

**MANAGEMENT TURNOVER AND PERFORMANCE OF MOMBASA WATER
SUPPLY AND SANITATION COMPANY LIMITED KENYA**

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Declaration

Declaration

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

Sign:.....

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Supervisor

This project report has been submitted for the review with my approval as a university supervisor.

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Dedication

To my husband Tim Wainaina: thank you for giving me the moral, spiritual and financial support that I needed throughout this journey. To my sons Kristian Wainaina and Killian Njenga: you are my pillars of strength. To my mum and dad: you have been of great motivation towards accomplishing this project. Thank you for constantly reminding me to get this over and done.

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Table of Contents

Declaration	i
Dedication.....	ii
Acknowledgement.....	iii
Table of Contents.....	iv
List of Tables.....	vii
List of Figures	viii
Operational Definition of Terms	ix
Abbreviations and Acronyms	x
Abstract	xi
Chapter One.....	1
Introduction	1
1.1 Background of the Study	1
1.1.1 Organizational Performance.....	3
1.1.2 Management Turnover	5
1.1.3 Background of Mombasa Water Supply and Sanitation Company Limited.....	6
1.2 Statement of the Problem	7
1.3 Objectives	9
1.3.1 General Objective	9
1.3.2 Specific Objectives	9
1.4 Research Hypotheses	9
1.5 Significance of the study	10
1.6 Scope of the study.....	10
1.7 Limitations of the study	11
1.8 Organization of the study	12
Chapter Two	13
Literature Review	13
2.1 Introduction	13
2.2 Theoretical Framework.....	13
2.2.1 Firm Specific Human Capital (FSHC) Theory	13
2.2.2 The Job Matching Theory	15
2.2.3 The Vicious-cycle theory	16
2.3 Empirical Literature Review	18
2.3.1 Involuntary Turnover and Organizational Performance	18

2.3.2 Voluntary Turnover and Organizational Performance.....	20
2.3.3 Dysfunctional Turnover and Organizational Performance	23
2.3.4 Functional Turnover and Organizational Performance.....	24
2.4 Summary of Literature and Research Gaps.....	26
2.5 Conceptual framework	32
Chapter Three.....	33
Research Methodology	33
3.1 Introduction	33
3.2 Research Design	33
3.3 Target Population	34
3.4 Sample and Sampling Techniques.....	34
3.5 Sample Size	34
3.6 Data Collection Instruments and Procedure	34
3.6.1 Pilot Test	35
3.7 Validity and Reliability	36
3.7.1 Validity.....	36
3.7.2 Reliability.....	36
3.8 Data Analysis and Presentation	37
3.9 Model Specification.....	37
3.10 Ethical Considerations	38
Chapter Four.....	39
Research Findings and Discussions.....	39
4.1 Introduction	39
4.2 Background Information.....	39
4.2.1 Age of Respondents	39
4.2.2 Gender.....	40
4.2.3 Attained Education Levels	40
4.2.4 Job Role.....	41
4.2.5 Current Work Division.....	41
4.3 Descriptive Statistics	42
4.3.1 Involuntary Turnover	42
4.3.2 Voluntary Turnover.....	45
4.3.3 Dysfunctional Turnover	48
4.3.4 Functional Turnover.....	51

4.3.5 Organizational Performance.....	54
4.4 Inferential Statistics	56
4.4.1 Correlation Analysis	57
4.4.2 Multiple Regression Analysis	58
Chapter Five.....	61
Summary, Conclusions and Recommendations.....	61
5.1 Introduction	61
5.2. Summary of Major Findings.....	61
5.3 Conclusions	63
5.4 Recommendations	64
5.5 Areas for Further Research	65
REFERENCES	66
APPENDICES.....	71
APPENDIX I: FIELD RESEARCH AUTHORIZATION LETTER.....	71
APPENDIX II: QUESTIONNAIRE	72
APPENDIX III: MOWASCO PERFROMANCE ON WASREB KPIs	76
APPENDIX IV: AUTHORIZATION FROM NACOSTI	77
APPENDIX V: MOWASCO AUTHORIZATION	78
APPENDIX VI: SIMILARITY REPORT	79

List of Tables

	Page
Table 2:1 Existing Research Literature Gaps	28
Table 3:1 Sample Size	34
Table 4:1 Age of Respondents.....	40
Table 4:2 Gender of Respondents	40
Table 4:3 Attained Education Levels	41
Table 4:4 Job Role.....	41
Table 4:5 Current Division of Service.....	42
Table 4:6 Involuntary Turnover	43
Table 4:7 Voluntary Turnover.....	45
Table 4:8 Dysfunctional Turnover	49
Table 4:9 Functional Turnover	52
Table 4:10 Organizational Performance.....	54
Table 4:11 Correlation Analysis.....	57
Table 4:12 Overall Model Summary	58
Table 4:13 ANOVA ^a	58
Table 4:14 Multiple Regression Coefficients.....	59

List of Figures

	Page
Figure 2:1 Conceptual Framework	32

Operational Definition of Terms

Dysfunctional Turnover: this happens when an employee wishes to leave, but the employer desires to retain them.

Functional Turnover: this refers to a time when an employee leaves the organization, but the employer is indifferent because they do not consider the employee valuable to the organization.

Involuntary Turnover: this refers to the time when an employee is dismissed by the employer.

Management Turnover: this refers to the rate at which an organization loses staff members entrusted with supervisory and management roles. It is calculated as a fraction of total departures of supervisory and management level staffs against the total number of staff at supervisory and management levels.

Performance: this refers to the ability of Mombasa Water Supply and Sanitation Company Limited to achieve the standards set by Water Services Regulatory Board to ensure that provision of water services is equitable, efficient, affordable and effective. These are measured using Key Performance Indicators that include water quality, Operations and Maintenance cost coverage, staff productivity, covered population, metered connections, sanitation coverage, Non-Revenue Water, hours of supply, and revenue collection competence.

Voluntary Turnover: this refers to when employees leave employment in an organization willingly.

Abbreviations and Acronyms

ANOVA	Analysis of Variance
BOD	Board of Directors
CEO	Chief Executive Officer
FSHC	Firm Specific Human Capital
HRM	Human Resource Management
KPIs	Key Performance Indicators
MOWASCO	Mombasa Water Supply and Sanitation Company Limited
NRW	Non-Revenue Water
NSE	Nairobi Stock Exchange
O&M	Operations and Maintenance
UDCs	Under Developed Countries
WASREB	Water Services Regulatory Board
WSPs	Water Service Providers

Abstract

This research focused on assessing management turnover and the performance of Mombasa Water Supply and Sanitation Company Limited. Organizational performance denotes the output of an organization, measured against the expected output and objectives. Over the past decade, the company has experienced a growing decline in performance, as evidenced by majority of its several key performance indicators. As at June 2020, the operations and maintenance annual reports revealed that the company is performing remarkably lower than expected by the regulator. There was need to examine the specific consequences of management turnover on organizational performance at Mombasa Water Supply and Sanitation Company Limited. This study aimed at interrogating the root cause of this under-performance, which has greatly compromised service delivery to the residents of Mombasa County. The study was driven by four objectives; examined the effect of involuntary management turnover on the performance; assessed how voluntary turnover of managers affects performance; determined the effect of dysfunctional management turnover and evaluated the effect of functional management turnover on the performance of the company. The research was founded on three theories: the Firm Specific Human Capital Theory, the Viscous Cycle theory and the Job Matching Theory of human resource management. Descriptive research design was embraced in this study. The target population for the study covered a total of 161 managers and supervisors. Stratified sampling technique was employed because the target population had three sub-populations (technical operations, commercial operations and finance and administration). Primary data was collected through a structured questionnaire, analysed using Statistical Package for Social Sciences computer software and presented through tables. Before actual data collection, the questionnaires were pretested during a pilot study. This was done by randomly administering the questionnaire to four respondents per strata. The study revealed that retirement, outcomes of performance appraisals, inadequate combination of skills and expertise of supervisors and managers and inadequate skills for technological advancement are causes of involuntary turnover. Lack of equality in workload balancing among managers and supervisors, political interference and organizational culture are important determinants of management voluntary turnover. In addition, hiring external candidates against internal talent considerations and lack of a merit-based system for internal promotions of managers contributes to increased dysfunctional management turnover while failure by the company on reasonable adequate investment in training and development of the management team contributes to functional management turnover. The study recommends that the company's management should balance workload equally among managers and supervisors; it should minimize political interference and encourage a positive organizational culture. Staff should be empowered through training, delegated authority and skills development, while internal promotion of managers and supervisors should be done on merit as well as in adherence to professionalism and work ethics. Study findings could be beneficial to parties directly concerned about the performance of the company: these include the company's Chief Executive Officer, the Board of Directors and the County Government of Mombasa. Secondly, other water service providers and utility firms experiencing declining performance may use this study to assist them in assessing its relationship with turnover of managers where present. Further, academicians, public and private institutions may gather insights from the findings of this study when seeking to explore the consequences of frequent turnover of managers and supervisors on performance.

Chapter One

Introduction

1.1 Background of the Study

Many factors determine the performance of an organization, both within and beyond the organization (Alman, 2013). Among the key determinants of how well organizations achieve the desired output is the management team-this is the decision making arm of the organization and they shape strategy and influence behaviour. Mathis and Jackson (2003) argue that organizational performance in a profit-making organization ultimately influences profitability, competitiveness and the overall value the organization adds to its predominant business environment. Individual performance is also considered important as it increases overall organizational performance. The performance of people as determined by Hamel (2018) is determined by three factors: the ability to do their job, the degree of effort spent on a person who is affected by enthusiasm, commitment, inducements and job design and sustenance through the provision tools of trade, monitoring and essential training.

Stimpson and Farquharson (2010) alleged that of all performance resources in an organization, which are central to its performance, human resources are the most scrutinized. Many managers perceive performance as the biggest test of an organization's efficiency and employee satisfaction over a certain timeframe. Performance is a gauge of the quality and quantity of accomplished tasks, given the cost of all the required inputs. Performance ratio between initial inputs and final outputs show the value added in the production process. Better still, effective performance does not essentially suggest that additional output was achieved, but maybe a smaller number of people, lesser financial resources spent, or the required production time spent. Although human resources have considerable influence on organizational performance,

it is also dependent on other aspects, including technical, fiscal and management strategies (Mathis & Jackson, 2003).

As far as the technical aspects are concerned, Stimpson and Farquharson (2009) maintain that performance is influenced by investment in the most recent technology, so organizations should see to it that the equipment and machines needed for seamless production flows are available. It also comprises of appropriate design, machine and plant size, and system computerization and, in particular, research and development support in keeping with current requirements. In order to maintain optimal use of other resources such as human resources and machines the raw materials ought to be adequate.

In the view of Muriithi (2015), an organization's performance depends heavily on financial resources too. Managers should ensure proper financial management, such as the procurement of investment loans, adequate financial budgets and periodic financial audits to avoid financial losses or inadequacy. He argues that the performance of an organization will increase when finances are managed properly. The author further assign that other management factors also affect performance, including professionalism, leadership and industrial relations. He additionally suggest that workplace harmony is important in terms of the industrial relations aspect because many disputes and the absence of respect for the labour laws lead to a decrease in employee morale and concentration.

Abssi and Hollman (2000) point outs turnover means rotation of labour across the industry; amongst companies, occupations and businesses; as well as amid the employment and unemployment state. Price (1997) defines turnover as a fraction of individuals who have left in a specified period against those still in the organization. In the study by Ongori, (2007), people

leave an organization different reasons which could personal (for example marital related), geographical or economic, just to mention but a few.

1.1.1 Organizational Performance

Gomez-Meija, Cruz, Berrone and De (2002) reasoned that it is challenging to maintain good performance when managers constantly leave an organization, as it is a waste of time and resources when new managers are recruited, trained and adapted to the conditions before they start working. Labour sales can harm the performance of an organization, especially if skilled people frequently leave. Beardwell, Holden and Claydon (2004) added that a high turnover of experienced and skilled members of staff poses a survival threat to an organization particularly if the organization hiring the leaver is in the same industry. On the other hand, despite the investments made by the organization in the development of staff, skilled workers bring their expertise, experience and leadership abilities to the organizations.

Beardwell, Holden and Claydon (2004) further argues that since these skilled workers are usually the professionals entrusted with management roles that are crucial to the wellbeing of an organization, their departure can create major disruptions in an otherwise stable work environment. According to Marisoosay (2009), almost every company is trying to increase its performance by reducing work costs and using technologically advanced mechanisms to source for the leading human resources and as a source of competitive advantage. Vance (2009) states that organizational performance is about adding value by changing the results that we are looking for and how we are getting those results and therefore, the focus on performance is not only on effectiveness in accomplishing objectives, but also on fulfilling the task and improving engagement of all involved parties.

In the past, other scholars also researched the link between high turnover and organization performance. Tariq, Ramzan and Riaz (2013) assessed the effect of employee turnover on the performance. Riley (2006), who supported their research study, argued that the turnover of employees was positively linked to inefficiency and non-attained organizational goals and objectives. Their analysis measure was job satisfaction, work stress, salary workload, and family conflict. The results of their investigation displayed an inverse correlation between an organization's performance and high turnover.

Tariq, Ramzan and Riaz (2013) presented that labour sales are indirectly influenced by other factors such as stress at work and the workload. The remaining managers and employees will experience altered morale in the field of work according to Vance (2009). The additional workload will be borne on their staff by the gap that the departing managers have left. This can cause resentment and tension and, ultimately, decrease overall performance. In comparison, new managers may also experience low morale standards, as they may experience difficulties adjusting to the workplace and new jobs. This can interrupt concentration and continue lowering the overall performance (Sandhya & Kumar, 2011).

Sandhya and Kumar, (2011) established that factors related to rewards can be considered when the other staff members across different levels and cadre realize that the exiting colleagues earned more and had additional benefits, which is an element of discontent. To begin with, there is exploitation of organizational resources such as telephones and internet searching for other jobs or moon lighting to get additional income during designated office time. This may divert their concentration at work, reduce their performance and catalyse their desire to leave the organization.

Measuring organizational performance is difficult, especially when what has to be measured keeps changing. Traditionally, accounting measures of performance have been the backbone of quantifiable methodologies to organizational performance determination. Nevertheless, there has been a shift of focus towards evolution and application of non-financial measures of performance. Contemporarily, measurement of performance management is conducting using specific non-financial indicators. At senior levels, despite the critical attention given to financial performance, there is increased recognition that such measures fall short of considering some important factors that influence running of an organization (Syndicate of the University of Cambridge, 2002).

Financial measures that have been used before for organizational performance include Return on Investment, profit margin, increment of sales and the growth of market share (Lambert, 2012). As noted, organizations' new performance measurement systems are used to track nonfinancial metrics. Examples include customer care and satisfaction, employee satisfaction, quality of services, market share and coverage, productivity, creativity and innovation (Amal, Hassan, Hassab, & Benson, 2013).

1.1.2 Management Turnover

Turnover in organizations has been the focus of academicians and other experts in the corporate sector for a substantive period. However, this focus has been biased to the causes of turnover. From such an approach, one gets the assumption that certain identifiable characteristics are responsible for turnover. These characteristics could be either in roles, companies or in the labour industry at large. The assumptions in this focus tend to point out that if organizations develop certain policies which can address the identified features of turnover, then, firms will be able to mitigate it. On the contrary, a number of observers have demonstrated how little

attention has been geared towards studying and identifying the consequences of turnover (Urbancová & Linhartová, 2011).

According to Abelson (1987), individuals leave organizations either voluntarily or involuntarily and their departure could be functional or dysfunctional to the organization. Voluntary turnover or the act of quitting reflects a person's own choice to leave an organization. Boella, (1992) opines that voluntary turnover is often thought to be influenced by personnel policies and practices that influence a worker's satisfaction and hence cause them to leave the organization. Involuntary turnover is the company's decision to dismiss the employee. This implies that voluntary turnover is the case of termination, which an individual initiates (for example-leaving one's current employer for a higher-paying job) while involuntary turnover originates from the employer (for example layoffs and dismissals).

Shaw, Delery, Jenkins and Gupta (1998) hold that functional turnover occurs when non-performing staff members leave. The dysfunctional type is when an organization loses its best talents, either voluntarily or involuntarily. These two types of turnover define turnover only in terms of functionality in as far as the firm's assessment of the staff is concerned. In terms of functionality, dysfunctional turnover is seen to have direct negative impact to an organization (Allen, 2008).

1.1.3 Background of Mombasa Water Supply and Sanitation Company Limited

MOWASCO's sole purpose is to provide quality, safe, and affordable fresh water and wastewater services to all people within Mombasa County. It took over water and sanitation service operations in September 2005 from the former Mombasa Municipal Council and became a limited liability company with a new Board of Directors (BOD). The implementation of the new constitution in the Republic of Kenya in 2010 brought about devolution. Water

services were devolved to their resident counties. As a result, Mombasa Water became an agent of the County Government of Mombasa. The governance, management and operations of the company are now aligned to those of the County Government of Mombasa. With the prevailing intense business atmosphere, the organization is seen struggling with low performance and unable ensure there is talent retention due to the existing war for talent in the industry. It is observed that the best talent in managerial and supervisory roles have a tendency to leave the organization before the end of their expected service term for various reasons (MOWASCO Company Records).

1.2 Statement of the Problem

Coast Water Services Board Strategic Plan (2014) states that MOWASCO exists to provide affordable, reliable and safe, fresh water and wastewater services to the population in Mombasa County. However, it has continually become challenging for the company to deliver its obligation. A major KPI for all Kenyan Water Service Providers (WSPs) is usually the percentage of Non-Revenue Water (NRW): as shown by WASREB (2010) against WASREB (2020), the NRW percentage for MOWASCO has increased from 33% to 50%. Fifty percent of the company's water production cannot be accounted for. Additionally, the service level has dropped from an average served population of 64% in 2010 to a current of 30% (WASREB, 2020).

According to the report published by WASREB periodically, Mombasa Water has been placed in category B in credit worthiness rating over the past six years. Category B in credit rating denotes the lowest level of credit worthiness rating according to the regulator standards: it is defined as a position where default risk exists with a narrow margin of safety. In addition, comparing audited financial statements of MOWASCO over 10 years shows a worsening situation. For the year ended 30th June 2010, the company had accumulated retained profits of

Kshs 817,979 (Kenya National Audit Office, 2010) while the same report for the year ended 30th June 2019 shows the company standing at accumulated retained losses of Kshs 1,941,890,250 (Kenya National Audit Office, 2019).

In a study entitled 'Excess worker turnover and firm productivity', Grinza (2014) found that an increase in turnover results to a disproportional negative decrease in revenues per day. A study by Nyaga (2015), showed that performance of an organization is affected by turnover and that an organization could not maintain a stable optimal level of performance when turnover rate is high. However, the study main focus were factors contributing to turnover of all level of staffs within the organization but did not cover the aspect of management turnover and how its affect performance. Furthermore, a study by Meier and Frayar (2008) revealed that not all turnovers affect performance negatively, and that organizations could easily end up rigid and non-innovative without the infusion of new talent. Turnover is therefore like any other processes that organizations go through and cannot be linked to low performance.

The flaw in these studies is that they focused on the effects of turnover to organizations in general but did not narrow down to examine how performance can be affected by turnover of managers. As Alman (2013) emphasizes, managers form a unique part of the employee body; they are the decision authority for many organizations and a slight alteration in the management team can become vital to an organization's performance. His opinion holds that the management team of an organization ought to be treated as the steering wheel of the organization and cannot be interchanged or replaced unless strategic considerations of their turnover have been thoughtfully considered and approved by the rest of the management members. In this study, the researcher seeks to narrow down to the specific consequences of management turnover on organizational performance, taking Mombasa Water as the focus organization.

1.3 Objectives

1.3.1 General Objective

The central focus of this research was to quantify the effect of management turnover on the performance of MOWASCO.

1.3.2 Specific Objectives

Below are the objectives that guided the researcher:

- i. To evaluate the effect of involuntary management turnover on the performance of MOWASCO.
- ii. To assess the effect of voluntary management turnover on the performance of MOWASCO.
- iii. To investigate the effect of dysfunctional management turnover on the performance of MOWASCO.
- iv. To evaluate the effect of functional management turnover on the performance of MOWASCO.

1.4 Research Hypotheses

The hypotheses below directed the researcher:

H₀₁: Involuntary management turnover has no significant effect on the performance of MOWASCO

H₀₂ Voluntary management turnover has no significant effect on the performance of MOWASCO.

H₀₃ Dysfunctional management turnover has no significant effect on the performance of MOWASCO.

H₀₄ Functional management turnover has no significant effect on the performance of MOWASCO?

1.5 Significance of the study

The findings of the investigation could be beneficial to the company's management team, Chief Executive Officer, the Board of Directors and the County Government of Mombasa. These are stakeholders directly concerned about the performance of the company and looking for viable solutions towards improving the same. The findings could also be helpful to managerial practitioners in other similar organizations in the country who could improve on how they handle turnover in the management teams. This could help those WSPs and utility firms experiencing declining performance to assess its relationship with turnover of managers where present. It has also provided insights that could help policy makers in the water sector to improve on policies that can guide management development in this sector. In addition, findings from the study are relevant to students, academicians and researchers in public and private institutions who are interested in the subject matter of the study. This is because it will provide knowledge and information that is basis of insights from the findings of this study when seeking to understand the consequences of frequent turnover of managers and supervisors on performance.

1.6 Scope of the study

This study assessed the extent to which the four elements of turnover of managers affect the performance of MOWASCO. The period under focus was from 2010 to 2020. MOWASCO was chosen because the researcher is adequately informed about this organization and has

understanding of the internal strategies and methodologies the organization has tried to engage, to improve its performance. The segment of staff members who are in managerial and supervisory capacity was a fundamental source of primary information that the researcher required. A Descriptive investigation formed the approach and a structured questionnaire was deployed to gather data from the field. The expected time for field survey was the entire month of December 2020 and partly January 2021. The research was conducted in Mombasa Water Supply and Sanitation Company Limited offices located in Mombasa Island, Kenya.

1.7 Limitations of the study

A limitation encountered in the study was correcting data from senior members of staff who were mostly running a busy daily schedule. To overcome this challenge, the researcher allowed enough data collection period within which the respondents were intermittently kindly reminded to fill the questionnaire, both physically and through phone calls. Furthermore, the researcher personally delivered and collected the questionnaires to them during favourable times of the day such as early mornings, lunch breaks and tea breaks. This way, the study was able to achieve a high response rate (81.25%). To increase participation, the researcher was available to clarify any issue that seemed hard to the respondents. The other limitation was where some of the managers and supervisors were reluctant to respond to some questions since they directly fell under their responsibility areas. They expressed fear and scepticism that giving the required data would be incriminating themselves. To overcome this, the scholar guaranteed the respondents that the study was purely academic and that obtained data could not be used in any other way. In addition, they were instructed not to indicate their names on the questionnaires. This anonymity increased participation and provision of honest responses to the questionnaire.

1.8 Organization of the study

The preceding segment contains the background, problem statement, research objectives, the research hypotheses, the study's significance, scope and limitations of the study. The foregoing part discusses the theoretical reviews, the review and summary of empirical research from past researchers, in addition, the conceptual framework. In chapter three, the researcher has discussed the methodology in terms of the design, target population and sampling techniques. The chapter also has description of data collection and how validity and reliability were ascertained. It also contains description of how data was analysed as well as ethical considerations upheld in the study. Chapter four contains the research findings and their interpretations, while the summary of findings, conclusions and recommendations of this study appear in chapter five. The chapter ends with areas for further research.

Chapter Two

Literature Review

2.1 Introduction

This section will scrutinise available information in the form of literature, associated with the subject of investigation. A conceptual framework is later developed in the last segment to gauge the relationship between the study's main variables (independent and dependent).

2.2 Theoretical Framework

2.2.1 Firm Specific Human Capital (FSHC) Theory

Becker (1975) was the pioneer of this theory. Firm Specifics represent a category of individuals or specialists whose skills are exclusively tailored to serve in a specific firm or group of firms. FSHC theory links organizational performance to separation of the staffs who were considered to be specific to the firm since their skills are not transferrable to the remaining employees and the organization not only loses their input in routines but also foregoes the costs incurred in training and developing the employee to become firm specific (Becker, 1975).

When special and general training needs for staff are less separable, the incentive to learn becomes weaker (Kessler, 2006). Within the arguments of this theory, the performance of companies is influenced by the ability of the firm specific employees to remain loyal and continually trained. Accordingly, firm specific individuals are likely to be on the frontline for involuntary turnover when their performance is undesirable. Even if FSHC is brought up through learning, the accumulation of FSHC stays linked to the tenure of staff. This will lead to reduced performance at a greater turnover rate (Kessler, 2006).

Harris (2002) says that since firm specific employees are non-transferable from one firm to another, FSHC turnover has adverse repercussions on overall performance. First, during the

vacancy and training period, a certain quantity of production will be foregone. In addition to the manufacturing phase, administrative costs, hiring and training are additional separation costs involved. Moreover, Harris (2002) observes that elevated turnover of FSHC could have adverse effects on the morale of other employees and thereby creating a ripple negative effect on performance. Harris (2002), through a controlled experiment, records that the quitting staff members change the attitude of those who remain. Thus, separation with a FSHC employee causes unjustified voluntary departure of others, creating a stormy snowball effect on the overall performance, in addition to increasing the possibilities of involuntary turnovers.

In the context of this study, the examined employee turnover (involuntary, voluntary, dysfunctional and functional) of a FSHC employee is an expensive outcome that not only interferes with the immediate performance of MOWASCO, but it has costs in terms of hiring and training others. The study is premised on the argument that management turnover is not a favourable contributor to the performance of MOWASCO, especially when you consider that filling up of managerial positions is a pain staking process. Even where the management staffs are filled from external sources, it is a huge cost incurred by the company. When they leave, it hurts the company. This theory supports the dependant variable of this research since it proposes that performance is indeed affected by the job turnover of FSHC employees, who comprise of the skilled and management segment of the staff body. Additionally, the theory can be linked to both involuntary and voluntary management turnover due to the fact that FSHC possess skills which are hardly transferable to other organisations and therefore they may not wish to leave an organisation; once dismissed, their departure creates a negative snow ball effect resulting to voluntary turnover of other employees.

2.2.2 The Job Matching Theory

Pioneered by Burdett and Jovanovic (1978), this theory assumes that each firm has only one job and people slowly learn about the value of their match with a given firm based on the output. The key perception portrayed here is that organizations will hunt for workforces, and employees will pursue for employment till there is a balance for both; which is evidenced by personal and organizational output. However, the circumstances for an optimum equilibrium may shift over time, causing an endless reorganization of labour in the market. For example, an enterprise that has advanced its manufacturing or process technology will replace unskilled labour force with technological experts in the production process. Likewise, reputable organizations require 'new blood' to infuse innovative stimulus and therefore end the status quo (Glenn, 2001).

On the other hand, an individual who has attained advanced skills and knowledge via training, formal education, or on the job training, is likely pursue some higher job opportunities. However, an employee's performance on a specific job is not known during the early months after hiring or after the appointment, rather it becomes more evident as their tenure increases in the organization. Turnover reliefs both firms and workforces from being locked perpetually in sub-optimal balances (Abbasi & Hollman 2000).

Harris, Tang and Tseng (2003) state that the implication therefore, is that the longer an employee stays on a particular job or the longer he or she serves an organization, the easier it is to determine their input into the organization. With the job matching theory, an employer will therefore keep matching the employee into different roles as their tenure in the organization increases to ensure labour allocation optimizes performance. In essence, therefore, the job matching theory holds that turnover is good for continued and steady performance. Burdett (1978) and Jovanovic (1979) supported this by stating that the conditions of matching keep changing from time to time and this leads to continuous reallocation of labour in the industry.

Cooper (2001) compounds that the job matching school of thought by presenting that another significance of turnover on performance is knowledge spill over amongst organizations. Knowledge spill over is essential if workforce is moveable across organizations. Megna and Klock (1993) maintain that aggregate input of new talent by one company rises the performance of competitor companies as a result of workforce migration. Lastly, Cooper (2001) still proposes that involuntary turnover may be used as machinery for sustaining employee incentives. He concludes that higher turnover promotes organizational performance.

In the context of this study, this theory presented basis for arguments against its benefits. This is because, in the short run, high job turnover of the management staffs of MOWASCO is not only undesirable but also detrimental to the health of the company. The study sought to proof that though work migration is a constant reality in ideal circumstances for an optimum equilibrium, the shift realized amongst management staff cause an endless reorganization of labour in the market and has undesirable effects on MOWASCO's performance. This theory supports functional and involuntary management turnovers since it proposes that management turnover is a good component of performance because it leads to high performance as new talents bring in new skills and ideas that benefit the organization.

2.2.3 The Vicious-cycle theory

Vicious-cycle theory was established in the 1960s by R. Nurkse. According to Nurkse, a vicious cycle occurs when a chain of adversarial happenings fortifies themselves. The state is spirals and creates descending loop and it becomes progressively worse as times passes by. In Human resource, the theory takes the assumption that each turnover leads to more turnover and each turnover's effect is directly related to organizational performance. (Hanaysha, 2016). Hanaysha, (2016) outlines the phases of management turnover that result into a vicious cycle.

In the first phase, experienced and knowledgeable managers leave, for reasons related to burnouts, non-recognition or low remuneration among others. The bottom-line in this first phase is that the organization loses its best talent and most experienced managers. In the second phase, the organization embarks on replacing the leavers and on boarding the new managers. The organization spends lengths of time recruiting, selecting and training the replacements to fit lost talent. In the third phase, it becomes evident that the replacers are not able to immediately fit in and as such, there is delay in processes and decline in total output. This welcomes the fourth phase where profitability or revenue deteriorates because the new employees are not yet familiar and fully knowledgeable of the internal operations for optimizing production. In the fifth phase, pressure is mounted on the hired managers to improve performance and they end up overwhelmed, discontented and unhappy with their work; some may develop work related stress, which further worsens their performance. Eventually, voluntary, involuntary or dysfunctional turnovers happen and the cycle begins again as new replacements have to be sought (Hanaysha, 2016).

Vicious-cycle theory proposes that it is more probable for a manager to withdrawal if the firm is performing poorly, and that even after a replacer gets on board, the performance will worsen. This, according to Browns (1984) reveals that management turnover is troublesome to a firm because of the uncertainty linked to new leadership. Further, withdrawal of a talented team leader leaves the remaining members under their leadership uncertain of what to expect from the incoming successor and this could birth demotivation or disinterest from the staff (Carroll 1984) and Brown's (1982).

In the context of this study, the vicious-cycle theory provides strong a basis on investigating MOWASCO: high turnover of management and supervisory employees could be the reason the company has performed poorly over a number of years. This theory supports voluntary,

involuntary and dysfunctional turnovers as the viscous cycle creates negative effects on organizational performance.

2.3 Empirical Literature Review

2.3.1 Involuntary Turnover and Organizational Performance

Phaladi (2011) conducted a study in a public water-supplying firm in South Africa in 2011. The study focused on the problem of knowledge retention and transfer. The study was in the context of the imminent retirement of hard to replace experts due to demographic or skill shortage reasons. The study that adopted a case study research design set at a public water utility in South Africa showed that experts have a low motivation to contribute to both transfer of knowledge and its retention. Lack of organizational leadership, appropriate culture, formal knowledge management system, hindered transfer of knowledge and retention practices (Phaladi, 2011). This study showed that retirement is an aspect of involuntary retirement. The reviewed study targeted experts while the current study targeted management staff which represents a knowledge gap. In addition, while the main focus of the reviewed study was on knowledge transfer, the current study focused on employee turnover thus presenting a conceptual gap. Further, the current study sought to examine how retirement as an element of involuntary turnover affect performance of MOWASCO which is a Kenyan company, that is in a different setting from South Africa.

Frigo (2006) did a study that reviewed literature on the implications of baby boomer generation reaching their retirement age in the USA. The study that focused on how this would affect many utility firms postulated that a significant percentage of workforce could leave, taking with it knowledge critical to effective operations. The study concluded that a successful knowledge retention strategy could allow utilities to institutionalize knowledge management and transfer, thus reducing the negative effect that the involuntary retirement might have on performance.

While this study showed that involuntary turnover due to retirement can have a negative effect on performance due to flight of knowledge that is critical to effective operations in the USA, this current study focused on how retirement of management is affecting performance of MOWASCO, a public utility firm in Kenya, thus presenting a contextual gap.

A study by Bida, Abdul, Abdul and Ismail, (2017) that was a secondary literature review across-the-board established a link between HRM practices and performance. This study done in Malaysia adopted across-the-board literature survey in order to establish HR practices involving recruitment and selection, training and development, compensation, performance appraisal, and succession planning impact employee performance. The study revealed that overwhelming bulk of empirical studies confirmed a link between HRM and performance. Of major importance is the succession planning, an issue of major concern in the management of a firm. Hence, this research further proposes the five HR practices to be the determinant of employee performance. This implies that HRM issues investigated could contribute to positive performance of a utility firm. The study however failed to look at a specific issue-turnover, which is a HR issue and how it affects performance, thus presenting a conceptual gap. In addition, this current study focused on how involuntary turnover affects MOWASCO, a utility firm in Kenya, whose setting is different from that of the reviewed study done in Malaysia.

Hagen, Bernhard, Mundia, Anton and Markard (2013) proposed a framework in a study that explained reasons for emerging and persistent capability gaps, and how this subsequently affected performance. The capability-based framework revealed that when competences, skills as well experiences are inadequate and unavailable for long, they leave lasting effects on the performance of firms. This is important even for technological skills, which reinforce the positive effect of skills on job duration. In the study, the researchers focused on various prolonged capacity gaps and their effects on performance while in the current study, the

researcher specifically focused involuntary management turnover and its impact on MOWASCO's performance thus creating a conceptual gap.

2.3.2 Voluntary Turnover and Organizational Performance

Chepchumba and Kimutai (2017) did a study to establish the relationship between employee compensation and employee turnover in small businesses. The study adopted a descriptive research design and focused on all employees of Safaricom dealers. This researchers used a census in Eldoret Municipality, Kenya which assured a high degree of statistical confidence and comprised of semi-structured closed ended questionnaires for collection of data. The study revealed that voluntary turnover of highly skilled employees remains a challenge for business organizations because voluntary turnover of highly skilled employees negatively affect the organization's performance. According to these researchers, the unexpected departure of significant members in a firm can create serious disruptions and replacing them ought to be any organization's top priority. It is debatably more imperative for organizations to engage comprehensive succession planning programs now than ever before. However, the study focused on lower level employees in small businesses within the communication sector and not on a large public utility firm within the water sector, thereby creating a contextual gap. Additionally, the unit of analysis in the current study was subjected to sampling on the impact of voluntary turnover of the management staff at MOWASCO, as opposed to census in the reviewed study, which was a methodological gap.

Githinji (2014) also did a study that assessed how staff turnover in Kenyan private security firms affected financial performance and used a descriptive research design to reveal that staffing and selection techniques are linked to managers' performance levels. The decisions made during recruitment and selection are very essential because the selected candidates will have either build up or collapse the existing overall staff work quality. The inability to achieve

performance expectations by hired managers can actually result to voluntary turnover and certainly put the organization into a vicious cycle of talent search and a whirlwind of uncertainty. Decline of performance proceeding a manager's turnover as presented by this empirical data could justify additional seventy-five percent of the aggregate price of a turnover. This argument is supported by views from Mannari (2008) that extra charges could come into being as a direct or indirect impact of a turnover. Githinji (2014) looked at the factors of turnover in a private security setting in Kenya, but did not look at the outcome of turnover. This current study focused on the effect of voluntary turnover, regardless of the contributing factors to this turnover, on the performance of MOWASCO, a public water utility firm. Therefore both a conceptual and contextual gaps were identified between the reviewed study and the current study.

A study by Mei-Fang, Chieh-Peng and Gin-Yen (2011) that modelled mediating role of job-related stress on turnover intention in Taiwanese banks showed role overload positively impacts job stress: job stress levels were higher among employees who perceived themselves as overly loaded with the company roles and duties. Increased job stress lead to higher intent to leave job. On the contrast, those perceiving more fairness of rewards were less likely to leave. This study looked at how the job stress leads to job-turnover but it did not look at how job turnover affects performance and thus a knowledge gap that was addressed by the current study. In addition, this current study looked at how voluntary turnover affects performance in MOWASCO, a water public supply company in Kenya, different from private banks in Taiwan in the reviewed study.

Goodman, Zammuto and Gifford (2001) did an investigative survey that sought to understand how organizational culture influences the quality of working life in Australia. The tool used to investigate the relationships between main variables was competing-value framework. It

revealed a positive correlation between cultural values in a group and several organizational issues: the issues included employees' empowerment, their commitment to the organization, involvement in job, and their job satisfaction. However, there was a negative correlation to their intent to leave job. Additionally, group cultural values related negatively to job turnover at the firm. This study revealed that quality of working life is inversely related to turnover. Therefore, the focus in this study was quality of working life and how it relates to turnover. The study was also done Australia, a developed country, different from the situation in the current study where the researcher looked at voluntary management turnover and how it affects the performance of MOWASO, which is in Kenya.

Dhlahla (2011) did a study that examined how behaviour of a leader, staffs' psychological empowerment, their job satisfaction, and employee's organizational commitment correlated to the intention of employees to leave in utility firms in South Africa. According to this study, major predictors of turnover intention are a combination of leaders' behaviour, staffs' psychological empowerment and the organizational commitment of employees. Dominant predictors were psychological empowerment and organizational commitment, while this two had a direct and intervening influence on turnover intention. Findings in this study concluded that the behaviour of the leaders, state of psychological empowerment and organizational commitment of management influenced job turnover. Though the study focused on utility firms, it was in South Africa and thus presented a contextual gap that was addressed by the current gap which was addressed which looked at the effect of voluntary turnover on performance of MOWASCO, a utility firm in Kenya. It addition, it looked at contributors but did not look at the outcome of voluntary turnover thus presenting a conceptual gap that was addressed in the current study.

2.3.3 Dysfunctional Turnover and Organizational Performance

According to Armstrong (2004), it is normal for organizations to experience turnover at all levels of the staff body. However, when turnover becomes excessive and negatively associated with performance and growth, it is dysfunctional. It is a rule of thumb for dysfunctional turnovers to affect organizational performance negatively (Yoder and Staudohar 2005). Lynda (2007) viewed that high turnover results into a negative reputation of an organization. For an organization with bad reputation to find appropriate replacements for quitting managers and supervisory staff is an uphill task that becomes impossible more often than not.

Bates (2011) did a study of structures and behaviours that investigated maximizing corporate reputation through effective governance in Pakistan. The study showed that, besides the technical expertise loss, there are other losses such as output, dedication, determination, and creative capability, which cannot be replaced when dysfunctional turnovers happen. This study implies a similar outcome upon dysfunctional turnover in another country, which presents a contextual gap and was addressed by the current study.

Aftab and Javeed (2012) did a case study on the financial sector of Pakistan that investigated how job stress affected Counter-Productive Work Behaviour. The study aimed at understanding the aftermath of workforce turnover revealed that job stress was closely associated with dysfunctional turnover. Twenty-five percent of their respondents agreed that before their teammates left, they were not suffering from job stress or disinterest in the routine order of their roles and responsibilities. The study did not look at the contribution of dysfunctional turnover on organizational performance which was knowledge gap that was addressed in this study. This current study focused on how dysfunctional turnover affected performance at MOWASCO, a public utility firm in Kenya.

A study by Bidwell (2011) analysed personnel data sourced from investment-banking arm of a financial services company in the U.S.A for the period 2003 to 2009. The study revealed that those workers that got promoted into jobs within own institution had a significantly better performance during initial two years of their service when compared to workers hired externally into jobs of a similar level. Furthermore, they exhibited lower scores when it came to both voluntary and involuntary exit. Findings from the study suggested that there was a difference in satisfaction of staffs, between those internally promoted and those hired from outside a firm. This study presented both a contextual and conceptual gaps since in addition to being done in USA, the study focused on private institutions rather than a public water service provider as done in the current study.

Khalizani, Hanisah and Loke (2011), did a study in Water Utility Industry in Malaysia. The study revealed that while rewards positively and significantly influenced motivation; motivation had a statistically significantly positive influence on employees' job satisfaction and subsequently intent to leave. It was observed that the more motivated the employees were, the lower their intent to leave was and the lesser motivated that the employees felt, the higher their intention to leave was. The findings suggested that rewarding and remuneration had a positive effect on reducing dysfunctional turnover and subsequently on improving performance. However, the study was done in Malaysia, which is a different country from Kenya, where this current study was done.

2.3.4 Functional Turnover and Organizational Performance

An organization should do an evaluation of the nature of turnover before embarking on measures to decrease high turnover. When functional turnover happens, it gives the organization an opportunity to eliminate non-performing, negative minded and non-productive staff members and infuse new, competitive and ambitious people into the team. This is a very

critical step in the upper ladder of the organizational chart. Yoder and Staudohar (2005) say that not every turnover creates a negative impact to an organization. Elena (2000) says that an organization's image cannot suffer as a result of dysfunctional turnover in the study about labour turnover and its causes. This study argued that dysfunctional turnovers are a great strength to modern corporate environment.

Armstrong (2011) demonstrates that normally, an organization requires a replacement for every member of the organization who leaves. However, there are instances where the organization may take no action to replace a departing member if they had no direct and overall impact on the organizational performance. In developing a staff, the employer expects an equal effort from the employee as far as their contribution to the goals of the organization is concerned. In cases where the employee who is not equally productive leaves, the turnover cannot cause any harm on the performance of the organization. Osterman (1987), on employment security highlighted that functional turnover results to no extra workload on the remaining supervisors as they were already indirectly filling in the left gap for the non performing member. He suggests that functional turnover many at times happen as a ripple effect from other forms of turnover. When the number of managers decreases due to resignations, dismissals, etc., the ones left have to fill in the gaps of those leaving which will eventually make them ineffective or non-performing and increase their desire to leave.

An exploratory study by Bula (2012) examined the reasons for Kenyan workers to leave sugar industry. The researcher used semi- structured questionnaires to gather field data. The study targeted managers and non-managerial staffs in selected sugar firms. Factors investigated, training, performance appraisal, work condition and promotion were found to be important predictors of labour turnover. In addition, according to the study both employees' commitment and their motivation depended on other factors in order to be predictors of labour turnover.

Although this study was done in Kenya which presents a similar setting with the current study, the researcher's sample comprised of both managerial and non-managerial staff members while the current study picked managerial staff only. This presented a conceptual gap, in addition to the fact the study was done in the sugar industry unlike the current one which involved a water utility firm.

In another study, Nyanjom (2012) examined factors that influence retention of employees working for state corporations in Kenya. The study, which was a cross-sectional design, had targeted a population of 155 as of December 31st, 2012. According to the study, employee's retention was influenced by employees' enablement, training and career development: it was predicated by performance appraisal of employees, their commitment and compensation. The research focused on employee retention broadly in various state corporations and it did not give specific attention to managers and supervisors and did not link the variables involved in employee retention efforts to employee turnover. This current study addressed these gaps since it picked only the managerial staff members and linked employee turnover to the performance of MOWASCO; it did not generalise various state corporations as is the case in the reviewed study.

2.4 Summary of Literature and Research Gaps

The literature has looked at three theories that are relevant to this study. These are the Firm Specific Human Capital (FSHC) Theory, the Job Matching Theory and the Vicious-cycle theory. It has looked at empirical literature that has revealed various gaps in both international and local studies. Reviewed empirical literature focused on gaps in studies that have touched on involuntary turnover, voluntary turnover, dysfunctional turnover, functional turnover and organizational performance, which is represented by table 2.1.

Table 2:1 Summary of Empirical Literature and Research Gaps

Researcher	Topic Area	Findings	The Gap	Focus of this study
Phaladi, 2011	Retention in a public water utility in South Africa	Retirees have low motivation to offer knowledge transfer for retention.	A knowledge and contextual gap; the reviewed study did not look at the aftermath of retirement as an involuntary turnover in Kenyan (rather than in USA) WSPs is unknown	Retirement as an element of involuntary turnover and its effects on MOWASCO's performance.
Frigo, 2006)	Implications of baby boomer generation retirement on utility firms in the USA	Successful knowledge retention strategy could allow utilities to institutionalize knowledge management and transfer, thus reducing the negative effect that the involuntary retirement might have on performance	Contextual gap: the reviewed study did not look The effect of knowledge departure after involuntary turnover due to retirement in Kenya is unknown.	focused on how retirement of management is affecting performance of MOWASCO
Bula, 2012	Labour turnover in the sugar industry in Kenya	Work condition, promotion Training, performance appraisal, employee commitment and motivation are important factors to labour turnover.	Contextual and knowledge gap; reviewed study focused on sugar industry but not a water utility firm.	Investigation into voluntary, involuntary, functional and dysfunctional turnover and their effect on MOWASCO's performance

Bida, Abdul, Abdul and Ismail, (2017)	Literature Review on Link between HRM practices and organization performance	A link between HRM practices that include performance appraisal and organizational performance.	Practical knowledge gap and contextual gap: reviewed study's focus was on the aftermath of general HRM practices and their effect on organization performance but did not look at role of turnover	Outcomes of performance appraisal and their contribution involuntary turnover at MOWASCO
Hagen, Bernhard, Mundia , Anton and Markard (2013)	Capability perspective on performance deficiencies in utility firms	Long-lasting effect of prolonged, inadequate and unavailability of competences, skills and experiences on firm and utility performance.	Empirical gap; the reviewed study findings were obtained from a combination of public utilities and not focused specifically on water utilities	How involuntary turnover leads to inadequacy of skills and expertise of the managerial staff subsequent performance of MOWASCO
Chepchumba and Kimutai (2017)	Relationship between employee compensation and employee turnover in small businesses. Case of Safaricom dealers in Eldoret Municipality, Kenya. (a census)	The direct and indirect cost of voluntary turnover of seasoned employees is increasingly affecting business operations and the achievement of business goals.	Conceptual, contextual and methodological gap; the reviewed study focused on lower level employees in small business in a private service sector	Focused on voluntary turnover in a public service entity, MOWASCO
Githinji (2014)	Effect of staff turnover financial performance on private security firms in Kenyan	Staffing and selection techniques are linked to managers' voluntary turnover.	Conceptual and contextual gap; study reviewed looked at the factors of turnover in a security setting in Kenya, but did not look at the outcome of turnover within a public utility firm.	Focused on the effect of voluntary turnover, (regardless of the contributing factors to this turnover) on the performance of MOWASCO

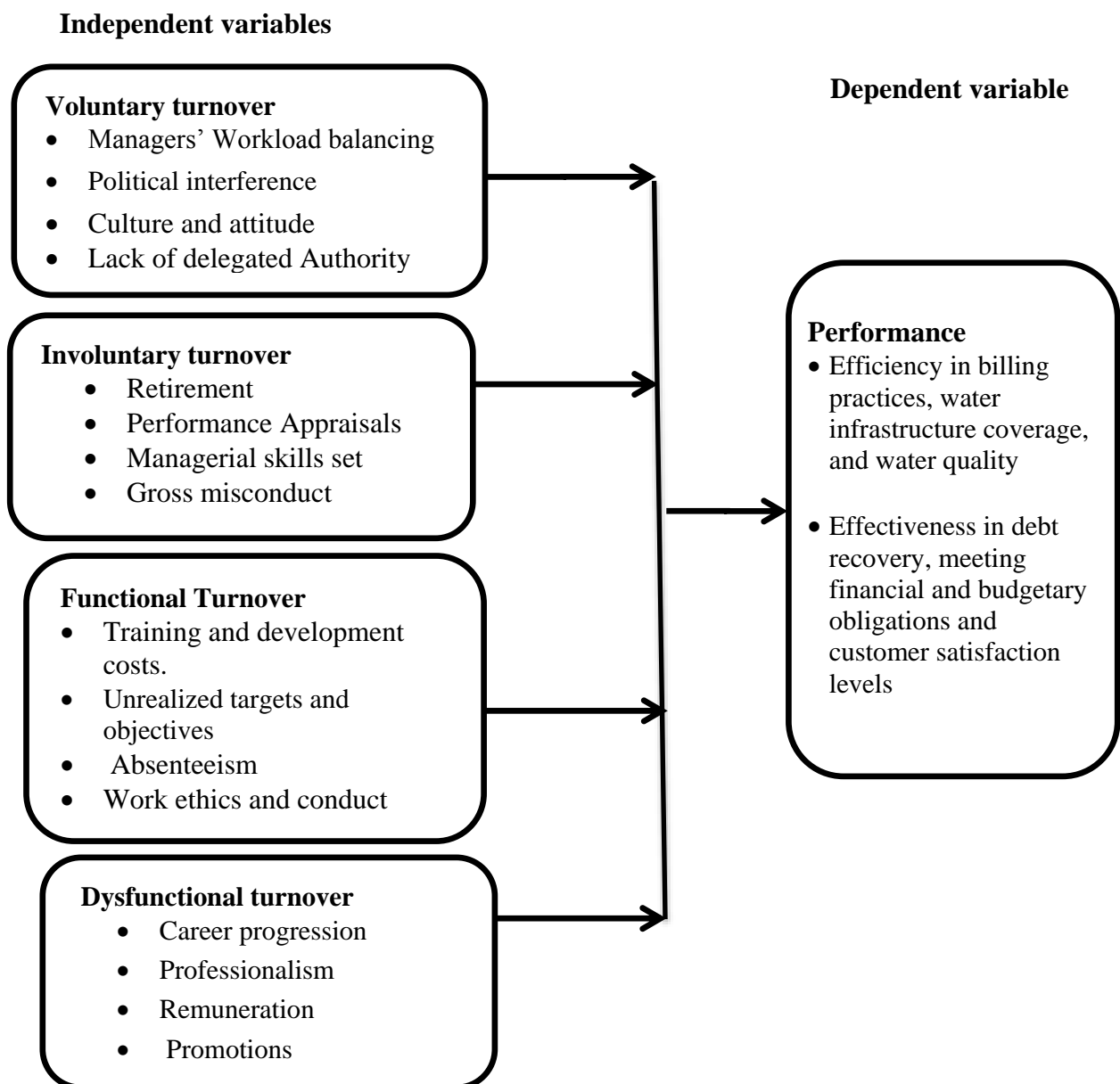
Nyanjom (2012)	Factors influencing employee retention in the state corporations in Kenya	Retention of employees is predicated by employees' appraisal, training and career development, empowerment, commitment and compensation.	Knowledge gap and conceptual gap; this research focused on employee retention broadly with no specific attention to managers and supervisors and did not link the variables involved in employee retention efforts to employee turnover	Effects of managers and supervisors voluntary, involuntary, functional and dysfunctional turnover as a result of appraisal outcomes, inadequate career development, empowerment and compensation levels on the performance of MOWASCO.
Mei-Fang, Chieh-Peng and Gin-Yen (2011)	Modelling of job stress as a moderating variable in predication of intent to leave	Role overloads lead to job stress that subsequently increase the employees' intention to leave.	Knowledge gap and contextual gap; the study never focused on management and supervisory staff exclusively.	Effects of voluntary turnover and the performance of MOWASCO
Goodman, Zammuto and Gifford (2001)	an investigative survey on the influence of organizational culture of working life in Australia	Quality of working life is inversely related to turnover	Contextual gap; the review study looked at quality of working life and how it relates to turnover in a developed country but not in a developing country	This current study sought to determine the role of voluntary turnover on performance of a WSP, the MOWASCO, located in a developing country
Dhlahla (2011)	The Influence of Leader Behaviour, Psychological Empowerment, Job Satisfaction, and Organizational Commitment On Turnover Intention	Major predictors of turnover intention are a combination of leaders' behaviour, staffs' psychological empowerment and the organizational commitment of employees.	Contextual and conceptual gap: the reviewed study focused on utility firms, it was in South Africa and it looked at contributors but did not look at the outcome of voluntary turnover	This study looked at the effect of voluntary turnover on performance of MOWASCO, a utility firm in Kenya.

Bates, D. F. (2011).	Maximizing Corporate Reputation through Effective Governance: A Study of Structures and Behaviours	Besides the technical expertise loss, there are other losses such as output, dedication, determination, and creative capability, which cannot be replaced when dysfunctional turnovers happen.	Practical-knowledge gap and contextual gap; the reviewed study implies a similar outcome upon dysfunctional in another country. However, it did not focus on the effect of dysfunctional turnover on the performance of WSP	Focused on the effect of dysfunctional turnover on the performance of WSP in Kenya
Bidwell, 2011	A study into personnel data in the U.S.A from an investment-banking arm of a financial services company between 2003 and 2009.	Workers promoted into jobs within the institution had better performance for the first two years than those hired externally into similar jobs as well as lower rates of voluntary and involuntary exit	Contextual and conceptual gram. The reviewed study focused on private institutions but not on a public water supply sector	Impact of staff promotion practices on functional and dysfunctional turnovers and their effect MOWASCO's performance
Khalizani, Hanisah, & Loke, (2011).	Impact of rewards and motivation on job satisfaction within water utility industry in Malaysia	Rewards positively influenced motivation; motivation had a positive influence on employees' job satisfaction and lowering of turnover rate	Contextual gap. The reviewed study did not to look at the association between equitable remuneration and employees' turnover in a Kenyan water utility firm.	How lack of equal pay for equal work done elevates probabilities for dysfunctional turnover and the impact of this on the performance of MOWASCO.

2.5 Conceptual framework

The conceptual framework is an explanation of the subject by displaying the variables under this study as identified by a scholar (Mugenda and Mugenda, 2006). Organization performance was the dependent variable in this study. Independent variables were constructed from the four elements of turnover as presented hereunder.

Figure 2:1 Conceptual Framework



Source: Researcher (2021)

Chapter Three

Research Methodology

3.1 Introduction

This section comprises the procedures and techniques that were used in conducting this study. The section describes the design adopted, population targeted in the study, sampling process and determination of the sample size. It also explains how data was collection and presented as well as ethical considerations.

3.2 Research Design

A descriptive research survey design is the plan of action that was used for answering the research questions. This approach was useful to the researcher in identifying the characteristics of the phenomenon and all possible correlations between the variables under study. Descriptive design was chosen because it describes the situation in an unaltered form, which is very essential as far as accuracy of quantitative research findings is concerned. Laurel (2003) explains that descriptive research design involves research survey, correlation studies, observation studies and developmental plans. The essence of this study was to find out the connection between management turnover and the performance of MOWASCO. Since the study did not involve finding out why but rather in finding out what and how these two phenomena exist, the chosen research design method was sufficient to the interest of the researcher. The information that was collected through a structured questionnaire was quantitative in nature such that it was quantifiable and later analysed using statistical data analysis techniques (Kothari, 2012).

3.3 Target Population

According to Mbwesa (2008), target population signifies the complete set of events, objects or persons that the scholar wants to interrogate. This study target population comprised 161 personnel working in managerial and supervisory levels in MOWASCO (MOWASCO, 2020).

3.4 Sample and Sampling Techniques

This research undertook stratified sampling technique. A sample was taken from each stratum to ensure that all levels, departments, sections and units are represented well. From each stratum, simple random sampling was applied to pick respondents per strata and as such, each item per strata had an equal chance of being selected (Mbwesa, 2008).

3.5 Sample Size

Mugenda and Mugenda (2003) upholds that a sample ranging from 10% to 30% is an adequate representative of the entire research population. For this study, the researcher picked 50% since the entire population represents a selected part of the employee body.

Table 3:1 Sample Size

Strata	Population	Percentage (%)	Sample Size
Technical Operations	33	50%	16
Commercial and Operations	80	50%	40
Finance and Administration	48	50%	24
Total	161	50%	80

Author (2021)

3.6 Data Collection Instruments and Procedure

According to Coopers and Schindler (2014), a questionnaire is a highly dependable tool for primary data collection from a sizeable target population. The scholar collected information via a questionnaire, conferring to research objectives, also applying a five-point Likert scale as

described by Mugenda and Mugenda (2013). The scale ranged from 1 to 5, where 1 represented a strongly disagreeing respondent and 5 a strongly agreeing respondent. The researcher formulated the questionnaire and hand-delivered them to the respondents. A letter of introduction was delivered together with the questionnaire to the respondents as a strategy to mitigate study limitations. This was done after designing and validating the accuracy of the questionnaire by the researcher. Validation was done during the questionnaire designing and formulation stage so that the researcher assured that the measure used was representative and adequate for the variables under study. The researcher allowed 7 to 14 days' response period from the respondents.

3.6.1 Pilot Test

The findings of a research study are as accurate as to the degree of consistency and soundness of its instruments of data collection used while carrying out the investigation (Mugenda and Mugenda 2003). In this research, a pilot test was employed to improve validity and reliability, and to test both the instrument and the survey procedures before the actual survey is conducted. The test of reliability of the questionnaire was done through a pilot study to respondents equal to 10% of the sample size, a recommended size when the population is homogenous (Mugenda & Mugenda, 2009). The researcher, after developing the strata randomly administered the questionnaire to four respondents per strata which totalled to 12 and this was slightly higher than 8, the 10% of the sample size. However, piloting results were never included in the actual study. It was used for validity and reliability enhancement only. The researcher-through the counsel of the supervisor made all the necessary improvements and amendments to the research data collection instrument after completion of the pilot test.

3.7 Validity and Reliability

3.7.1 Validity

Validity is used to determine how sound an investigation is through the methods which the researcher chose for the research; it is a determinant of the extent to which the study's instrument is able to measure correctly all the features that are considered to be fundamental variables being investigated (Doyo, 2013). Content validity was done to ensure that each variable had adequate items on the questionnaire. Face validity was also tested. This measured whether the test appears (at face value) to measure what it claims to. Both content and face validity were determined by a review of the items under the support of the supervisor (Trochim, 2006). Validity was done through the pilot test of the questionnaire, which pre-tested the structured questionnaire. The aim was to assist the researcher modify the questionnaire in the various places where it appeared to be inappropriate to the study. It also helped the researcher in resolving areas of ambiguity and general design of the instrument from a respondents' perspective. Views from experts, results of literature available and the piloting of the research tools aided in the determination of content validity. The researcher formulated these instruments after consultations with the assigned supervisor since his professional decision was useful in improving the content validity.

3.7.2 Reliability

Reliability of research instruments defines the scope to which results obtained are accurate over time and a true reflection of entire research populace. In this study, Cronbach's Alpha coefficient was the measure of reliability. The study measured internal consistency of the questionnaire items as determined by the all the variables under study. The use of internal consistency was to assist the researcher to scrutinize the consistency within the questionnaire and the degree to which a set of objects gauges a given model and the characteristics in the test (Schindler, 2014).

Questionnaire items were considered in the reliability test through a five-point Likert scale; with responses gauged on how they accent to or differ with the items of the questionnaire. This was considered a good indicative measure of reliability. The threshold value of reliability was 0.7. Items that returned a lower value were discarded while those that met and exceeded the threshold were used in the main study. Items under the involuntary turnover had a Cronbach alpha value of 0.782, those under voluntary turnover had 0.734, those under dysfunctional turnover had 0.744 and those under functional turnover had a Cronbach Alpha value of 0.765. The value of performance was 0.781 and the overall value was 0.77.

3.8 Data Analysis and Presentation

The Statistical Package for Social Scientists assisted the researcher in data analysis. Prior to this, questionnaires were satisfactorily checked for validity and reliability. Data gathered was thereafter evaluated by means of quantitative and qualitative tools and analysed. Finally, the presentation was done through descriptive statistics; various inferential statistics methods (ANOVA, regression and correlation) were utilized judgments from the analysed data.

3.9 Model Specification

The model assisted in establishing the links with the study variables. R^2 (Co-efficient of determination) was employed in assessing how independent variables described the dependent variable. Multiple regression was adopted while creating and determining the expected correction, if any. The study adopted the model as specified hereunder:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where:

α : is a constant term,

β_n : coefficients to be determined

Y: the dependent variable (performance)

X₁: Voluntary Turnover (VT)

X₂: Involuntary Turnover (IT)

X₃: Functional Turnover (FT)

X₄: Dysfunctional Turnover (DT)

3.10 Ethical Considerations

As Mugenda and Mugenda (2009) describes it, ethical issues guide a researcher's conduct throughout the research journey. As such, the researcher handled all information provided by respondents with maximum discretion and confidentiality and for the sole purpose of this academic research. Consent was obtained from the respondents before data collection. They were assured that the activity was purely academic and that the information they gave would not be used for any other purpose. All the necessary approvals such as from the Mombasa Water Managing Director, Kenyatta University and NACOSTI were obtained prior to conducting this research.

Chapter Four

Research Findings and Discussions

4.1 Introduction

This chapter focuses on the demonstration of collected data and interpretation of the subsequent results. Data analysis was done in accordance with the study objectives, which included examining the effect of involuntary management turnover on the performance of MOWASCO; assessing how voluntary turnover of managers at MOWASCO affects its performance; investigating the effect of dysfunctional management turnover on the performance of MOWASCO and evaluating the influence of functional management turnover on the performance of MOWASCO.

4.1 Response rate

The researcher's sample size comprised of 80 respondents who were served with the questionnaires and the filled –in questionnaires picked after sometime by the researcher. Eventually, 65 respondents had completed filling the research instrument: this formed a response rate of 81.25%.

4.2 Background Information

The study acquired data on the background of the respondents and presented it in the section below

4.2.1 Age of Respondents

Data analysis outcome on the age of respondents is indicated in the table 4:1. The table shows that majority of respondents were between 36-45 years at 27.7% followed by those between 26-35 years at 21.5%. However, overall data showed a good distribution of age among the respondents with a balance between those that are youthful and those that are in the midlife.

Table 4:1 Age of Respondents

Response	Frequency	Percent
Below 25 years	13	20.0
26-35 Years	14	21.5
36-45 Years	18	27.7
46-55 Years	13	20.0
Above 56 Years	7	10.8
Total	65	100.0

4.2.2 Gender

Data on gender was analysed and results presented in table below. Table 4:2 shows that there were more males (at 66.2%) than females (at 33.8%) working at managerial and supervisory levels in MOWASCO. However, there is adherence to the 2/3 constitutional requirement, where no one gender should be more than two thirds of the total work force.

Table 4:2 Gender of Respondents

Response	Frequency	Percent
Female	22	33.8
Male	43	66.2
Total	65	100.0

4.2.3 Attained Education Levels

The study obtained data on highest levels of education attained then presented in the table 4:3. Results showed that majority (38.5%) of the respondents were degree holders followed by those that held a diploma level of qualification at 23.1%. Those with academic qualifications up to a certificate were 12.3% while those with masters were 16.9%. Sample represented a fairly well educated group of respondents. This infers that there is a high chance that the responses they gave were informed.

Table 4:3 Attained Education Levels

Responses	Frequency	Percent
Certificate	8	12.3
Diploma	15	23.1
Degree	25	38.5
Masters	11	16.9
Other	6	9.2
Total	65	100

4.2.4 Job Role

The study acquired information about the job role of the respondents and the findings were presented in table 4.4. Results revealed that majority of the respondents, (32.3%) were serving as supervisors; followed by 23.1% serving as others and 12.3% were serving as HODs/General Managers. The responses reveal a substantially hierarchical organization in which all employees (except the Chief Officer) are subordinate to another individual or unit. This implies that MOWASCO has clear lines of authority for decision making purposes and leadership: resolutions are cascaded to middle level officers within the management team. There are multiple layers of authority that allow for specialization in diverse tasks as depicted by the job role distribution below.

Table 4:4 Job Role

Variable	Frequency	Percent
Chief Officer	1	1.5
Directors	4	6.2
Administrator	3	4.6
General Manager/HODs	8	12.3
Sectional/Line/Unit Manager	13	20
Supervisor	21	32.3
Others (e.g. senior officers, executive secretaries, BOD assistants, etc.)	15	23.1
Total	65	100.0

4.2.5 Current Work Division

The study obtained the current work division of the respondents and presented the responses in the table 4.5. From the table, majority of the respondent's equivalent to 32.3% indicated that

their current division of service were administration and commercial operations at equal proportions. In addition, 23.1% of the respondents were in technical operations while fewer at 12.3% were in finance. The findings implies that MOWASCO is a specialized organization that could be enjoying economic efficiency of its workforce due to reduced need for supervision. This could translate to organizational growth and consumer benefits.

Table 4:5 Current Division of Service

Response	Frequency	Percent
Technical Operations	15	23.1
Administration	21	32.3
Finance	8	12.3
Commercial Operations	21	32.3
Total	65	100.0

4.3 Descriptive Statistics

In order to describe and summarize data, the study did descriptive statistics along the study objectives. The results are represented in the section that follow.

4.3.1 Involuntary Turnover

The first study objective aimed at evaluating the effect of involuntary management turnover on the performance of MOWASCO. Respondents were asked to specify their level of agreement with statements on involuntary turnover by scoring in a Linkert scale. They were to choose responses to statements in which, 1 was for Strongly Disagree (SA); 2 for Disagree (D); 3 for Neutral (N); 4 for Agree (A); and 5 for Strongly Agree (SA). Obtained data was analysed and presented in the Table 4:6.

Table 4:6 Involuntary Turnover

Statements		SD	D	NS	A	SA
Managers and supervisors leave MOWASCO upon attainment of their retirement age.	<i>f</i>	5	10	21	27	2
	%	7.7	15.4	32.3	41.5	3.1
Unsatisfactorily and poorly performing supervisors and managers are usually dismissed at MOWASCO after performance appraisals	<i>f</i>	15	7	6	30	6
	%	23.1	10.8	9.2	46.2	9.2
Inadequate combination of skills and expertise of supervisors and managers at MOWASCO is a common basis for their involuntary exit from job	<i>f</i>	14	14	11	24	2
	%	21.5	21.5	16.9	36.9	3.1
In the past, MOWASCO has discharged some of its management team members due to gross misconduct such as corrupt practices and abuse of office and/or organizational resources	<i>f</i>	0	21	39	5	0
	%	0	32.3	60.0	7.7	0
MOWASCO has embraced modern technology which has caused some managers and supervisors to leave due to redundancy	<i>f</i>	0	27	3	31	4
	%	0	41.5	4.6	47.7	6.2

Key: *f*= frequency, % = percentage

From table 4.6 majority (41.5%) of the respondents and 3.1% agreed and strongly agreed that managers and supervisors usually leave MOWASCO after reaching the prescribed retirement age giving a total of 44.6% of those that agreed. This compared to 32.3% of the total respondents who were not sure and 15.4% who disagreed. It implied that majority of management employees leave MOWASCO upon reaching retirement age. While retirement is involuntary and part of a natural exit process in organizations, it can affect the performance of an organization negatively due to lack of organizational knowledge retention (Phaladi, 2011, Frigo, 2006). MOWASCO needed to manage transfer of knowledge between the retiring employees and the younger generation to mitigate effects of retirement.

Table 4.6 further revealed that most of the respondents (46.2%) agreed that unsatisfactorily and poorly performing supervisors and managers are usually dismissed at MOWASCO after

performance appraisals which when added to 9.2% of those who strongly agreed shows a 55.4% score, which is a strong majority. The results indicate that outcomes of performance appraisals are basis for involuntary turnover of supervisors and managers at MOWASCO. Numerous empirical studies have established a relationship between Human Resource Management practices that include performance appraisal processes on organizational performance (Bida, Abdul, Abdul and Ismail, 2017). Thus, outcomes of performance appraisal at MOWASCO are linked to involuntary job turnover consequently a predicator of organizational performance.

In table 4.6, results revealed that most of the respondents represented by 36.9% agreed that inadequate combination of skills and expertise of supervisors and managers at MOWASCO was a common basis for their involuntary exits. When the number of those who strongly agreed with the statement (3.1%) are added, a total of 50% (majority) agreed. Therefore, these results alluded that inadequate combination of skills and expertise is a common basis for involuntary turnover and eventually the performance of MOWASCO. A study by Hagen, Bernhard, Mundia, Anton and Markard (2013) revealed that capability gaps, that is: insufficiency in competence, experiences and skills have long-term effects on performance. MOWASCO should therefore ensure that its managers and supervisors have the right skills and expertise to curb undesirable effects of involuntary turnover on its performance.

The results further revealed that majority (60%) of the respondents were not sure whether MOWASCO had discharged some of its management team members due to gross misconduct such as corrupt practices and abuse of office. This compared to 32.3% of the respondents who disagreed. The implication was that gross misconduct is not a major contributor to involuntary turnover in MOWASCO.

The study further revealed that most of the respondents (47.7%) were in agreement with the view that MOWASCO had embraced modern technology which had caused some managers and supervisors to leave due to redundancy. When those that strongly agreed (6.2%) are added,

the data showed that majority (53.9%) agreed. As such, it is clear that technological advancement was a contributor to involuntary turnover at the company. These findings corroborate a study by Hugo and Lima (2017) that showed that technological intensity has a reinforcing effect on the relationship between skills and job duration.

4.3.2 Voluntary Turnover

The second objective of the research was to assess the effect of voluntary management turnover on the performance of MOWASCO. Respondents were asked to specify their degree of agreement with statements on voluntary turnover by scoring in a Linkert scale. They were to choose responses to statements in which, 1 was for Strongly Disagree (SA); 2 for Disagree (D); 3 for Neutral (N); 4 for Agree (A); and 5 for Strongly Agree (SA). Obtained data was analysed and presented in table 4.7.

Table 4:7 Voluntary Turnover

Statements		SD	D	NS	A	SA
There exists unequal balancing of workload among managers and supervisors in MOWASCO leading them to exit jobs voluntarily	F	11	9	10	31	4
	%	16.9	13.8	15.4	47.7	6.2
Some managers leave their positions at MOWASCO due to inability to cope with political interferences, which are prevalent within the company.	F	2	8	9	30	16
	%	3.1	12.3	13.8	46.2	24.6
The organizational culture and attitude of MOWASCO management determines the length of stay among its managers and supervisors.	F	2	3	11	29	20
	%	3.1	4.6	16.9	44.6	30.8
Need for management development through delegated authority and staff empowerment has made managers to voluntarily quit.	F	7	25	22	11	7
	%	10.8	38.5	33.8	16.9	10.8
Some managers have left MOWASCO because there was no equity in remuneration and/or rewarding across the management team	F	27	11	10	17	0
	%	41.5	16.9	15.4	26.2	0

Key: *f*= frequency, % = percentage

Table 4.7, shows that many respondents, equivalent to 47.7% agreed that there exists unequal balancing of workload among managers and supervisors in MOWASCO. When added to those that strongly agreed (6.2%) means that a total of 53.9% of respondents established that there exists unequal balancing of workload among managers and supervisors in MOWASCO that leads to voluntary turnover. This corroborates Mei-Fang, Chieh-Peng and Gin-Yen (2011) on a study that modelled job stress as a mediating role in predicting turnover intention, which established that role overload, is positively correlated to job stress. Increased levels of job related stress is more likely to make employees consider leaving an organization. On the contrast, those recognizing equality in employee rewarding are less likely to leave. By implication therefore, unequal balancing of workload between the managers and supervisors at MOWASCO could lead to voluntary turnover. Voluntary turnover is a predictor on organizational performance. This means that focusing on balancing workload between managers and supervisors may improve the performance of MOWASCO.

Results further showed that 46.2% and 24.6% of the respondents established and strongly agreed respectively that some managers leave their positions at MOWASCO due to inability to cope with political interferences. This totalled to a majority (70.8%) of those whose opinion displayed that political interference led to voluntary turnover of managers and supervisors. Thus, it is safe to conclude that political interference is an important factor that influences voluntary turnover. This is in agreement with a study conducted by Ram and Prabhakar (2010) which examined a possible connection between leadership styles and perceptions of organizational politics on one hand, and between perceptions of organizational politics and job satisfaction, turnover intentions, job stress, and job involvement on the other. Based on the study, observations of organizational politics spike employee's turnover intents, in addition to subjecting them to higher job stress levels. This study recommended adoption of leadership styles, particularly the transformational leadership. In context therefore, MOWASCO should

embrace leadership styles that mitigate organizational politics to ensure organizational performance.

The study further revealed that 44.6% and 30.8% agreed and strongly agreed respectively that the organizational culture and attitude of MOWASCO management determines the length of stay among its managers and supervisors. This gave a majority of 75.3% of respondents who affirmed the statement. The findings imply that organizational culture is such an important determinant to the length of stay of managers and supervisors at MOWASCO. This corroborates Goodman, Zammuto and Gifford (2001) in their study that applied the competing value framework as an instrument to examine the connection between organizational culture and numerous significant job linked variables that revealed that group cultural values are certainly connected to organizational commitment and to job involvement, enablement and job fulfilment, and adversely related to turnover intentions. Hierarchical cultural values were found to be adversely related to organizational commitment and positively related to turnover. The findings suggested that MOWASCO is negatively affected by the organizational culture and the attitude of MOWASCO management. Therefore, working towards improving the organizational culture and attitude of the management may improve its overall performance.

On whether the need for management development through delegated authority and staff empowerment had made managers to voluntarily quit, majority (38.5%) disagreed while 10.8% strongly disagreed giving a total of 49.3%. By implication, staff development was not a major contributor to voluntary turnover at MOWASCO. This contrasts Dhladhla (2011) in a study on the effect of leader behaviour, psychological enablement, job fulfilment, and organizational commitment on turnover intent in a South African utility firm. This study revealed these issues are linked to turnover and that turnover plans emanate from the combination of leader conduct, psychological enablement and organizational commitment. Psychological enablement and

organizational commitment were shown to play a dominant role, with both a direct and reconciling effect on turnover intents.

The study also sought data on whether some managers had left MOWASCO because there was no equity in remuneration and rewarding across the management team. Results showed that while majority (41.5%) strongly disagreed, 16.9% agreed. This implied that inequality in terms of remuneration and rewarding were not major contributors to voluntary turnover at MOWASCO. The findings contrast a study done in Nigeria by Onuorah, Okeke and Ikechukwu, (2019) that revealed that reward management has a significant influence on employees' loyalty and that organizations should embrace equity in their compensation policies to mitigate turnover intentions.

4.3.3 Dysfunctional Turnover

The third objective of the research aimed at evaluating the effect of dysfunctional turnover on the performance of MOWASCO. Respondents were asked to specify their degree of agreement with statements on dysfunctional turnover by scoring in a Linkert scale. They were to choose responses to statements in which, 1 was for Strongly Disagree (SA); 2 for Disagree (D); 3 for Neutral (N); 4 for Agree (A); and 5 for Strongly Agree (SA). Obtained data was analysed and presented in the table 4.8. Data obtained was analysed and presented in the table 4.8.

Table 4:8 Dysfunctional Turnover

Statements		SD	D	NS	A	SA
Hiring external candidates against internal talent considerations causes managers and supervisors to leave MOWASCO	<i>f</i>	4	17	9	23	12
	%	6.2	26.2	13.8	35.4	18.5
To eliminate dysfunctional turnover of management team at MOWASCO, internal promotion of managers and supervisors is always based on merit	<i>f</i>	7	32	4	14	8
	%	10.8	49.2	6.2	21.5	12.3
Highly talented members of MOWASCO management prefer to leave due to lack of professionalism and work ethics across the organization.	<i>f</i>	5	17	8	34	1
	%	7.7	26.2	12.3	52.3	1.5
Lack of an attractive compensation and remuneration package which matches with the level of talent and work input causes competent managers to exit from the company	<i>f</i>	3	9	26	16	11
	%	4.6	13.8	40.0	24.6	16.9
Finding equally competent, talented and motivated supervisors and managers to replace those who exit has been difficult for MOWASCO	<i>f</i>	10	26	6	20	3
	%	15.4	40.0	9.2	30.8	4.6

Key: *f*= frequency, % = percentage

Results in table 4.8 revealed that most (35.4%) of the respondents established that hiring external candidates against internal talent considerations causes managers and supervisors to leave MOWASCO. When added to those who strongly agreed, (18.5%) majority (53.9%) agreed. This finding implies that hiring external candidates against internal talents considerations is a factor that leads to dysfunctional turnover of managers and supervisors at MOWASCO and thus the company should always look for internal candidates before recruiting externally. This favourably compares with results from an examination of workforce data from the U.S. investment-banking arm of a financial services company from 2003 to 2009. The study found that staffs promoted to positions within the institution considerably had superior performance for the initial two years than staffs employed externally into similar jobs. They also exhibited lesser numbers in voluntary and involuntary departures (Bidwell, 2011). The

findings inferred that there was dysfunctional turnover among managers and supervisors at MOWASCO due to external hiring of staffs, and which affected performance. The company should therefore adopt internal promotions as a way of controlling dysfunctional turnover, unless the internal options are limiting in the capacity needed for a vacant or new position.

The results further show that 49.2% and 10.8% of the respondents differed and strongly differed respectively that to eliminate dysfunctional turnover of management team at MOWASCO, internal promotion of managers and supervisors is always based on merit. This gives a majority of 60% and which suggests that there is lack of merit-base during internal promotion of managers and supervisors: this contributes to dysfunctional turnover. The company should adopt a merit-based strategy for internal promotion of managers and supervisors as a way of dealing with dysfunctional turnover.

According to Table 4:8, 52.3%, of the respondents agreed that highly talented members of MOWASCO management prefer to leave due to lack of professionalism and work ethics across the organization. In addition, 1.5% strongly agreed which shows that many respondents (53.8%) agreed. This implies that lack of professionalism and work ethics across the organization is a contributor to dysfunctional turnover. This corroborates Michàl, Mor, Jan and Levin (2001) in a study that revealed that professional commitment and absence of social support among other factors are sturdiest forecasters of turnover. This implies that promoting professional commitment among the managers and supervisors at MOWASCO could have a desirable effect on dysfunctional turnover.

The results further showed most (40%) of the respondents were uncertain whether lack of an attractive compensation and remuneration package, which matches with the level of talent and work input causes competent managers to exit from the company. However, those that agreed were 24.6% and those that strongly agreed were 16.9% giving a total of 41.5% of those whose opinion was that lack of an attractive compensation and remuneration package that matches

with talent and work input contributed to labour turnout. This means that non-competitive compensation and remuneration package was a contributor to dysfunctional turnover at MOWASCO.

A study in Water Utility Industry in Malaysia revealed that while rewards positively and significantly influenced motivation; motivation had a statistically significantly positive influence on employees' job satisfaction and subsequently intent to leave (Khalizani, Hanisah, & Loke, 2011).

Findings from the study also revealed that a total 44.6% of the respondents disagreed that finding an equally competent, talented and motivated supervisors and managers to replace those who exit has been difficult for MOWASCO. These views were further strengthened by 15.4% who strongly agreed giving a total of 60.3% of those who disagreed. This implies that it is not difficult to replace managers and supervisors who leave job; this factor is not a major contributor to dysfunctional turnover.

4.3.4 Functional Turnover

The fourth objective of the study was to evaluate the effect of functional management turnover on the performance of MOWASCO. The study obtained data on functional turnover at MOWASCO, analysed it then presented it according to table 4:9. Respondents were asked to specify their degree of agreement with statements on functional turnover by scoring in a Linkert scale. They were to choose responses to statements in which, 1 was for Strongly Disagree (SA); 2 for Disagree (D); 3 for Neutral (N); 4 for Agree (A); and 5 for Strongly Agree (SA).

Table 4:9 Functional Turnover

Statements		SD	D	NS	A	SA
To deter functional turnover of management team, MOWASCO does reasonable investment into training and development of its supervisors and managers	f	27	21	8	7	2
	%	41.5	32.3	12.3	10.8	3.1
Despite having been trained and developed by the organization, some managers are repeatedly unable to meet their targets and objectives which leads to dismissal	f	14	16	26	9	0
	%	21.5	24.6	40.0	13.8	0
Supervisors and managers who are habitually absent from workstations without official communication end up leaving their jobs or being dismissed from MOWASCO	f	22	8	10	14	11
	%	33.8	12.3	15.4	21.5	16.9
Supervisors and managers who are habitually absent from workstation often fail to meet job targets and objectives and thus quit their jobs or are dismissed.	f	23	14	10	18	0
	%	35.4	21.5	15.4	27.7	0
In the past, MOWASCO has discharged managers due to lack of work ethics and failure to follow the organizational code of conduct	f	11	15	27	3	9
	%	16.9	23.1	41.5	4.6	13.8

Key: f= frequency, % = percentage

From the information in the table above, it is clear that majority of the respondents- equivalent to a total of 41.5% strongly disagreed that MOWASCO invests reasonably in the development of the management team as a method of controlling functional turnover. When combined with those that disagreed (32.3%) the results shows clearly that MOWASCO does not invest adequately in the development of the management team as a way of controlling or mitigating functional turnover. A study by Greenhalgh and Mavrotas (2006) in showed that even though public- sector workers have high training rates they exhibit lower turnover compared to those in the private sector. In addition, more men leave jobs when compared to women, after training. Arguably, more training could lead to lower job turnover.

The results further revealed most of the respondents (40%) were not sure on whether some managers are repeatedly unable to meet their targets and objectives despite having been trained and developed by the organization which leads to dismissal. However, when those who disagreed are combined (21.5% of those that strongly disagreed and 24.6% of those that disagreed), it means that 46.1% disagreed with the statement. This by implication shows that overall, most disagreed that inability of supervisors and managers to meet targets and objectives after training and development is a contributor to functional turnover. A study by Abeysekera, (2007) in Sri-Lanka revealed that organizational commitment in terms of training are strongest predictors on executive intention to leave job. This implies that there is need for MOWASCO to ensure organizational commitment towards results of training.

The research also found out that most of the respondents (35.4%) strongly disagreed that supervisors and managers who are habitually absent from workstation often fail to meet job targets and objectives and thus quit their jobs or are dismissed. When this is combined with those that disagreed (21.5%) means that majority (56.9%) disagreed which implies that inability to meet job targets and objectives as a result of absence from place of work is not a major contributor to functional turnover.

The study further revealed that most of the respondents (41.5%) were not sure whether in the past, MOWASCO has discharged managers due to lack of work ethics and failure to follow the organizational code of conduct. On the other hand, while 23.1% and 16.9% of the respondents respectively disagreed and strongly disagreed giving a total of 40% of those who disagreed. This implies that discharge of managers in MOWASCO due to lack of work ethics and failure to follow the organizational code of conduct is not a major contributor to functional turnover at the company. This contrasts a study by Demirtas and Akdogan, (2016) which found that through professional leadership conduct, managers can stimulate organizational perceptions of

the ethical environment. This will in turn favourably affect turnover intents. Accordingly, that ethical leadership was both directly and indirectly correlated to turnover intention.

4.3.5 Organizational Performance

The study obtained data on organizational performance, which was analysed and presented in the table 4:10. Respondents were asked to specify their degree of agreement with statements on organizational performance by scoring in a Linkert scale. They were to choose responses to statements in which, 1 was for Strongly Disagree (SA); 2 for Disagree (D); 3 for Neutral (N); 4 for Agree (A); and 5 for Strongly Agree (SA). Obtained data was analysed and presented in the table 4.7.

Table 4:10 Organizational Performance

	Statements		1	2	3	4	5
E1	MOWASCO is able to generate timely and accurate billing of customers	f	10	29	7	15	4
		%	15.4	44.6	10.8	23.1	6.2
E2	MOWASCO is able recover payments efficiently in terms of revenue collected against billed amounts	f	4	17	19	19	6
		%	6.2	26.2	29.2	29.2	9.2
E3	MOWASCO meets its financial obligations promptly without delays for salary and pending bills	f	12	28	8	12	5
		%	18.5	43.1	12.3	18.5	7.7
E4	MOWASCO's financial performance is that good that it regularly attains budget surpluses annually	f	12	30	4	10	9
		%	18.5	46.2	6.2	15.4	13.8
E5	MOWASCO has consistently improved water distribution infrastructure over the last three years	f	15	21	10	12	7
		%	23.1	32.3	15.4	18.5	10.8
E6	The company is able to maintain its water distribution infrastructure without undue delays in repair-works	f	10	15	14	18	8
		%	15.4	23.1	21.5	27.7	12.3
E7	MOWASCO always distributes high quality water	f	6	8	21	25	5
		%	9.2	12.3	32.3	38.5	7.7
		f	19	27	9	6	4

E8	The water coverage area by MOWASCO is per	%	29.2	41.5	13.8	9.2	6.2
E9	The incidences of customer complaints at MOWASCO are beyond acceptable levels	f	10	19	10	17	9
		%	15.4	29.2	15.4	26.2	13.8

Key: *f*= frequency, % = percentage

The study obtained data on whether MOWASCO is able to generate timely and accurate billing of customers. Majority (44.6%) of the respondents disagreed which supported by those who strongly disagreed (15.4%) means that 60% of the respondents refuted the views that bills for the customers are timely and accurate. This means that MOWASCO needs to improve on its accuracy of generating timely and accurate bills.

In addition, table 4:13 revealed that many (38.4%) respondents either agreed (29.2%) or strongly agreed (9.2%) that MOWASCO is able recover payments efficiently in terms of revenue collected against billed amount. This was a slight majority compared to the 32.4% of those that disagreed (26.2% and strongly agreed 6.2%). This implies that though there is efficiency in revenue collection, improvement required.

The study additionally revealed that many (61.6%) respondents did not agree (12.3% disagreed and 18.45 strongly disagreed) that MOWASCO meets its financial obligations promptly. This compared to 36.9 % of those that agreed (23.1% agreed and 13.8% strongly agreed), implied that the firm was struggling to meet its financial commitments promptly.

The study found that majority (64.7%) of the respondents either differed (46.2%) or strongly differed (18.5%) that MOWASCO financial performance is that good that it regularly attains budget surpluses annually. This when compared to 29.2% of those that disagreed (15.47% agreed and 13.8% strongly disagreed), results indicated that a majority were in agreement that the company's financial position is not healthy.

The study further revealed that MOWASCO has not consistently improved water distribution infrastructure over the last three years with majority 55.4% disagreeing (32.3% disagreed and

23.1% strongly disagreeing). This implied that the company was lagging behind in terms of improving its water infrastructure and thus there was need to attend it.

On whether the company is able to maintain its water distribution infrastructure without undue delays in repair-works slight majority (40%, of which 27.7% agreed and 12.3% strongly agreed) were of a positive opinion compared to those that disagreed (38.5%, of which 23.1% disagreed and 15.4% strongly disagreed). This showed that the opinion that water distribution infrastructure was maintained promptly was not representative of the situation at MOWASCO.

On whether MOWASCO distributes quality water always, majority (46.2%) of respondents agreed (38.5% agreed and 7.7% strongly agreed) compared to 32.3% of those that were not sure. This suggested that there was a likelihood that water distributed by MOWASCO was of high quality.

On whether the water coverage area by MOWASCO was per the planned area and no area is left out majority (70.7%) of the respondents either disagreed (41.5%) or strongly disagreed (29.2%) which implied that the area coverage area was below what was expected and planned for.

The study further revealed that on whether the incidences of customer complaints at MOWASCO were beyond acceptable levels, a slight majority (44.6% of which 29.2% disagreed and 15.4% strongly agreed) compared to 40% of those that agreed (26.2% agreed and 13.8% strongly agreed). This implied that customer complaints at the company are high and there is need to address them.

4.4 Inferential Statistics

The study did correlation and regression to determine the statistical relationship between the variables. The results are presented in the section below.

4.4.1 Correlation Analysis

Bivariate correlation analysis was done between the variables on the dependent variable. The results are as indicated in the next table.

Table 4:11 Correlation Analysis

		Correlations				
		Involuntary Turnover	Voluntary Turnover	Dysfunctional Turnover	Functional Turnover	Organizational Performance
Involuntary Turnover	Pearson Correlation	1	.148	.071	.107	0.37
	Sig. (2-tailed)		.239	.575	.397	.056
	N	65	65	65	65	65
Voluntary Turnover	Pearson Correlation	.148	1	.112	.327**	.27
	Sig. (2-tailed)	.239		.373	.008	.049
	N	65	65	65	65	65
Dysfunctional Turnover	Pearson Correlation	.071	.112	1	.625**	-.395
	Sig. (2-tailed)	.575	.373	.000	.000	.0485
	N	65	65	65	65	65
Functional Turnover	Pearson Correlation	.107	.327**	.625**	1	.498
	Sig. (2-tailed)	.397	.008	.000	.000	.0395
	N	65	65	65	65	65
Organizational Performance	Pearson Correlation	.057	.049	-.0485	.039	1
	Sig. (2-tailed)	.176	.438	.135	.235	.000
	N	65	65	65	65	65

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

According to Table 4:9 the study shows a negative Pearson value 0.37 (below average) between involuntary turnover and organizational performance. This means that as involuntary turn over increases performance will increase. Correlation between voluntary turnover and organizational performance was 0.26, which means that as voluntary turnover increases, there is an increase in organization performance.

The study also revealed a negative correlation with a p-value of -0.817 between dysfunctional turnover and organizational performance. This implied that as dysfunctional turn over increases organization’s performance will decrease.

The study further revealed a Pearson value of 0.149 between functional turnover and organization performance. This meant that there is an increase in organizational performance as functional turn over increases.

4.4.2 Multiple Regression Analysis

The study did a regression analysis and presented the findings in the section below.

Model Summary

The overall model showed R and R-square in table 4:10.

Table 4:12 Overall Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.438 ^a	.512	.489	.63686

a. Predictors: (Constant), Voluntary Turnover, Involuntary Turnover, Functional Turnover and Dysfunctional Turnover

R Square shows the simple variability of variables on the dependent variable. In this case, it shows that Voluntary Turnover, Involuntary Turnover, Dysfunctional Turnover and Functional Turnover can explain organizational performance by 51.2%. The findings imply that these factors got a significant influence on MOWASCO performance. R-squared that modifies the statistic based on the sum of the independent variables in the model which are four in this case has a value of 58.9% which is a more accurate measure of property of a goodness-of-fit statistic on the combined effect of the four variables and the extent they explain the dependent variable.

ANOVA

In order to test whether the study results were significant, analysis of variance (ANOVA) was done and the results presented in the table 4:11.

Table 4:13 ANOVA^a

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2.123	4	.531	11.308	.047 ^b
Residual	24.336	60	.406		
Total	26.458	64			

a. Dependent Variable: MOWASCO organizational performance

b. Predictors: (Constant), Voluntary Turnover, Involuntary Turnover, Functional Turnover and Dysfunctional Turnover

ANOVA results in Table 4.11 indicate that the overall regression model forecasts the result variables considerably. This shows the statistical implication of the regression model which was used. An F statistic of 11.308 showed that the model was significant. This was reinforced by a probability value of less than 0.047 that was below 0.05, and indicated that generally, the model used could considerably predict the result variables.

Multiple Regression Coefficients

The study conducted multiple regression on the data and presented the coefficients results in the table 4:40 below:

Table 4:14 Multiple Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.761	.778		4.834	.000
Involuntary Turnover	0.39	.081	.200	1.592	.052
Voluntary Turnover	-.260	.218	-.098	-.735	.046
Dysfunctional Turnover	-.395	.183	-.171	-1.066	.048
Functional Turnover	.498	.147	-.032	-.191	.039

a. Dependent Variable: Performance

Multiple regression analysis was conducted to examine the effect of Involuntary Turnover, Voluntary Turnover, Dysfunctional Turnover and Functional Turnover on the Performance of MOWASCO. The multiple regression equation for predicting Voluntary Turnover, Involuntary Turnover, Functional Turnover and Dysfunctional Turnover was;

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$$

Which revealed that

$$Y (\text{Performance}) = 3.761 + 0.39 (\text{IT}) - 0.260 (\text{VT}) - 0.395 (\text{DT}) + 0.498 (\text{FT})$$

It was supported by a probability value as follows;

Involuntary turnover probability value of .052 (above 0.05) demonstrating that the variable was not an important factor into the model. Voluntary turnover probability value of .046 (below 0.05) showed that the variable was an important factor into the model. Functional turnover probability value of 0.039 (below 0.05) demonstrating that the variable was an important contributor in the model, and dysfunctional turnover probability value of 0.048 (below 0.05) demonstrating that the variable was an important contributor in the model.

The multiple regression equation was interpreted as shown below:

A unit increase in involuntary turnover will increase organizational performance by a value of 0.39.

A unit increase in voluntary turnover will decrease performance by a value of -0.260.

A unit increase in dysfunctional turnover will decrease organizational performance by a value of -0.395.

A unit increase in functional turnover will increase organizational performance by a value of 0.498.

The constant was 3.761

Chapter Five

Summary, Conclusions and Recommendations

5.1 Introduction

This research sought to quantify the impact of management turnover on the performance of MOWASCO. To achieve this, the study evaluated the effect of involuntary management turnover on the performance of MOWASCO; assessed effect of management voluntary turnover; investigated the effect of dysfunctional management turnover and evaluated the influence of functional management turnover on the performance of MOWASCO. This chapter details the summary of major findings of the study, conclusions, recommendations and suggested areas for further studies.

5.2. Summary of Major Findings

On involuntary turnover, the study established that retirement was a key contributor to involuntary turnover whereby majority of management staffs leave MOWASCO upon reaching retirement age. Furthermore, outcomes of performance appraisals were basis for involuntary turnover for supervisors and managers at MOWASCO who perform poorly since they are dismissed. Often, inadequate combination of skills and expertise of supervisors and managers at MOWASCO was a common basis for their involuntary exit from job. However, the study revealed that there was uncertainty on whether MOWASCO discharged some of its management team due to gross misconduct such as corrupt practices and abuse of office. This implies that gross misconduct was not a major contributor to involuntary turnover. Furthermore, technological advancement was a contributor to involuntary turnover at the company whereby some managers and supervisors left due to redundancies after introduction of new technology. On voluntary turnover, study revealed there was no equal balancing of workload among managers and supervisors in MOWASCO, which contributed to voluntary turnover. In addition,

political interference was a significant reason for voluntary turnover incidences since most managers were not able to cope with political interferences prevalent within the company. In addition, organizational culture was an important determinant to the length of stay of managers and supervisors at MOWASCO. This meant voluntary turnover was fuelled by organizational culture. Moreover, the research showed that staff development through delegated authority and staff empowerment was not a major contributor to voluntary turnover but a potential panacea to voluntary turnover. The study found that inequality in terms of remuneration and rewarding were major contributors to voluntary turnover at MOWASCO.

On dysfunctional turnover, the study revealed that hiring external candidates against internal talents considerations was a strong factor for dysfunctional turnover of managers and supervisors at MOWASCO. The study further showed that internal promotion of managers was not based on merit and this contributed towards increased dysfunctional turnover. However, lack of professionalism and work ethics across the organization was a not a strong contributor to dysfunctional turnover. The study further showed that non-competitive compensation and remuneration package was a contributor to dysfunctional turnover at MOWASCO. Furthermore, since it was not difficult to replace managers and supervisors who leave job, this factor was not a major contributor to dysfunctional turnover.

On Functional Turnover, the study revealed that MOWASCO did not adequately invest on training and development of the management team as a way of ensuring there was low or no causes for functional turnover. Overall, where training had been availed, the inability of supervisors and managers to meet targets and objectives after training and development was not a contributor to functional turnover. The study further revealed that inability to meet job targets and objectives as a result of absenteeism at place of work was not a major contributor to functional turnover. In addition, discharge of managers in MOWASCO due to lack of work

ethics and failure to follow the organizational code of conduct was not a major contributor to functional turnover at the company.

Inferential Statistics revealed that an increase in involuntary turnover, voluntary turnover and functional turnover will increase organizational performance but an increase in dysfunctional turnover will decrease organizational performance. Voluntary Turnover, Involuntary Turnover, Functional Turnover and Dysfunctional Turnover could explain organizational performance by 51.2% and overall, the regression model applied could considerably forecast the outcome variables.

5.3 Conclusions

The study concludes that retirement, outcomes of performance appraisals, inadequate combination of skills and expertise of supervisors and managers and inadequate skills for technological advancement are causes of involuntary turnover that affect the performance of MOWASCO.

Lack of equality in workload balancing among managers and supervisors, political interference and organizational culture are important determinants of voluntary turnover of managers and supervisors at MOWASCO and consequently its performance. However, staff development through delegated authority, staff empowerment and inequality in terms of remuneration and rewarding are not major contributors of voluntary turnover: they therefore have no effect on the performance of MOWASCO.

The study further concludes that hiring external candidates against internal talent considerations and lack of a merit-based system for internal promotions of managers contributes to increased dysfunctional turnover and thus subsequently the overall performance of the organisation. Lack of professionalism and work ethics across the organization, non-competitive remuneration and

non-replacement of managers and supervisors who leave are not strong contributors of dysfunctional turnover.

Failure by MOWASCO to offer adequate investment in training and development of the management team contributes to functional turnover and consequently affects performance adversely. However, inability of management team to meet targets and objectives after training and development, absence from place of work and subsequent inability to meet job targets, lack of work ethics and failure to follow the organizational code of conduct are not major contributors to functional turnover.

The study showed that involuntary turnover of management has no statistically significant effect on performance of MOWASCO. However, voluntary turnover of management, dysfunctional management turnover and functional management turnover has statistically significant effect on performance of MOWASCO.

5.4 Recommendations

Basing on this research, the study recommends the following:

To deal with involuntary job turnover, the company leaders should put in place measures that mitigate the aftermath of retirement. They should also mentor managers and supervisors to eliminate inadequate combination of skills, expertise and lack of technological skills.

In order to tackle voluntary turnover, the company leadership should ensure there is workload balancing among managers and supervisors. They should ensure there are minimal political interferences and enhance positive organizational culture that deals with voluntary turnover and subsequently boost performance. Favourable political interference would allow supervisors and managers to stay longer in the organization.

The company's leadership and stakeholders should always consider doing internal hiring of candidates for job positions to mitigate dysfunctional turnover. Internal promotions should be

guided by a merit-based system. This will subsequently improve the performance of MOWASCO.

To handle functional turnover, the company should adequately invest in training and development of managers and supervisors. This will lead to improved organizational performance.

5.5 Areas for Further Research

This research would like to recommend the following topics as possible areas for further study. It recommends a study on the influence of management turnover on the performance of water utility firms in other parts of the country. It also recommends a study on the influence of management staff development on job performance in the water sector in Kenya. It also recommends a study on the relationship between management work ethics and job performance in the other water utility firms in the country, the relationship between internal promotion strategies and organization performance among water utilities in Kenya and the relationship between management stress levels and employee turnover in water utility firms in Kenya.

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APPENDICES

APPENDIX I: FIELD RESEARCH AUTHORIZATION LETTER

Grace Wairimu Njenga,
P.O. Box 23897,
Mombasa.
3rd February 2020.

The Managing Director,
Mombasa Water Supply and Sanitation Limited,
P.O. Box 1100-80100
Mombasa, Kenya.

Dear Sir,

RE: AUTHORIZATION TO CARRY OUT RESEARCH.

I am studying at Kenyatta University's School of Business, Human Resource Management department. I wish to conduct a research on *Management turnover and the performance of Mombasa Water Supply and Sanitation Company Limited* and I am interested in using the organization as the base for this study. I hereby seek your support in this endeavour as I request your good office to allow me conduct the research. All the information collected will be accorded the highest level of confidentiality and shall be used solely for the purposes of research.

Yours faithfully,

Grace Wairimu Njenga

APPENDIX II: QUESTIONNAIRE

SECTION A: PERSONAL DETAILS

Please TYPE X correctly at the end of the answers provided:

1. What is your age group?

- Below 25 years old [] 25-35 years old [] 36-45 years old []
46-55 years old [] 56 years and above []

2. What is your Gender?

- Female []
Male []

3. What is the highest level of education you have attained?

- Certificate [] Diploma [] Degree []
Master's Degree [] Other []

4. What is your job role?

- Chief Officer
Directors
Administrator
General Manager
Sectional/Line/Unit Manager
Supervisor
Other..... (Specify)

5. Which division are you currently serving in?

- Technical Operations
Administration
Finance
Commercial Operations

RESPONSE GUIDE POINTS FOR SECTIONS A-E

For the remaining part of the questionnaire, please TYPE X in one level as guided by the table below, for every statement.

Responses	1 =Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 =Agree ; 5 =Strongly Agree
-----------	--

SECTION A: VOLUNTARY TURNOVER

1. Please indicate the extent to which you either agree or disagree with each statement in this table.

	Statements	1	2	3	4	5
A1	There exists unequal balancing of workload among managers and supervisors in MOWASCO leading them to exit jobs voluntarily					
A2	Some managers leave their positions at MOWASCO due to inability to cope with political interferences which are prevalent within the company.					
A3	The organizational culture and attitude of MOWASCO management determines the length of stay among its managers and supervisors.					
A4	Need for management development through delegated authority and staff empowerment has made managers to voluntarily quit.					
A5	Some managers have left MOWASCO because there was no equity in remuneration and/or rewarding across the management team					

SECTION B: INVOLUNTARY TURNOVER

2. Please indicate the extent to which you either agree or disagree with each statement in this table.

	Statements	1	2	3	4	5
B1	Managers and supervisors leave MOWASCO upon attainment of their retirement age.					
B2	Unsatisfactory and poorly performing supervisors and managers are usually dismissed at MOWASCO after performance appraisals					

B3	Inadequate combination of skills and expertise of supervisors and managers at MOWASCO is a common basis for their involuntary exit from job					
B4	In the past, MOWASCO has discharged some of its management team members due to gross misconduct such as corrupt practices and abuse of office and/or organizational resources					
B5	MOWASCO has embraced modern technology which has caused some managers and supervisors to leave due to redundancy					

SECTION C. FUNCTIONAL TURNOVER

3. Please indicate the extent to which you either agree or disagree with each statement in this table

	Statements	1	2	3	4	5
C1	To deter functional turnover of management team, MOWASCO does reasonable investment into training and development of its supervisors and managers					
C2	Despite having been trained and developed by the organization, some managers are repeatedly unable to meet their targets and objectives which leads to dismissal					
C3	Supervisors and managers who are habitually absent from workstations with or without official communication end up leaving their jobs or being dismissed from MOWASCO					
C4	Supervisors and managers who are habitually absent from workstation often fail to meet job targets and objectives and thus quit their jobs or are dismissed.					
C5	In the past, MOWASCO has discharged managers due to lack of work ethics and failure to follow the organizational code of conduct					

SECTION D: DYSFUNCTIONAL TURNOVER

4. Please indicate the extent to which you either agree or disagree with each statement in this table

	Statements	1	2	3	4	5
D1	Hiring external candidates against internal talent considerations causes competent managers and supervisors to leave MOWASCO					
D2	To eliminate dysfunctional turnover of management team at MOWASCO, internal promotion of managers and supervisors is always based on merit					
D3	Highly talented members of MOWASCO management prefer to leave due to lack of professionalism and work ethics across the organization.					
D4	Lack of an attractive compensation and remuneration package which matches with the level of talent and work input causes competent managers to exit from the company					
D5	Finding equally competent, talented and motivated supervisors and managers to replace those who exit has been difficult for MOWASCO					

SECTION E: ORGANIZATIONAL PERFORMANCE

Please indicate the extent to which you either agree or disagree with each statement in this table

	Statements	1	2	3	4	5
E1	MOWASCO is able to generate timely and accurate billing of customers					
E2	MOWASCO is able recover payments efficiently in terms of revenue collected against billed amount					
E3	MOWASCO meets its financial obligations promptly without delays for salary and pending bills					
E4	MOWASCO financial performance is that good that it regularly attains budget surpluses annually					
E5	MOWASCO has consistently improved water distribution infrastructure over the last three years					
E6	The company is able to maintain its water distribution infrastructure without undue delays in repair-works					
E7	MOWASCO distributes quality water always					
E8	The water coverage area by MOWASCO is per the planned area and no area is left out					
E9	The incidences of customer complaints at MUWASCO are beyond acceptable levels					

APPENDIX III: MOWASCO PERFORMANCE ON WASREB KPIS

	KPI	WASREB Acceptable Std.	MOWASCO As At June 2020	MOWASCO As At June 2010
1	Water Coverage, %	80-90	47	63
2	Drinking Water Quality , %	90-95	70	77
3	Hours of Supply, No.	12-16	6	8
4	Personnel Expenditure as Percentage of O&M Costs, %	40-45	41	44
5	O+M Cost Coverage, %	100-149	91	105
6	Revenue Collection Efficiency, %	95-85	92	97
7	Non-Revenue Water, %	20-25	51	35
8	Staff Productivity (Staff per 1000 Connections), No.	5-8	10	6
9	Metering Ratio, %	95-99	99	100

Source: WASREB (2010-2020)

APPENDIX IV: AUTHORIZATION FROM NACOSTI



Ref No: 895758

RESEARCH LICENSE



This is to Certify that Mr. GRACE WAIRIMU NJENGA of Kenyatta University, has been licensed to conduct research in Mombasa on the topic: MANAGEMENT TURNOVER AND THE PERFORMANCE OF MOMBASA WATER SUPPLY AND SANITATION COMPANY LIMITED KENYA for the period ending : 17/November/2021.

License No: BAHAMAS ABS/P/20/7716

895758

Applicant Identification Number



Date of Issue: 17/November/2020

W. Mwangi

Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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APPENDIX V: MOWASCO AUTHORIZATION



MOMBASA WATER SUPPLY & SANITATION CO. LTD

MIKINDANI STREET OFF NKRUMAH ROAD, P.O BOX: 1100-80100 MOMBASA KENYA
Tel:+254 726 313 006, +254 735 655 650 Email: Info@mombasawater.co.ke

Our ref: MWSSC/MD/001/VOL.VIII/161

Date:15th February, 2020

Grace Wairimu Njenga,
P.O. Box 23897,
MOMBASA.

Dear Madam,

RE: AUTHORIZATION TO CARRY OUT RESEARCH

Following your application as per subject matter, we are pleased to inform you that you have been authorized to carry out a research on *Management turnover and the performance of Mombasa Water Supply and Sanitation Company Limited.*

All information gathered about the organization, its stakeholders and any other relevant party to the organization must be used for this particular academic course only.

We wish you well in your studies.

Yours faithfully,
For: MOMBASA WATER SUPPLY & SANITATION CO. LTD

ROSE MBAKA
FOR MANAGING DIRECTOR

APPENDIX VI: SIMILARITY REPORT

Turnitin Originality Report

MANAGEMENT TURNOVER AND THE PERFORMANCE OF MOMBASA WATER SUPPLY AND SANITATION COMPANY LIMITED by Njenga Wairimu Grace



Submitted as Thesis/proposals (Masters Class)

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