho Three: There is no Relationship between Hierarchy Culture Orientation and Employee Turnover.

A Pearson correlation coefficient was calculated to establish the relationship between respondent's hierarchy culture orientation and the level of employee turnover. Table 4.14 shows a strong negative correlation ($r(175) = -.726, p < .001$), indicating a significant linear relationship between the hierarchy culture orientation and employee turnover in 18-holes private members' golf clubs within Nairobi City County.

Table 4.14 Null Hypothesis Two: Correlation Summary

			Total employees turnover % 2018	Hierarchy culture orientation
Total employees turnover % 2018	Pearson Correlation		1	-.726**
	Sig. (2-tailed)			.000
	N		177	177
Hierarchy culture orientation	Pearson Correlation		-.726**	1
	Sig. (2-tailed)		.000	
	N		177	177

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

The null hypothesis was rejected and the alternative hypothesis (H_a) was held, that there was a significant relationship between hierarchy culture orientations and employee turnover.

4.10.4 Ho Four: There is no Relationship between Market Culture Orientation and Employee Turnover.

A Pearson correlation coefficient was calculated to establish the relationship between respondents' market culture orientation and the level of employee turnover. Table 4.15 shows a strong negative correlation ($r(175) = -.592, p < .001$), indicating a significant linear relationship between the market culture orientation and employee turnover in the golf club. The null hypothesis was rejected and the alternative hypothesis (H_a) was held, that there was a significant relationship between market culture orientations and employee turnover.

Table 4.15 Null Hypothesis Four: Testing Summary

			Total employees turnover % 2018	Market culture orientation
Total employees turnover % 2018	Pearson Correlation		1	-.592**
	Sig. (2-tailed)			.000
	N		177	177
Market culture orientation	Pearson Correlation		-.592**	1
	Sig. (2-tailed)		.000	
	N		177	177

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

4.10.5 Ho Five: There is no Relationship between the Moderating Effect of Employees' Demographics on Employees' Turnover.

A Pearson correlation coefficient was calculated to establish the relationship between respondent' age, level of education, gender and the level of employee turnover. Table 4.16 shows that level of education had a weak positive correlation ($r(175) = .172, p < .05$), age and gender did not have a significant linear relationship between them and employees turnover in the golf club. The null hypothesis was not rejected, that there is no relationship between the moderating effects of employee demographics on employee turnover.

Table 4.16 Null Hypothesis Five. Correlation Matrix Summary

			Total employees turnover % 2018	Gender	Age	Education
Total employees turnover % 2018	Pearson Correlation	1	-.023	-.048	.172*	
	Sig. (2-tailed)		.765	.529	.022	
	N	177	177	177	177	
Gender	Pearson Correlation	-.023	1	-.176*	.028	
	Sig. (2-tailed)	.765		.019	.716	
	N	177	177	177	177	
Age	Pearson Correlation	-.048	-.176*	1	-.050	
	Sig. (2-tailed)	.529	.019		.510	
	N	177	177	177	177	
Education	Pearson Correlation	.172*	.028	-.050	1	
	Sig. (2-tailed)	.022	.716	.510		
	N	177	177	177	177	

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

4.11. Broad Objective Results: To Evaluate the Influence of Organizational Culture Orientations on Employees' Turnover

The study sort to evaluate the influence of organizational culture orientations on employees' turnover among 18-holes private members golf clubs located within Nairobi City County. According to Professor Quinn Competing Values Framework (CVF), there are four organization culture orientations namely Clan, Adhocracy, Market and Hierarchy culture orientations (Quinn, 1988).

4.11.1 Descriptive for Organization Culture Orientation.

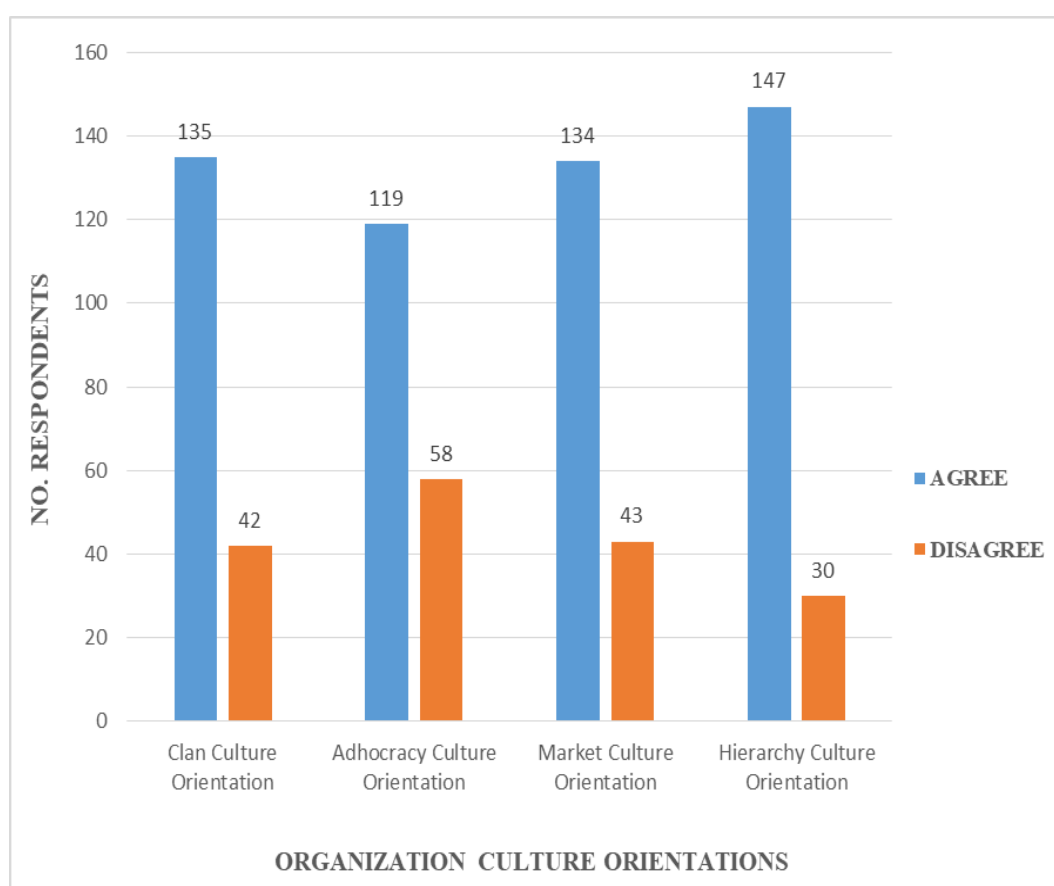


Figure 4.11 Organization Culture Orientation Responses Source: Research data 2019

Figure 4.11 shows that Clan culture orientation, 135 (76%) respondents agreed while 42 (24%) disagreed. Regarding Adhocracy culture orientation, 119 (67%) respondents agreed and 58 (33%) disagreed. Market culture orientation, 134 (75%) respondents

agreed and 43 (25%) disagreed. Hierarchy culture orientation, 147 (83%) of the respondents agreed while 30 (17%) of the respondents disagreed.

4.11.2 Regression Analysis on Organization Culture Orientation and Employee Turnover.

According to Andy Field, Variance Inflation Factor (VIF) less than 4, means that, the independent variables used in the regression equation has very low levels of multicollinearity (Field, 2013). The results in table 4.18, indicates a Variance Inflation Factor is between 1.90 and 2.22, which implies that, the estimated regression coefficients for the predictor variables are within acceptable level and not inflated.

Table 4.17 Regression Model Summary for Organization Culture Orientation and Employees turnover

Model	R	R Square	Adjusted R Square	Std. Error of the	
				Estimate	Durbin-Watson
1	.763 ^a	.582	.572	1.70789	1.624

a. Predictors: (Constant), Hierarchy culture orientation, Adhocracy culture orientation, Market culture orientation, Clan culture orientation

b. Dependent Variable: Total employees turnover % 2018

A Durbin-Watson statistics is used to detect autocorrelations in the regression residuals. Values from zero to two, indicates a positive autocorrelations while from two to four indicates negative autocorrelations. The findings in Table 4.17, indicates a Durbin-Watson Value of 1.64 which is within acceptable range of 1.5 to 2.5, which indicates a very low level of autocorrelation.

A multiple linear regression was performed to predict employee turnover based on organization culture orientation variables as shown in table 4.1. Regression equation was statistically significance $F(4,172) = 59.828$, $p < .001$, with an R^2 of 0.572.

Predicted employee turnover is equal to $11.09 + -1.07 (\text{Clan}) + 0.09 (\text{Adhocracy}) + -1.18 (\text{Market}) + -3.56 (\text{Hierarchy})$.

Table 4.18 Multiple Regression Analysis for Organization Culture Orientations and Employee Turnover.

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	11.086	.705		15.733	.000		
	Clan	-1.071	.457	-.174	-2.346	.020	.443	2.256
	Adhocracy	.090	.356	.017	.252	.801	.524	1.909
	Market	-1.176	.415	-.197	-2.834	.005	.505	1.981
	Hierarchy	-3.558	.490	-.505	-7.254	.000	.502	1.993

a. Dependent Variable: Total_employees_turnover_2018

b. Predictors: (Constant), Hierarchy, Adhocracy, Market, Clan

The result in table 4.18 indicates that Hierarchy culture orientation, ($B = -3.558$, $p < .001$), Market culture orientation ($B = -1.176$, $p = .005$) and Clan culture orientation ($B = -1.071$, $p = .020$) were statistically significant predictors in the model, while Adhocracy culture orientation ($B = 0.090$, $p = .801$) was not contributing significantly to the model.

The findings in table 4.18 agree with a study on ‘*The link between organizational culture and turnover intentions within Economic and Organised Crime Office, Ghana*’ (Bosomtwe & Obeng, 2018) result indicated that if organizational culture is improved, then the rate of employee turnover would decrease. However, the findings disagree with a study finding on ‘*Organizational Culture and turnover intentions in international information technology firms in Sri Lanka*’, that found out Market and Hierarchy culture orientation had a positive impact, while Clan and Adhocracy culture orientation had a negative impact on employee turnover (Haggalla, 2017). A study conducted in Saudi Arabia, showed a negative association on clan, adhocracy, market and hierarchy culture orientations and employee turnover (Aldhuwaihi & Shee, 2015),

Khaola concluded that there was negative significant associations on turnover and culture traits based on CVF framework which is based on internal Vs external focus and Stability, order and Control Vs Flexibility, discretion and dynamism (Khaola, 2015), but based on his findings Khaola did not expound on what impact do each organization culture orientations contributed to the employees decision to leave their current employer.

Results in Table 4.18 suggest that golf clubs management can mitigate the level of employee turnover, by ensuring that, the golf club strategic direction encompasses organization culture orientation attributes and these attributes are well communicated to the employees. Based on theory X and Y (McGregor, 1966), the findings in Table 4.18 shows that golf club management applies both theory X and Y in their management style, result indicates that hierarchy culture orientation is the dominant culture among the four orientations, market culture orientation follows in second position and clan culture also known as collaborative culture is third. This means that managers motivate their employees by using a firm "carrot and stick" tactic, they reward good performers and disciplines poor performers, also they are more collaborative and inspire employees by allowing them to use their initiative at work, allowing them to have responsibilities, and allowing them to make decisions. The labour wastage index in 18-holes private members golf club in 2018 was 14.96 % much lower than the 3 and 4 star rated hotels located in Nairobi City County, McGregor asserts that theory X and Y increases employee's desire for a meaningful job that provides them with motivation and not just monetary rewards.

On analyzing the organization culture attributes based on CVF and their influence on employee turnover in 18-holes private members golf clubs, the following are the findings as shown in table 4.19.

Table 4.19. Organization Culture Attributes Influence on Employees Turnover based on Competing Values Framework

Organization culture attributes	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8.481	.717		11.826	.000
Dominant Characteristics	-.505	.296	-.152	-1.708	.089
Organization Leadership	-.277	.298	-.087	-.931	.353
Management of Employees	-.304	.351	-.091	-.867	.387
Organization Bond	-.301	.290	-.094	-1.037	.301
Strategic Emphasis	-.736	.344	-.209	-2.137	.034
Criteria of Success	-.499	.324	-.143	-1.541	.125

a. Dependent Variable: Total employees turnover % 2018

Table 4.19 indicates that golf clubs strategic emphasis (B=-0.736, p = .034) had the highest influence on the level of employees' turnover, followed by organization dominant characteristics (B=-0.505, p = .089), then criteria of success (B=-0.499, p = 0.123), management of employees' (B=-.304, p = .387), organization bond (B=-0.301, p <=.3011) and organization leadership (B=-.277, p = .353) had the least influence on the level of employee turnover. A Pearson correlation analysis indicated that strategic emphasis had the most negative correlations with the employees turnover, $r = -0.596$.

According to Schein, (2010), espoused values such as company mission and vision do influence the organizational culture. The findings in Table 4.19 indicate that employees decision to continue working with the current employer in 18-holes private golf-clubs would be mostly influenced by the golf clubs' strategic emphasis.

Organization culture orientation indeed does affect employees' decision to continue working with their current employer or quit employment. According to the equity paradigm (Adams, 1963), each employee in an organization exchanges a set of inputs or contributions. If the management support, rewarding system, co-worker/ supervisor support or golf club prestige status are lower or deteriorating than employees' expectations, then the employee will try to restore the equilibrium and start looking for opportunities in the other hospitality industry player, hence employee turnover.

5.0 CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Summary

The average response rate for this study was 80%. Interviews for Human resources managers' response was 100%, Food & Beverage stratum was 78%, Golf and Estate segment was 75%, Gymkhana and Sports section was 71%, Front of House stratum was 83% while the segment of Finance, HR, Stores, and General administration had a response rate of 74%.

Respondents' demographics indicate that males were 97 (55%) while females were 80 (45%), while their ages were as follows. 18 (10%) respondents were aged between 18yrs - 24yrs, 56 (32%) respondent were aged 25yrs -31yrs, 50 (28%) were aged between 32yrs - 38yrs, 29 (16%) were aged between 39yrs - 45yrs, 18 (10%) of participants' were aged 46yrs - 52yrs, while 6 (3%) of participants were aged above 53 years. Respondents' education level results indicated that the majority of the respondents 72 (41%) had diplomas, certificate holders represented 55 (31%), degree holders were 45 (25%) while those who had masters and above were 5 (3%). Food and Beverage department had the highest number of participants 65 (37%). Golf and Estates departments followed with 46 (26%), Finance, Human resources, stores, procurement, and general administration had 32 (18%), Front of the house sections had 19 (11%) and Gymkhana and sports had 15 (8%) respondents.

33 (19%) of the respondents reported that, they have been working with their current employer for a period not exceeding 12 months while those who reported being working for more than 12 months were 133 (81%), these findings concurs with the calculated results which indicated that the labour stability index in 18-holes private members golf club was at 81.36% for the year 2018 and the labour wastage index was

14.96 % based on the data collected from human resources manager through interviews, these results are based on 95% confidence interval that the study assumed. A total of 82 (14.96%) employees left their employer, either due to resignations or the employers terminated their services. The findings further show that 6.20% (34) of the total turnover in 2018 was due to employees terminating their employment services with the employer while 8.76% (48) was dismissed by the employer. Whereas employers terminated employees' service on the grounds of skills mismatch, retirement and insubordination, the result indicates that those employees who resigned were motivated by low salaries and benefits, job security, management support, family-related reasons, employees poaching, education advancement, and career growth.

In determining the influence of clan culture orientation on employees' turnover among 18-holes private members golf clubs, the result indicated that management of employees culture attribute had the biggest impact on employees' turnover ($B = -1.66, p < .001$), followed by Organization Bond ($B = -1.059, p < .01$), then criteria of success ($B = -0.985, p < .05$), Organization leadership ($B = -0.641, p = .111$), Dominant characteristics ($B = -0.447, p = .189$) and Strategic emphasis ($B = -0.178, p = .627$) had the least influence. These results suggest that, if golf club management improves on how employees are managed and strengthen the employees unifying factors such as clear goals and supervisor Vs employee support, then the clan culture orientation will be strengthened and the chances of employee leaving their employer can be curtailed.

The study also sought to examine the significance of adhocracy culture orientation on employee turnover. A multiple linear regression on adhocracy culture attributes and

employee turnover results indicated that, dominant characteristics -DCB ($B = -0.782$, $p = .035$), organization bond- OBB ($B = -0.771$, $p = .050$) and strategic emphasis- SEB ($B = -0.920$, $p = .019$) contributed significantly to the model, while Organization leadership- OLB ($B = -.654$, $p = .115$), Management of employees- MEB ($B = -.526$, $p = .226$) and Criteria of success ($B = -.308$, $p = .426$) did not have statistical significant contribution to the model. The results suggest that adhocracy culture orientation is not a strong determinant of employee turnover as compared to other cultural orientations in 18-holes private members golf clubs. This can be attributed to the fact that private members' golf clubs are strongly guided by rules and regulations, governing both members and employees, whereas adhocracy culture orientation does not support structured rules and regulations. This fact is evidenced by the low values of the beta coefficient (B) on all adhocracy culture attributes.

Evaluating the effect of hierarchy culture orientation attributes on employees turnover, results indicates that employees turnover decreased by -1.40 units for a unit increase on CSD (*The club defines success on the basis of efficiency. i.e. Dependable service delivery, smooth scheduling and low-cost in production are critical*), -1.33 units for SED (*The club emphasizes perpetuity and stability. Value, control, and smooth operations are important*), -0.97 units for OLD (*My supervisor is generally considered to show coordination, organization, or smooth-running of club operations*), and -0.75 units for DCD (*Our club is a very controlled and structured workplace. Formal procedures generally govern what staff do.*). These four variables for hierarchy culture orientation were statistically significant predictors in the model. While MED (*My supervisor management style is characterized by employees' job security, conformity, certainty, and stability in interactions*) and OBD (*The bond that holds this club*

together is formal rules and policies. Maintaining a smooth-running of the club is important) were not contributing significantly to the model.

The study explored the leverage of market culture orientation on employees' turnover and the results indicated that, dominant characteristics -DCC ($B = -1.764$, $p < 0.001$), and strategic emphasis- SEC ($B = -1.242$, $p = .003$. contributed significantly to the regression model, while Organization leadership- OLC ($B = -.512$, $p = .163$), Management of employees- MEC ($B = -.641$, $p = .105$), organization bond- OBC ($B = -0.203$, $p = .597$) and Criteria of success ($B = -.468$, $p = .195$) did not contribute significantly to the model.

Finally, the study evaluated the moderating effect of employees' demographics on employees' turnover and hierarchical multiple regression results showed that Model 1 (Clan culture, Adhocracy culture, Market culture, and Hierarchy culture orientations) contributed significantly to the regression, $F(4,172) = 59.83$, $p < .001$) and accounted for 57.2% of the variation in employee turnover. Introducing intervening variable Gender in Model 2 explained an additional 0.1% of the variation in employee turnover and this change in R^2 was not significant, $F \text{ change} = 0.54$, $p = .462$. Adding intervening variable Age to the regression model 3 explained an additional 0.6% of the variation in employee turnover and this change in R^2 was not significant, $F \text{ change} = 2.491$, $p = .116$. Finally, in Model 4, intervening variable Education was added to the regression model and an additional of 1.4% of the variation in employee turnover was explained and the change in R^2 was significant, $F \text{ change} = 6.061$, $p = .015$.

A Pearson correlation coefficient showing the relationship between respondent' Clan, Adhocracy, Market and Hierarchy culture orientation and the level of employee turnover are as follows:-

Table 5.1. Hypothesis Testing Results Summary

Study hypothesis (null hypothesis)	Significance level results	The decision on Null Hypothesis	
There is no relationship between Clan culture orientation and employees turnover.	correlation coefficient = -0.616 P-Value = 0.001 P-Value < 0.05	Reject	Null hypothesis
There is no relationship between Adhocracy culture orientation and employees turnover.	correlation coefficient = -0.488 P-Value = 0.001 P-Value < 0.05	Reject	Null hypothesis
There is no relationship between Hierarchy culture orientation and employees turnover.	correlation coefficient = -0.726 P-Value = 0.001 P-Value < 0.05	Reject	Null hypothesis
There is no relationship between Market culture orientation and employees turnover.	correlation coefficient = -0.592 P-Value = 0.001 P-Value < 0.05	Reject	Null hypothesis
There is no relationship between the moderating effect of employees' Gender on employees' turnover.	correlation coefficient = -0.023 P-Value = 0.765 P-Value > 0.05	Accept	Null hypothesis
There is no relationship between the moderating effect of employees' Age on employees' turnover.	correlation coefficient = -0.048 P-Value = 0.529 P-Value > 0.05	Accept	Null hypothesis
There is no relationship between moderating effect of employees' Education on employees' turnover.	correlation coefficient = 0.172 P-Value = 0.022 P-Value < 0.05	Reject	Null hypothesis

5.2 Conclusions

This study majored in investigating the organization culture orientation among 18-holes private members golf clubs within Nairobi City County, and the influence the culture orientation attributes have on the level of employees' stability and wastage index. On the basis of study findings, results and discussions, the following conclusions can be made.

Hierarchy culture orientation was the dominant culture in 18-holes private members golf clubs ($B = -3.558$, $p < .001$). In summary, criteria of success ($B = -1.40$, $p < .001$), and strategic emphasis ($B = -1.329$, $p = .003$) attributes had the most influence on hierarchy culture orientation influence on employees turnover index. The procedures used when defining the organisation success and on what criteria to be followed when rewarding the most successful employees and penalizing poor performers do affect the rate of employees turnover. Presence of well-defined employee reward procedures and clear strategic direction for the organization do reduce the rate of employees' turnover.

The level of employees' turnover among 18-holes private members golf clubs within Nairobi City County is very low as compared to 3 and 4 star rated hotels within Nairobi City County based on previous studies findings. This study indicates that 14.96% level of employees turnover is lowest that the average hospitality level of employee turnover in the United States of America (Compdata Surveys & Consulting, 2018). The results indicate that, employees working 18-holes private members golf clubs tend to work with their employer for longer duration of time as compared with employees working in other hospitality institutions.

The employees working in golf and estate departments, had the highest labour stability index of 93% whereas staff working in Finance, Human resource, Store, Procurements and General administration departments collectively had the lowest stability index of 56%. Golf and estate staff had the lowest academic qualification, but employees are highly trained in-house to meet the skills demands by their jobs, golf course and estates departments are highly automated. These results suggest that formal education and in-house training do affect the overall labour stability in 18-holes golf clubs within Nairobi City County.

5.3 Recommendations for Practitioners and Policy Makers.

The results and findings for this study lead the researcher to make the following recommendations to the golf club management and the policymakers. These are;

The golf club managements should pay more emphasis on how they manage their employees. When management ensures that teamwork, consensus and employees involvement in day-to-day club operations decision, the employees are motivated to work longer with the employer. The study result indicated that the management of employees attribute (clan culture) had the biggest impact in reducing employees' turnover ($B = -1.66, p < .001$) in 18-holes private members golf clubs.

The 18-holes private members golf club managements should strengthen dependable service delivery, smooth scheduling, perpetuity, and stability in the organization. Structured rules and regulations which very predominant in private members golf clubs, were key drivers of hierarchical culture orientation. Study results indicate that employees turnover decreased significantly where hierarchical culture orientation was the dominant culture orientation in the organization.

To the 18-holes private members golf clubs board of directors and human resource committees, the researcher recommends that, they can retain employees by ensuring that they drive agendas based on result focused and complete actions principles. The market culture orientations aspects of dominant characteristics and strategic emphasis were statistically significant in increasing the work force labour stability index.

For managements in golf clubs, which are market culture oriented, they can retain employees by ensuring that they drive agendas based on result focused and complete actions principles.

5.4 Recommendations for Further Research

This study was conducted among 18-holes private members golf clubs within Nairobi City County. The future research should focus on comparative studies between star rated hotels and 18 holes private members golf clubs in Kenya and find out how their organization culture orientations differs, and compare the influence of organizational culture on employees labour turnover in star rated hotels and 18-holes private members golf clubs.

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7.0 APPENDIXES

7.1 Population Sample frame

STRATUM	CLUB 1	CLUB 2	CLUB 3	CLUB 4	FREQUENCY	SAMPLE SIZES
	NO. OF EMPLOYEE	NO. OF EMPLOYEE	NO. OF EMPLOYEE	NO. OF EMPLOYEE		
FOOD AND BEVERAGE						
Food service section	58	22	18	28	126	50
Food production section	36	15	12	20	83	33
	94	37	30	48	209	83
	42%	33%	31%	34%	36%	36%
GOLF AND ESTATE						
Repairs and maintenance section	8	4	3	3	18	7
Golf course section	21	19	17	20	77	31
Transport section	2	1	2	3	8	3
Golf administration & Proshop section	4	7	3	5	19	8
Housekeeping section	7	10	6	8	31	12
	42	41	31	39	153	61
	19%	37%	32%	28%	27%	27%
GYMKHANA AND SPORTS						
Sports section	12	0	0	0	12	5
Gym section	8	3	4	6	21	8
Spa & Beauty section	11	0	0	4	15	6
Pool section	1	1	1	2	5	2
	32	4	5	12	53	21
FRONT OF THE HOUSE	14%	4%	5%	9%	9%	9%
Club house reception & Library section	5	2	5	5	17	6
Gymkhana reception Section	2	2	2	3	9	4
Reception accomodation Section	8	0	0	0	8	4
Membership section	2	2	2	3	9	4
Security section	5	1	2	5	13	5
	22	7	11	16	56	23
	10%	6%	11%	11%	10%	10%
FINANCE, HR, STORES & ADMIN						
General Adminstration Section	6	5	6	8	25	12
Stores section	5	3	2	3	13	5
Finance and Accounts section	18	12	9	12	51	19
Human resource section	7	2	3	2	14	6
	36	22	20	25	103	42
	16%	20%	21%	18%	18%	18%
TOTALS	226	111	97	140	574	230

7.2 List of 18-holes Private Members Golf Clubs in Kenya

Muthaiga Golf Club Established (1943)

Location; **Nairobi City County**

Number of holes; **18 holes golf course**

Sigona Golf Club Established (1938)

Location; **Kiambu County**

Number of holes: **18 holes golf course**

Limuru Country Club Established (1926)

Location; **Kiambu County**

Number of holes; **18 holes golf course**

Magadi Golf Club Established (1931)

Location; **Kajiado County**

Number of holes; **18 holes golf course**

Karen Country Club Established (1937)

Location; **Nairobi City County**

Number of holes; **18 holes golf course**

Nyali Golf & Country Club Established (1973)

Location; **Mombasa County**

Number of holes; **18 holes golf course**

Thika Sports Club Established (1922)

Location; **Kiambu County**

Number of holes; **18 holes golf course**

Royal Nairobi Golf Club Established (1906)

Location; **Nairobi City County**

Number of holes; **18 holes golf course**

Nakuru Golf Club Established (1929)

Location; **Nakuru County**

Number of holes; **18 holes golf course**

Kitale Golf Club Established (1924)

Location; **Trans-Nzoia County**

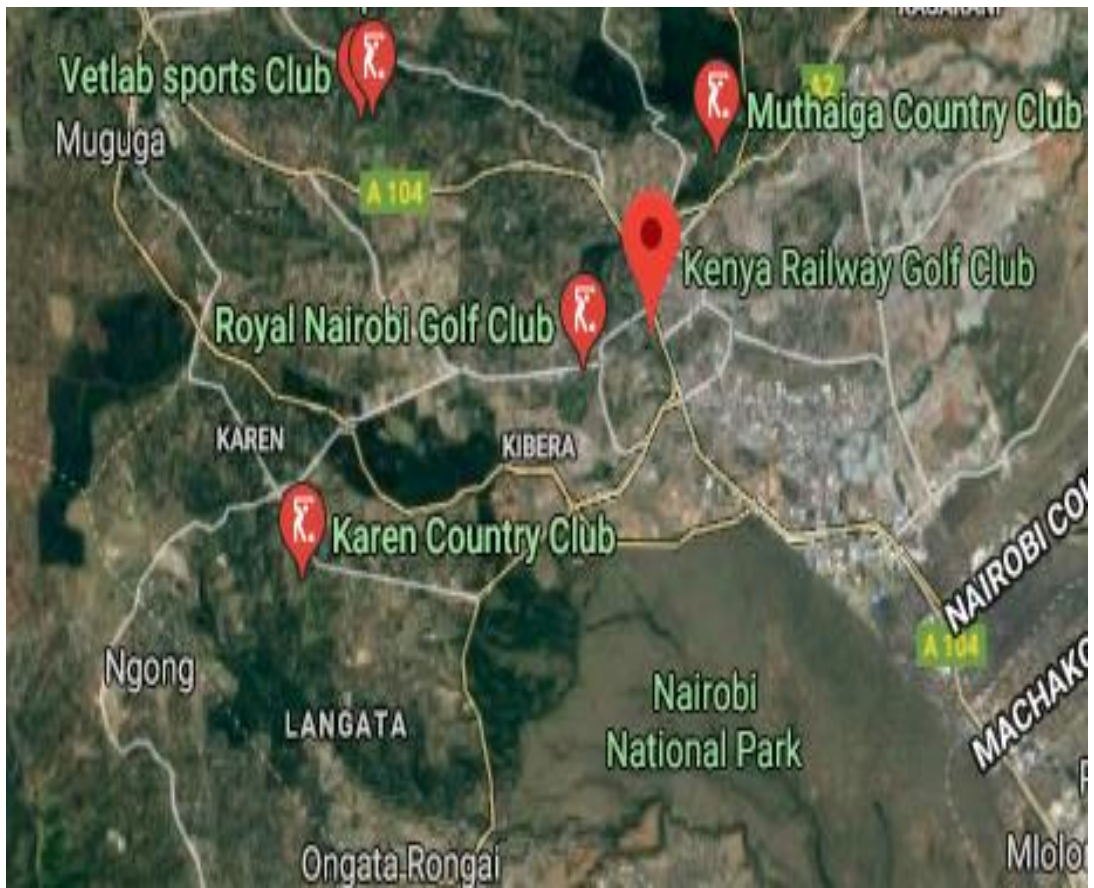
Number of holes; **18 holes golf course**

Vet Lab Golf Club Established (1923)

Location; **Nairobi City County**

Number of holes; **18 holes golf course**

7.3 Accessible Population Map



Private members only golf clubs in Nairobi County: Source. Google maps



7.4 Research Instrument –

7.4.1 Questionnaire for Golf Club Employees

My name is **Muriira Patrick Kobia**, M.Sc student at Kenyatta University, doing a study on *Organization culture orientations and employees' turnover among private members' golf clubs in Nairobi City County*.

I humbly request you to voluntarily participate in this study, whose findings may assist members' golf clubs management in aligning employee retention strategies with existing organization culture orientations. All information and data provided by you will be treated with confidentiality and shall be used for academic purposes only. For any queries or clarification, you can reach me through **Tel. 0723 170 610 or email; mkpato10@gmail.com**

SECTION I: Respondents demographic profile

1. What is your gender?

Male

Female

2. Please **select** your age group.

18 – 24 years

25 – 31 years

32 – 38 years

39 – 45 years

46 – 52 years

Above 53 years

3. **Select** your highest level of education

Certificate Level

Diploma Level

Degree Level

Masters and Above

4. Which section do you work in this Golf Club? (**Tick appropriately**)

Food and Beverages (Service and production)

Golf and Estate (golf course, transport, golf admin, R &M, h/keeping)

Gymkhana and Sports (Gym, Sports, Spa and swimming pool)

Front of the house (Club house/ Gymkhana/ accommodation reception, Membership administration and Security)



Finance, HR, Stores, Procurement, General admin

SECTION II: Organizational Culture Orientations (Tick appropriately)

A. Clan culture orientations		Strongly Agree	Agree	Disagree	Strongly disagree
1.	Our club is a very personal place. It is like an extended family. Staff seem to share a lot among themselves.				
2.	My supervisor is generally considered to be mentoring, helping, or nurturing the employees.				
3.	My supervisor management style is characterized by staff teamwork, consensus, and participation.				
4.	The bond that holds this club together is loyalty and mutual trust. Staff commitment to this club runs high.				
5.	The club emphasizes human development. High trust, openness, and participation persist.				
6.	The club defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for staff.				
B. Adhocracy culture orientations		Strongly Agree	Agree	Disagree	Strongly disagree
1.	Our club is a very dynamic entrepreneurial place. Staff are willing to stick their necks out and take risks.				
2.	My supervisor is generally considered to be entrepreneurial, innovative, or risk takers.				
3.	My supervisor management style is characterized by risk-taking, innovation, liberty, and uniqueness.				
4.	The bond that holds this club together is commitment to innovation and development. There is an emphasis on being on the cutting edge.				
5.	The club emphasizes on acquiring new resources and creating new tasks. Trying new things and prospecting for opportunities are valued.				
6.	The club defines success on the basis of having the most unique or newest products. It is a product leader and innovator.				



C. Market culture orientation		Strongly Agree	Agree	Disagree	Strongly disagree
1.	Our club is very results oriented. Our main concern is getting the job done. Staff are very competitive and achievement oriented.				
2.	My supervisor is generally considered to show a no-nonsense, aggressive, results-oriented focus.				
3.	My supervisor management style is characterized by hard-driving competitiveness, high demands, and achievement.				
4.	The bond that holds this club together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.				
5.	The club emphasizes competitive actions and success. Meeting targets and winning the competition are dominant.				
6.	The club defines success on the basis of winning and outpacing the competition. Competitive leadership in the market is key.				
D. Hierachy culture orientation		Strongly Agree	Agree	Disagree	Strongly disagree
1.	Our club is a very controlled and structured work place. Formal procedures generally govern what staff do.				
2.	My supervisor is generally considered to show coordination, organization, or smooth-running of club operations.				
3.	My supervisor management style is characterized by employees' job security, conformity, certainty, and stability in interactions.				
4.	The bond that holds this club together is formal rules and policies. Maintaining a smooth-running of club is important.				
5.	The club emphasizes perpetuity and stability. Value, control and smooth operations are important.				
6.	The club defines success on the basis of efficiency. i.e. Dependable service delivery, smooth scheduling and low-cost in production are critical.				



SECTION III: Employees turnover

1. How long have you been working for this golf club? (**Tick appropriately**)

- | | | |
|---|---|--|
| <input type="checkbox"/> Less than 6 months | <input type="checkbox"/> 6 months to 1 year | <input type="checkbox"/> 1 year to 2 years |
| <input type="checkbox"/> 2 years to 3 years | <input type="checkbox"/> 3 years to 5 years | <input type="checkbox"/> Over 5 years |

2. I intend to work for my current employer for – (**Tick appropriately**)

- | | | |
|---|---|--|
| <input type="checkbox"/> Less than 6 months | <input type="checkbox"/> 6 months to 1 year | <input type="checkbox"/> 1 year to 2 years |
| <input type="checkbox"/> 2 years to 3 years | <input type="checkbox"/> A descriptive years to 5 years | <input type="checkbox"/> Don't have a plan |

3. What issues that may influence your decision to leave your current employer?

THANK YOU FOR YOU PARTICIPATION!



7.4.2 Interview Schedules for Human Resource Managers

SECTION I: Respondents demographic profile

5. Gender?

Male

Female

6. What is your age group

18 – 24 years 25 – 31 years 32 – 38 years

39 – 45 years 46 – 52 years Above 53 years

7. What is your highest level of education

Certificate Level

Diploma Level

Degree Level

Masters and Above

SECTION II: Employees turnover

4. How long have you been working for this golf club?

5. How long do you intend to work for my current employer?

6. What issues that may influence your decision to leave your current employer?

7.5 Data Collection Permission Request Letter

Muriira Patrick Kobia
P.O Box 571, Maua
Meru-North - 60600
Email: mkpato10@gmail.com
Phone: 0723 170 610 / 0763 610 173
DATE: _____.

The General Manager

Dear Sir / Madam,

RE: REQUEST FOR PERMISSION TO COLLECT DATA

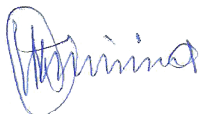
My name is **Muriira Patrick Kobia**, M.Sc student at Kenyatta University, doing a study on *Organization culture orientations and employees' turnover among private members' golf clubs in Nairobi City County*.

I humbly request you to allow me to administer attached questionnaire and conduct interview to the golf club human resource manager in regards to the above study area. Please see attached authorization letter from **Kenyatta University** and **NACOSTI** (National Commission for Science, Technology and Innovation)

All information and data provided by the employees of this golf club will be treated with confidentiality and shall be used for academic purposes only. For any queries or clarification, you can reach me through **Tel. 0723 170 610 or email;** mkpato10@gmail.com

I would like to thank you in advance for your assistance.

Sincerely,



Muriira Patrick Kobia
ADM NO: T129/OL/CTY/32842/2016
ID: 21009878

7.6 Participants Informed Consent Form

Informed consent

My Name is Muriira Patrick Kobia I am MSC student from Kenyatta University. I am conducting a study on `` ORGANIZATIONAL CULTURE ORIENTATIONS AND EMPLOYEE TURNOVER AMONG PRIVATE MEMBERS GOLF CLUBS WITHIN NAIROBI CITY COUNTY - KENYA ``. This study, will provide basis for future research and provide a very important insight on employees' turnover challenges that private members golf clubs in Kenya face today, and help management formulate a robust strategy to retain their employees.

Procedures to be followed

Participation in this study will require that I ask you some questions. I will record the information from you in a questionnaire.

You have the right to refuse participation in this study. Please remember that participation in the study is voluntary. You may ask questions related to the study at any time.

You may refuse to respond to any questions and you may stop an interview at any time. You may also stop filling the questionnaire at any time without any consequences from your organizations now or in the future.

Discomforts and risks

The interview will take at least 20 minutes of your time and filling the questionnaire will also take about 25 minutes. In case some questions you feel are embarrassing or make you uncomfortable, you may refuse to answer these questions if you choose so. You may also stop the interview at any time.

Benefits

If you participate in this study you will help us to learn how to effectively incorporate organization culture orientations in employees' retention strategies in golf clubs. This will help your management improve your work satisfaction in your work place

Reward

There will be no any form of rewards after filling this questionnaire or participating in this interview schedules relating to the study subject.

Confidentiality

The interviews will be conducted in a private setting within your work premises. Your name will not be recorded on the questionnaire. The questionnaire will kept safely by the interviewer and later will be shredded once the study is complete. Everything will be kept private.

Contact information

If you have any questions you may contact Dr. Moses Miricho. On 0720 972 702 or Dr. Vincent Maranga. On 0791 487 540 or The chairman KUERC Kenyatta University on chairman.kuerc@ku.ac.ke .

Participant's statement

The above information regarding my participants in the study is clear to me. I have been given a chance to ask questions and my questions have been answered to my satisfaction. My participation in this study is entirely voluntary.

Signature or thumb print; _____ Date: _____

Investigator`s statement

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

Name of interviewer: Muriira Patrick Kobia

Signature; _____ Date: _____

7.7 Graduate School Research Approval



KENYATTA UNIVERSITY GRADUATE SCHOOL

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

P.O. Box 43844, 00100

NAIROBI, KENYA

Tel. 810901 Ext. 57530

Website: www.ku.ac.ke

Internal Memo

FROM: Dean, Graduate School

DATE: 26th February, 2019

TO: Mr. Muriira Patrick Kobia
C/o Department of Hospitality
& Tourism Management

REF: T129/OL/CTY/32842/2016

SUBJECT: APPROVAL OF RESEARCH PROPOSAL
=====

We acknowledge receipt of your revised Proposal as per our recommendations raised by the Graduate School Board at its meeting of 30th January, 2019, Entitled, "Organizational Culture Orientations and Employee Turnover among Private Members Golf Clubs within Nairobi County, Kenya".

You may now proceed with data collection, subject to clearance with the Director, General, Commission for Science, Technology & Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking forms per semester. The form has been developed to replace the progress report forms. The supervision Tracking Forms are available at the University's website under Graduate School webpage downloads.

Thank you.

JULIA GITU
FOR: DEAN, GRADUATE SCHOOL

C.C. Chairman, Department of Educational Foundations

Supervisors:

1. Dr. Moses Miricho
C/o Department of Hospitality & Tourism Management
Kenyatta University
2. Dr. Vincent Maranga
C /o Department of Hospitality & Tourism Management
Kenyatta University

7.8 Introduction Letter to NACOSTI



KENYATTA UNIVERSITY

GRADUATE SCHOOL

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

P.O. Box 43844, 00100

NAIROBI, KENYA

Website: www.ku.ac.ke

Tel. 8710901 Ext. 57530

Our Ref: T129/OL/CTY/32842/2016

DATE: 25th February, 2019

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

Dear Sir/Madam,

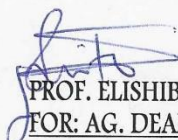
RE: RESEARCH AUTHORIZATION FOR MR. MURIIRA PATRICK KOBIA
T129/OL/CTY/32842/2016

I write to introduce Mr. Muriira Patrick Kobia who is a Postgraduate Student of this University. She is registered for Msc. degree programme in the Department of Hospitality & Tourism Management.

Mr. Muriira intends to conduct research for an Msc. thesis entitled, "Organizational Culture Orientations and Employee Turnover among Private Members Golf Clubs within Nairobi County, Kenya".

Any assistance given will be highly appreciated.

Yours faithfully,


PROF. ELISHIBA KIMANI,
FOR: AG. DEAN, GRADUATE SCHOOL

JG/sw

7.9 Ethical Review Committee Approval Letter



**KENYATTA UNIVERSITY
ETHICS REVIEW COMMITTEE**

Fax: 8711242/8711575
Email: chairman.kuerc@ku.ac.ke

P. O. Box 43844,
Nairobi, 00100
Tel: 8710901/12

Website: www.ku.ac.ke

Our Ref: KU/ERC/ APPROVAL/VOL.1 (258)

Date: 3rd June, 2019

Muriira Patrick Kobia
P.O Box 43844-00100
Nairobi

Dear Mr. Kobia,

**APPLICATION NUMBER: PKU/993/I1043. ORGANIZATIONAL CULTURE
ORIENTATIONS AND EMPLOYEE TURNOVER AMONG PRIVATE MEMBERS
GOLF CLUBS WITHIN NAIROBI CITY COUNTY, KENYA**

1. IDENTIFICATION OF PROTOCOL

The application before the committee is with a research topic “**Organizational Culture Orientations and Employee Turnover among Private Members Golf Clubs within Nairobi City County, Kenya**”. Received on 5th March, 2019 and discussed on 14th May, 2019

2. APPLICANT

Muriira Patrick Kobia

3. SITE

Nairobi City County, Kenya

4. DECISION

The committee has considered the research protocol in accordance with the Kenyatta University Research Policy (section 7.2.1.3) and the Kenyatta University Ethics Review Committee Guidelines and **APPROVED** that the research may proceed for a period of **ONE year from 14th May, 2019.**

5. ADVICE/CONDITIONS

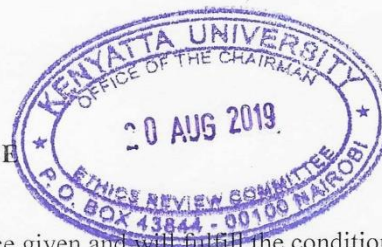
- i. Progress reports are submitted to the KU-ERC every six months and a full report is submitted at the end of the study.
- ii. Serious and unexpected adverse events related to the conduct of the study are reported to this committee immediately they occur.
- iii. Notify the Kenyatta University Ethics Committee of any amendments to the protocol.
- iv. Submit an electronic copy of the protocol to KUERC.

When replying, kindly quote the application number above.

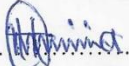
If you accept the decision reached and advice and conditions given please sign in the space provided below and return to KU-ERC a copy of the letter.



PROF. JUDITH KIMIYWE
CHAIRMAN ETHICS REVIEW COMMITTEE



I MURURA PATRICK.....accept the advice given and will fulfill the conditions therein.

Signature.......... Dated this day of 20th Aug..... 2019.

cc. DVC-Research Innovation and Outreach

7.10 NACOSTI Research Authorization



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/19/01764/28627**

Date: **13th March, 2019**

Patrick Muriira Kobia
Kenyatta University
P.O. Box 43844-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Organizational culture orientations and employee turnover among private members golf clubs within Nairobi City County - Kenya*" I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **12th March, 2020**.

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

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


GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.


COUNTY COMMISSIONER
NAIROBI COUNTY
P. O. Box 30124-00100, NBI
TEL: 341666


18/03/19


7.11 Research Permit

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

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



REPUBLIC OF KENYA



NACOSTI
National Commission for Science, Technology and Innovation

RESEARCH LICENSE

Serial No.A 23606

CONDITIONS: see back page

Website: www.nacosti.go.ke

THIS IS TO CERTIFY THAT:


MR. PATRICK MURIIRA KOBIA


of KENYATTA UNIVERSITY, 0-60600

MAUA, has been permitted to conduct research in Nairobi County

on the topic: ORGANIZATIONAL CULTURE ORIENTATIONS AND EMPLOYEE TURNOVER AMONG PRIVATE MEMBERS GOLF CLUBS WITHIN NAIROBI CITY COUNTY - KENYA

for the period ending: 12th March, 2020



Applicant's Signature


Director General
National Commission for Science, Technology & Innovation

Permit No. : NACOSTI/P/19/01764/28627

Date Of Issue : 13th March, 2019

Fee Received :Ksh 1000



7.12 Research Authorization. Nairobi County Director of Education



Republic of Kenya
MINISTRY OF EDUCATION
STATE DEPARTMENT OF EARLY LEARNING & BASIC EDUCATION

Telegrams: "SCHOOLING", Nairobi
 Telephone: Nairobi 020 2453699
 Email: rcenairobi@gmail.com
cdenairobi@gmail.com

REGIONAL DIRECTOR OF EDUCATION
 NAIROBI REGION
 NYAYO HOUSE
 P.O. Box 74629 – 00200
 NAIROBI

When replying please quote

Ref: RCE/NRB/GEN/1/VOL. 1

DATE: 26th March, 2019

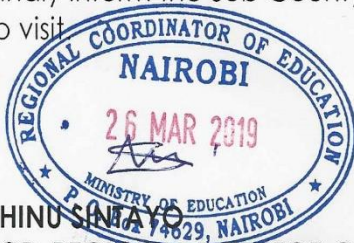
Patrick Muriira Kobia
 Kenyatta University
 P O Box 43844-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

We are in receipt of a letter from the National Commission for Science, Technology and Innovation regarding research authorization in Nairobi County on "**Organizational culture orientations and employee turnover among private members golf clubs within Nairobi City County, Kenya**".

This office has no objection and authority is hereby granted for a period ending **12th March, 2020** as indicated in the request letter.

Kindly inform the Sub County Director of Education of the Sub County you intend to visit



SHINU SINYAYO
FOR: REGIONAL DIRECTOR OF EDUCATION
NAIROBI

C.C

Director General/CEO
 National Commission for Science, Technology and Innovation
NAIROBI