FACTORS INFLUENCING EMPLOYEE TURNOVER INTENTION AT SOUTH EASTERN KENYA UNIVERSITY

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DISSERTATION SUBMITTED IN PARTIAL FULLFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF HUMAN RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania the dissertation entitled **"Factors Influencing Employee Turnover Intention at South Eastern Kenya University"** in partial fulfillment of the requirements for the degree of Master of Human Resource Management of the Open University of Tanzania.

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Dr. Joseph Magali

Supervisor

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Date

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DECLARATION

I, **MARY MUIMI**, do declare that this dissertation is my own original work and that it has not been presented and will not be presented to any university for similar or any other degree award.

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Signature

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Date

DEDICATION

This dissertation is dedicated to my Parents Mr. Joseph Muimi and my Mother Mrs. Muimi Rose who taught me that the best kind of knowledge to have is that which is learned for its own sake. It is also dedicated to my husband Mr. Alfred Munuve and my children Rose Munuve and Melvin Munuve who always tells me that, it is always impossible until it is done.

ACKNOWLEDGEMENTS

ABSTRACT

This research project examined factors influencing employee turnover intention at South Eastern Kenya University. The main objective of this study is to identify the influence of four factors namely job satisfaction, motivation, organizational culture and demographic characteristics on employee turnover intention at South Eastern Kenya University. To achieve objective of the research, both qualitative and quantitative methodologies was used whereby questionnaires was randomly distributed to the target population at SEKU teaching and non-teaching employees on permanent and pensionable terms. Data analysis was by descriptive statistics. Presentation of the findings will by tables, figures, pie charts and histograms. The study found that demographics influence the employee turnover intention at South Eastern Kenya University. Those factors which come out clearly are explained by gender, marital status, type of staffs, Age of the respondents, salary, position in the university, county of origin, intention to quit employment and the place they are planning to offer their services after they quit SEKU. The results indicated that employees are motivated to some extent at South Eastern Kenya University. The study established that organizational culture affect employee turnover intention at South Eastern Kenya University. Though employees at SEKU feel like being part of the family and feel emotionally attached to SEKU, they seriously thought of looking for a new job this makes retention in SEKU hard. Therefore the management should be employing all both males and female in the same ratio, all types of staff, wide rangers of salaries, distribute position in the university widely, employ people from other counties. The study recommends that the management should develop ways of rewarding employees commensurately and training all the employees.

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LIST OF ABBREVIATIONS AND ACRONYMS

SEKU   South Eastern Kenya University

HRM   Human Resource Management

UoN   University of Nairobi

POS   Perceived Organizational Support

CSR   Corporate Social Responsibility

SPSS   Statistical   Package for Social Science

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Research Problem

Employee retention issues are emerging as the most critical workforce management challenges of the immediate future (Sinha *et al*, 2012). When employees leave the job, organizations loose not only employee but also lose the customers and clients who were loyal with the employee, knowledge of production, current projects, competitor and past history of the organization (Fahad *et al*, 2010). In today's business scenario only high salary and designation are not significant for employers to retain the employees in the organization, but other factors also play important role in their retention. These factors may include job satisfaction, motivation, organizational culture and demographic characteristics (Fahad *et al*, 2010).

To remain competitive in rapidly expanding global economy and to keep pace with technological advances requires a workforce with robust institutional knowledge. Therefore, employee retention is of great importance to business and academic communities (Benko & Weisberg, 2007; Becker, 2007). Job satisfaction has been found to be strongly and inversely associated with employees' intention to leave an organization (Egan, Yang & Bartlett, 2004; Lambert, Hogan & Barton, 2001). Thus more satisfied employees are less likely to seek a new job with a new employer. Employees assess job satisfaction based on intrinsic job elements such as feels of purpose at work and extrinsic job elements such as competition (Lund, 2003). The level of employee job satisfaction reflects the cumulative level of job expectation.

While the range and importance of this expectations may vary across employees, when the accumulation of unsatisfied expectation reaches a critical threshold there is less job satisfaction and greater possibility of dissatisfied employees which results in greater employees turnover intentions (Egan *et al*., 2004). Organizational psychologist Schein (1996) suggested: ' a culture is a set of basic tacit assumptions about how the world is and ought to be a group of people share and determines their perceptions, thoughts, feelings and some degree, their overt behavior (pg.3).' Organizational culture is the values, believes and principles underpinning and organization's management structure, as well as the customs and conduct that represents and reinforce those basic principles (Adkins & Caldwell, 2004; Lee and Yu, 2004).

Workplace Culture is the established norms of behavior and shared ideals in the organization. Culture is based on perceptions and feelings rather than facts, making it different from other organizational processes. The complex, and intanglable nature of the organizational culture makes it difficult to operationalize whoever it is a powerful and pervasive force in all organizations (Deery & Shaw, 1991; Silverthorne, 2004). Researches in a variety of setting suggest that organizational culture has a meaningful influence on job satisfaction and in turn employee turnover intention. According to Aldhuwaihi (2013), Clan culture was significantly and positively correlated with employees perceptions of overall organizational commitment (0.45, p<0.01). Similarly adhocracy culture had significantly positive relationship with affective commitment (0.43, p< 0.01). Market culture was significantly and positively correlated with the employees' perception with the overall organizational commitment. In respect to the relationship between hierarchy

culture and affective commitment the zero-order correlation (0.42, p<0.01) indicated that hierarchy culture was significantly and positively correlated with affective commitment. Robins (2000) stated demographic factors such as age, gender, marital status and job tenure are important in determining the intention to quit. Robins opinion indicated that the older the age of employee, the lower the probability of the employee to resign. This is because the senior workers do not have a wide range of options in searching employment opportunities.

Besides, the older workers are more loyal to the organization because they expect a higher salary for long period of service, as the longer paid leave and pension benefits are more attractive. Even though, the younger workers are changing job more often than the older workers. McBey & Karakowsky (2001) also described employees who are married have lower rate of both absence, turnover and more satisfied with their jobs compared to workers who are single. This is based on the fact that married employees have more responsibility for family and need a stable financial status to support their families. McBey & Karakowsky (2001) also explained that the longer the period an employee serves in an organization then the rate of the employee turnover intention. Thus this study suggested that there is a strong relationship between demographic factors and intention to quit.South Eastern Kenya University, one of the 13 public universities in Kenya that were issued with charters in 2013, has been experiencing high employee turnover rates from both teaching and nonteaching members of staff (see Table 1.1). This may impede the quality, consistency and stability of services that it provides to its clients and customers. The University management is yet to establish factors that influence this

employee turnover intention. As one of the affected officers at the university, the researcher found it necessary to establish such factors and make a recommendation to the University Management.

Table 1.1: Employee Turnover at SEKU

Year turnover	Number of employees left	Total No. of employees	% employee
2012	40	150	26.67%
2013	30	180	16.67%
2014	50	353	14.16%

Source: SEKU/AC/PR/3

1.2 Statement of Research Problem

The success of most competitive companies throughout the World, including higher education institutions, lies in their highly skilled employees on which the institutions spend millions in ensuring that they are retained (Netswera, 2005). Sajid *et al* (2009) argued that the past few years before 2009 had been most intimidating period for the Telecomm sector of Pakistan in retaining their employees. For this very cause research had paid attention on distinguishing predictors of turnover especially in weak occupational groups with turnover rates. Out of several predictors, turnover intention was found to be the strongest predictor of all (Griffeth *et al*, 2000) which shows that an individual willingly quits his job due to too much workload and lack of perceived organizational support that ultimately can start a progression of job dissatisfaction, turnover intention and consequently turnover (Price *et al*, 1981; Tett *et al*, 1993). Nurul (2010) assessed the level of intention to quit among lecturers in UiTM Jenka, Pahang. The analysis in this study found that 7% of the total

respondent lecturers' intent to quit although the percentage rate of lecturers who really intent to quit work was low, the study found that most respondent behavior almost certainly showed a tendency to stop working. This study established that workers with intention to quit will tend to have behaviors such as thinking to stop, trying to find another job and giving estimation of how much longer he or she will stay in the organization. Asif (2012) assessed employees turnover intention driven by the organization commitment and perceived organizational support for Telecomm employees in Pakistan using regression and correlation analysis technique to analyze the relationship. The results of the study showed that turnover intentions of Telecomm sector employees were dependent on the organizational commitment and perceived organizational support.

South Eastern Kenya University being one of the newly established institutions of higher learning in Kenya has been experiencing high employee turnover (Table 1.1). In the year 2012, 26.67% of the permanent and pensionable employees withdrew their services from the institution. In the year 2013, 16.67% also terminated their employment at SEKU. In 2014, 14.16% quit their employment and by June, 2015, already 6.57% employees have quit employment at the institution. Therefore SEKU must ensure that it retains its competent employees in order to achieve its mission and vision. This is why the researcher found it necessary to carry out this study to measure the factors which influence employee turnover intentions at SEKU.

1.3 Research Objectives

1.3.1 General Objective

The main purpose of this study was to identify the factors influencing employee

turnover intention at South Eastern Kenya University.

1.3.2 Specific Objectives

The specific objectives of this study were as follows;

a) To measure motivation level of employee at South Eastern Kenya University.

b) To measure the job satisfaction level of employee at South Eastern Kenya University.

c) To determine whether organizational culture affect employee turnover intention at South Eastern Kenya University.

d) To determine demographics characteristics influence on employee turnover intention at South Eastern Kenya University.

1.4 Research Questions

The overall research question of this study was to examine the factors influencing employee turnover intention at SEKU. The specific questions of this study are as follows;

a) How does job satisfaction level influence employee turnover intention at South Eastern Kenya University?

b) To what extent does motivation level influence employee turnover intention at South Eastern Kenya University?

c) How does organizational culture influence employee turnover intention at South Eastern Kenya University?

d) How do demographic characteristics influence employee turnover intention at South Eastern Kenya University?

1.5 Significance of the Study

This research study significantly contributes to the building of knowledge in the field of HRM professionals in understanding factors that are critical in influencing employee turnover intentions. It is also significant in contributing to the knowledge on employee turnover intentions generated by other researchers. South Eastern Kenya University and other Kenyan public universities can also highly benefit from this study in terms of levels of job satisfaction, motivation, organizational culture and demographic characteristics on employees turnover intention.

1.6 Limitations of the Study

The vast nature of South Eastern Kenya University operations with staff stationed in different campuses cannot allow the researcher to reach all of them due to time, finances and related resource constraints.

1.7 Assumptions of the Study

The researcher assumed that the sampled respondents willingly cooperated in giving correct information only on the factors that influence their turnover intention at SEKU.

1.8 Organization of the Study

Chapter one covers background of the study, statement of the research problem, research objectives, research questions, significance of the study, limitations of the study and assumptions of the study. Chapter two comprises of the literature review broken down into overview, conceptual definitions, theoretical literature review, empirical literature review, research gap and conceptual and theoretical frameworks. Chapter three covers research methodology which was broken down into overview, survey population/area of the research, sampling design and procedures, variables

and measurement procedures, methods of data collection, data processing and analysis. Chapter four dealt with motivation level, job satisfaction, organizational culture and demographic characteristics influence on employee turnover intention at South Eastern Kenya University. It has also data presentation, analysis and interpretation which were generated by the study. The data presented included: factors influencing employee turnover intention at South Eastern Kenya University.

It presents findings of the study as set out in the research methodology. The study findings are presented on factors influencing employee turnover intention at South Eastern Kenya University. The data was gathered exclusively from the semi-structured questionnaires as the research instrument. This instrument was designed in line with the objectives of the study. The results here were presented in figures and data tables. Chapter five covers the summary of research findings, the conclusions drawn there from, and the recommendations arising out of this study to evaluate factors influencing employee turnover intention at South Eastern Kenya University.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Overview

This chapter presents overview of literature related to the study. It gives general overview of employees' turnover intentions. It is organized according to the research objectives to ensure there is relevance to the research questions. The chapter also represents theories on employees' turnover intentions in addition to theoretical and conceptual framework of the study.

2.2 Conceptual Definitions

2.2.1 Turnover Intentions

Turnover intention is mental decisions prevailing between an individual's approach with reference to a job continue or leave the job (Jacobs and Roodt, 2007). Turnover intentions are the instant connection to turnover behavior (Boles *et al*, 2007). Indirect costs of turnover include diminution in morale among remaining staff, work overload and loss of social capital. Employee turnover can be both voluntary and involuntary. Turnover intentions refer to an individual's estimated probability that he or she will to leave an organization at some point in the near future. It is also assessed as the employee's intention to leave the organization (Bigliardi *et al*, 2005). Turnover intention can be defined as the measurement of whether organization's employees plan to leave their positions or whether that organization plans to remove employees from positions. Turnover intentions can either be voluntary or involuntary. Turnover intention is defined as an employee's intention to voluntary change jobs or companies. Akala (2012) defined turnover intentions popularly known as quit refers to the conscious and deliberate willingfulness of the workers to

leave the organization. For the purpose of this study employee turnover intention is defined as an individual's estimated probability that he or she will leave an organization at some point in the near future.

2.3 Theoretical Literature Review

2.3.1 Maslow's Hierarchy of Needs

Maslow (1943) stated that people are motivated by the desire to achieve or maintain the various conditions upon which these basic satisfactions rest and by certain more intellectual desires as the average number of society is most often partially satisfied and partially unsatisfied in all one's wants. He believed that human beings aspire to become self actualized and viewed human potential as a vastly underestimated and unexplained territory (Stephens, 2000). Maslow was for the view that human beings go through a set of five needs (physiological, safety, love, esteem and self actualization) whereby the first which physiological need is broadest stage which includes the need for food, shelter, clothing and physical comfort etc. This stage provides the basis of life. The second level is safety/security; this involves avoidance from danger, threat and deprivation. It also involves physical and job satisfaction. Social needs include the need for affection, belonging and social contact. The fourth level is self esteem which involves desire or need for recognition, appreciation and respect from others. The final and the highest is self actualization, it is categorized as growth need. It is difficult for organizations to provide an environment for this stage as discussed by Stephens (2000). According to Maslow (1943), higher order needs such as self esteem or social needs should determine behavior only when lower needs are satisfied. This theory suggests that some needs are more important than other needs and must be satisfied before the

other needs can serve as motivator. When the need hierarchy concept is applied to work organizations, managers have the responsibility to create a proper climate in which employees can develop to their fullest potential. Failure to provide such a climate would theoretically decrease employee job satisfaction, motivation and could lead to poor performance and increased withdrawal from the organization. Akala (2012) argued that employees are willing to retain their work if they access benefits such as medical scheme, a good leave administration policy, education policy and the care University of Nairobi provides on employees general welfare. The retention of nonteaching employees at U.o.N can be achieved through humane treatment by their supervisors and opportunity for appeals on disciplinary decisions. The employees attribute the employee retention to career development factors such as institutional support for staff career growth, employee promotions by merit, clear definition of employee career path, staff mentorship and coaching programmes and succession planning practices.

2.3.2 Perceived Organizational Support (POS) Theory

According to this theory if employees perceive more support from the organization, they are likely to develop more positive attitude towards the organization (Eiesnberger *et al*, 1986). Eiesnberger *et al*, (1990) found observation of support from the organization reduce absenteeism and increase organizational citizenship behavior and employee performance. High levels of POS are believed to per suede thoughts of trust and strong feeling of classification with the organization (Eiesnberger *et al*, 2002). Since employees often respond positively to the support they receive from the organizations (Sherony & Green 2002), it is expected that POS will encourage a strong longing to stay with the organization. Eiesnberger *et al.*

(1990) perceived that individuals with high POS would be less likely to search for alternative employment. Allen *et al.* (2003) found that POS was negatively correlated with turnover intention and actual turnover. Onyinyi (2003) investigated the relationship between POS and Organizational commitment among health workers and found a weak but significant relationship between the two variables. Makanjee *et al.* (2006) found that POS positively influenced radiographers' organizational commitment to South African hospitals. Ssemongerere (2003) found that affective commitment was positively correlated with high eminence psychological contract which has features of perceived organizational support such as fairness and gathering the individuals' requirements and expectations on the job.

2.4 Empirical Literature Review

Lambert *et al* (2010) in his study "An explanatory study of turnover intent among jail staff" in the United States of America used a multivariate analysis model; the most powerful predictors of jail staff turnover intent were job intent (i.e. job involvement, job satisfaction and organizational commitment). The findings of this study revealed that personal characteristics, age, tenure, educational level and supervisor status had statistically significantly correlation with turnover intent. Age, tenure and supervisor status had inverse correlation with turnover intent, while educational level had a positive correlation except for perceived dangerousness of the job; all the work environment variables had statistically significant relationship with the measure of turnover intent. Job variety, relations with co-workers input into decision making and instrumental communication had negative correlation. The results suggested that jail administrators should concentrate on improving the work

environment to boost employee job involvement, job satisfaction and organizational commitment in order to reduce turnover intention. As such Lambert *et al* (2010) he commended that administrators focus in making changes in the work environment of their jails to facilitate improved job attitude. Schwepker (2013) assessed "influence of corporate social responsibility as perceived by salespeople on their ethical behavior, attitudes and their turnover intentions". This study was carried out in Montreal Canada by using correlation analysis. The study revealed that corporate social responsibility (CSR) has no influence upon the ethical behavior of salespeople. However this study revealed that a reputation associated with CSR can be a precious management tool that can be used to act upon sales people satisfaction, organizational commitment and turnover intentions. Specifically this study found CSR policies, as perceived by salespeople, increase their satisfaction level and therefore reducing their turnover intentions.

Uzondu *et al* (2015) examined the relationship between job stress, perceived organizational politics and turnover intention among employees from the University of Nigeria Nsukka by using Hierarchical Linear Regression analysis. The findings of the study showed that there was no significant relationship between perceived organizational politics and turnover intentions. This study suggested that an employee turnover intention is a mental decision prevailing between an individual's approach with reference to work to continue or leave the work (Jacob and Roodt, 2007). Therefore, Management should work towards employing techniques that will reduce workers stress levels as stress was shown to predict turnover intention. Emeka *et al* (2012) examined job satisfaction and employees turnover intention in

Total Nigeria PLC in Lagos State by using simple descriptive percentage analysis. Chi-square method was used to analyze, evaluate and interpreted the stated hypotheses from which an accepted or rejected decision was made. The study found that specifically job satisfaction reduces employees' turnover intention and that Total Nigeria PLC adopted standard pay structure, conducive nature of work and efficient supervision not only as strategies to reduce employees' turnover but also as the company retention strategy.

Asif (2012) studied the weather lack of organizational commitment and organizational support is a driver for employees' turnover intention for the Telecom employees in Pakistan by using Correlation and regression analysis. Empirical regression model received a reasonable adjusted R-square of 49.4%; depicting that 49.4% of the variation of the employees' turnover intention is explained by the perceived organizational support and organizational commitment towards the employees. Analysis of variance with p-value 0.000 suggested and provided the validity of the model. The empirical model of turnover intention was proved to be significant and useful. The study noted that organizational commitment and perceived organizational support had significant negative impact on the turnover intentions of the employees. In this study the researcher investigated the impact of organizational commitment and support on the turnover intention. Medina (2012) assessed the relationship between job satisfaction and organizational culture on employee turnover intention for young workers in United States of America by using multiple regression analysis. This study revealed that high performing cultures produced excellent results, attracted, motivated and retained talented employees who

could easily and readily adapt to change. The result of the multiple regression analysis showed that job satisfaction as a strong indicator of turnover intention and each additional unit increase in job satisfaction corresponded with a 0.375 point decrease in turnover intention i.e a person moving up one level on job satisfaction scale scores fewer points on the intention scale, expressing decreasing intention to find a new job. Working full time as opposed to working part time was associated with a 0.145 decrease in turnover intention. Years on the job were associated with a 0.011 point decrease with turnover intention. The adjusted R-squared of the model was found to be 0.245 indicating that job satisfaction account for almost 25% of the employee turnover intention.

Samad (2006) assessed the contribution of demographic variables: job characteristics and job satisfaction on turnover intentions and job satisfaction for IT staff in Telecomm Malaysia by using multiple regression analysis. The regression results showed that a perception of job satisfaction and job characteristics of skilled variety, task identity, task significance, autonomy and feedback among IT staff leads to negative relationship towards turnover intention. The study revealed that job satisfaction had more effect on turnover intentions than job characteristics. This result suggested that management of an organization should be able to address problems pertaining job satisfaction in order to overcome turnover intentions. Among the aspects that need to be give priority by management in addressing turnover intentions in the study were found to job satisfaction and job characteristics of employees in the organization. This will ultimately develop and increase level of loyalty and commitment to the organization. Upendo (2011) in her study on factors

influencing labour turnover in private sector organizations in Tanzania: a case study of chamber of commerce, industry and agriculture used descriptive statistical analysis. The study found that managerial controllable factors such as low salary or inadequate compensation package, unequal treatment of workers, lack of employee involvement in decision making, lack of promotion and recognition, job stress and poor working environment contribute in employee turnover in the private sector organization. The objective of the study was to establish the factors influencing labour turnover in private sector organizations specifically in the Tanzania Chamber of commerce, industry and agriculture.

Nurul (2010) in his study "Determining critical success factors of intention to quit among lecturers: An empirical study at UiTM Jengka, Pahang; *University Teknologi MARA*" used multiple regression analysis. The study found that 7% of the total respondent lecturers intended to quit. Although the percentage of lecturers who wanted to quit work was low, the study found that most respondents' behavior almost certainly showed a tendency to stop working. Studies of workers have described the intention to quit will tend to have behaviors such as thinking to stop, trying to find another job and giving estimation of how much longer he or she will stay in the organization. Regression analysis results showed that the level of position significantly contribute (F = 4.253; p = 0.035) and predicts 3.5% a significant change in the intention to quit. Regression results on other demographic factors such as gender, age, tenure band marital status are not significant, the co-efficient each has value p>0.05. Results of regression analysis also showed that the satisfaction model does not contribute significantly (F = 4.253; p = 0.035) in predicting percentage change in intention to quit among UiTM lecturers at Jengka Pahang. The

regression analysis results also showed that the model of m=commitment contributes significantly (F = 17.511; P= 0.000) in the predicted percentage in intention to quit among UiTM lecturers at Jengka Pahang. Regression analysis also revealed that the stress caused by excessive workload contribute significantly (F = 11.087; p = 0.001) and predicts 8.1% significant changes in intention to stop working. Employment opportunities, also, were found to contribute significantly (F = 14.613; p= 0.000) and predicts 10.4% significant changes in intentions to quit.

2.5 Research Gap

According to different employee turnover intentions studies as mentioned in the empirical literature review it seems there are many factors influencing employee turnover intentions. Due to those studies there is still a gap on whether the solutions taken to solve the workers problems which include retention strategies adopted by different organizations or companies are useful and satisfactory to enable the organizations retain their employees. Most of the studies have been carried out in developed or big institutions. Indeed research in developed institutions like University of Nairobi (Akala, 2012) has indicated some factors and recommendations on employee turnover intentions. However, the problem of employee turnover still persists at newly established institutions of higher learning like SEKU (Table 1.1). This is why the researcher found it necessary to study these factors influencing employee turnover at such universities since such are unique because of their establishment.

2.6 Conceptual Framework

There are five variables in this study. The dependent variable is employee turnover

intentions whereas the independent variables consist of job satisfaction, motivation, organizational culture and Demographic characteristics. The conceptual framework was developed by looking at some of the factors that would influence employee turnover intentions. The factors influencing employee turnover intentions can be very many and majority of the literature reviewed concentrated on organizational commitment, promotion progression, and participation in decision making, job security, career development and compensation as major contributors. The overall objective of this research was to measure the extent to which certain factors i.e. job satisfaction, motivation, organizational culture and demographic characteristics influence employee turnover intention at South Eastern Kenya University.

2.6.1 Description of Variables in the Concept Framework

2.6.1.1 Job Satisfaction

Hulin and Jugde (2003) noted that job satisfaction includes multidimensional psychological responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral components. Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions.Job Satisfaction has been defined as "an employee's affective reactions to a job based on comparing desired outcomes with actual outcomes (Egan *et al*, (2004.5)." To an extent, employee job satisfaction is a reflection of how well an employee's expectations of a job are aligned with the reality of their work (Lund,

2003). Employees assess job satisfaction based on intrinsic job elements, such as feelings of purpose of work, and extrinsic job elements such as compensation. The level of employee job satisfaction reflects the cumulative level of fulfilled job expectations (Medina, 2012). That is, employees expect their job to provide a mix of these elements, for which each employee has distinct preferential values (Egan *et al*, 2004). While the range and importance of these preferences vary across employees, when the accumulation of unsatisfied expectations reaches a critical threshold there is less job satisfaction and greater possibility of dissatisfied employees, which results in greater employee turnover.

2.6.1.2 Motivation

According to Nevid (2013) the term motivation refers to factors that activate, direct, and sustain goal-directed behavior. Motives are the "whys" of behavior – the needs or wants that drive behavior and explain what we do. We don't actually observe a motive; rather, we infer that one exists based on the behavior we observe."

2.6.1.3 Organizational Culture

Organizational culture has been identified as an important aspect of organizational behavior and it is useful in elucidating how organizations function (Silverthorne, 2004). Organizational cultures is the values, beliefs and principles underpinning an organization's management structure, as well as the customs and conduct that represent and reinforce those basic principles (Adkins & Caldwell, 2004; Lee & Yu, 2004). Culture is represented through an organization's internal and external correspondence, strategy and decision making and daily work practices. The content of a company newsletter, participation in employer sponsored events, interaction of employees in meeting and e-mail exchanges all represent and create the culture of a

workplace. In short, workplace culture is the established norms of behavior and shared ideals within the organization.

2.6.4.4 Demographic Characteristics

Demographic factors such as age, gender, marital status and job tenure are vital in determining the intention to quit. The older the age of an employee the lower the probability of the employee to resign because the senior employees do not have a wide range of options in searching for employment opportunities. Similarly the older workers are more loyal to the organization because of higher salary for long period of service, as the longer paid leave and pension benefits are more attractive. Even though, the younger workers are changing jobs more often than the older workers. Age is regarded as a negative determinant of employees' turnover (Fernandez *et al*, 2011 & Stark, 2007).

Investigating the difference between male and female, Lewis & Park (1989) found that both men and women with similar have a similar level of turnover rate and that the difference in turnover among employees is caused by other factors like age. Lewis (1991) supported the rationale of a negative relationship between employees' age and turnover. "as people age, they generally get a clear idea what they want to do, establish stronger ties to a community that discourage geographical moves and become more attached to a particular employer (Lewis 1991, p.147)." The researcher proposes that there is a high positive correlation between demographic factors and employee turnover intention. This is contrary to findings of in studies reviewed.

Independent variables   Dependent

variable

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┌─────────────────────┐
│ Job Satisfaction    │─────────────────┐
└─────────────────────┘                 │
                                        ▼
┌─────────────────────┐          ┌──────────────────────┐
│ Motivation          │─────────▶│ Employee turnover    │
└─────────────────────┘          │ intention            │
                                 └──────────────────────┘
┌─────────────────────┐
│ Organizational Culture │──────▶
└─────────────────────┘

┌─────────────────────┐
│ Demographic         │─────────▶
│ Characteristics     │
└─────────────────────┘
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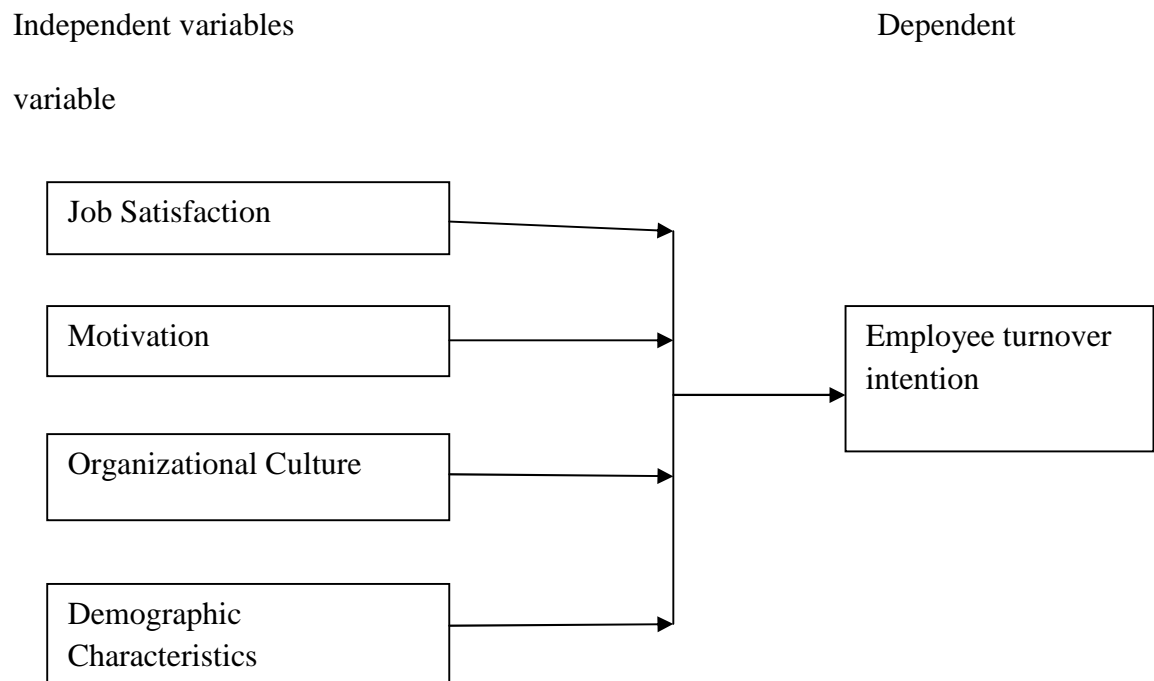
Figure 2.1: Conceptual Framework

Source: Modified from Empirical Literature Review.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Overview

This chapter represents overview of research methodology of the study. It is organized according to research philosophy/paradigm/approach/strategies/time line, survey population/area of the research, sampling design and procedures, variables and measurement procedures, methods of data collection, data processing and analysis.

3.2 Research Approach

The study was a quantitative research to measure how and to what extent job satisfaction level, motivation level, organization culture and demographic characteristics influence employee turnover intention at SEKU. Simple random sampling was used to collect useful information from both the teaching and nonteaching employees on permanent and pensionable terms at SEKU.

3.3 Survey Population

3.3.1 Target Population

The research targeted 277 teaching and nonteaching employees on permanent and pensionable terms at SEKU on grades I-IV, A-F, 11-15.

3.3.2 Sample Size

A sample size of 121 respondents was drawn from the targeted 277 teaching and non-teaching employees on permanent and pensionable terms at SEKU.

3.4 Sampling Design and Procedures

The study employed the stratified random sampling technique which is characterized by the advantage of every element in the population being known and has an equal chance of being selected as a respondent in the study. A stratified random sampling is the least bias of probability sampling design and offers great generalization. This technique is recommended where the population of interest is not homogenous and where it is possible to subdivide the population of interest into categories that are mutually exclusive (Kothari, 2004). According to Mugenda (1999), the aim of stratified random sampling is to obtain desired representation from various subgroups or strata in the population and over 43.321% of the target population is appropriate sample.

This translates to 121 employees who made the sample. The general procedure in stratified random sampling is to list the population in the defined subgroups or strata and determine the sample size and the suitable representation in each stratum, which could be proportionate or equal. Finally, select randomly suitable number of objects for each stratum. In this study the teaching and non-teaching staff on permanent and pensionable terms was used as target population for sampling purposes distributed equally amongst grades I-IV, A-F and 11- 15 as follows;

Table 3.4.1 Research Sample Frame

Grade	Total Population	Sample
I-IV	87	38
A-F	98	43
11-15	92	40
Total	277	121

Source: Author (2015)

3.5 Data Collection

The researcher used questionnaires to collect primary data. The questionnaire had items aiming at answering the study questions and objectives. The choice of this tool of data collection is guided by the time available and the objectives of the study. The questionnaire was given out to the respondents after the researcher explained to them individually the purpose of the study. The questionnaire was semi-structured with close-ended questions. The researcher used assistants to distribute by hand the questionnaires to be completed by the selected respondents. It was assumed that respondents completed the questionnaires honestly by themselves but the researcher gave assistance in interpreting the questions whenever a respondent required some assistance.

Upon completion, the research assistants collected the questionnaires and ensured that they were fully completed and returned back. Observation was used as a data collection instrument where the researcher observed to confirm the satisfaction of employees as they performed their duties. The researcher also observed the certificates earned by the employees during trainings organized by their employer. The researcher also observed the appraisal forms and comments made by the employees' immediate supervisors to confirm the performance appraisals carried out. Interviewing was also done to gather more information from the respondents as they filled the questionnaires. This was also done to clarify where the respondents' did not understand anything on the questionnaire.

3.6 Validity of the Instruments

Validity refers to the degree to which results obtained from analysis of data actually present phenomenon under study. Validity helped to infer how accurately the data

obtained in the study represented the variables of the study. To ensure validity and reliability, the questionnaire consisted of carefully structured questions to avoid ambiguity. This also helped to facilitate answers to the research questions. The questionnaire pre-tested in a pilot study through a sample of 6 employees from each stratum of job grade.

3.7 Reliability of Research Instruments

Reliability is the degree to which a research yields consistent results or data after repeated trials (Mugenda & Mugenda, 2003). Corrections and adjustments of the questions were done where necessary in order to ensure reliability. This was done after pilot test of the questionnaires. A reliable instrument is the one that constantly produces the expected results when used more than once to collect data from same population. To test for the reliability of the questionnaire the researcher applied the test retest technique. The same questionnaires were administered to the same group within a time interval of two weeks. A reliability co-efficient was then calculated to indicate the relationship between the two sets of scores obtained. Pearson's product moment formula was used to calculate the correlation Pearson coefficient of correlation. The value of r lies between 0 and 1. Positive values of r indicate positive correction between two variables (Kothari, 2004). A correlation coefficient of 0.7 is considered appropriate and hence reliable for collecting data. The SEKU employees questionnaires had a correlation coefficient of 0.8 hence the tools were reliable.

3.8 Data Analysis Procedures

This includes the process of packaging the collected information, putting it in order and structuring main components in a way that the findings can be easily and

effectively communicated. After the distribution of the questionnaires, they were adequately checked for clarifications and to ensure that all the questions have been answered. The questionnaires were coded to ensure easy input of the data into SPSS version 16.0. The data was then analyzed using descriptive statistics and the findings presented by use of tables and figures. This involved tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives through use of SPSS.

3.9 Variables and Measurement

The variables which were analyzed in this study are factors which are influencing employee turnover intention at SEKU. These factors are: job satisfaction, motivation, organizational culture and demographic characteristics. The analyzing involved examining at least ten (10) of the teaching and non teaching employees who were on permanent and pensionable terms of the University and have resigned from the services of the University and also both teaching and non teaching employees on permanent and pensionable terms currently in the services of the University (Table 3.4.1). The study used descriptive and qualitative approaches.

CHAPTER FOUR

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1   Overview

This chapter dealt with motivation level, job satisfaction, organizational culture and demographics influence the employee turnover intention at South Eastern Kenya University. It has also data presentation, analysis and interpretation which were generated by the study. The data presented included: factors influencing employee turnover intention at South Eastern Kenya University. The study was guided by the following themes;

a)   To measure motivation level of employee at South Eastern Kenya University.

b)   To measure the job satisfaction level of employee at South Eastern Kenya University.

c)   To determine whether organizational culture affect employee turnover intention at South Eastern Kenya University

d)   To determine demographic characteristics influence on employee turnover intention at South Eastern Kenya University.

It presents analysis and findings of the study as set out in the research methodology. The study findings were presented on factors influencing employee turnover intention at South Eastern Kenya University. The data was gathered exclusively from the semi-structured questionnaires as the research instrument. This instrument was designed in line with the objectives of the study. The results here were presented in figures and data tables.

4.2 To determine Demographics Influence the Employee Turnover Intention at South Eastern Kenya University

4.2.1 Response Rate

The study targeted 121 employees at South Eastern Kenya University. From the study, they were all sampled, filled-in and returned the questionnaires making a response rate 100%. According to Mugenda and Mugenda (1999) a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent; therefore, this response rate is adequate for analysis and reporting.

4.3 Demographic Information

4.1.1 Levels of Staff

The data in table 4.1 indicates the type of staff employed in SEKU. It indicates that there are three levels staff namely; Low level 38(31.4%), Middle level 43(35.5%) and senior staff 40 (33.1%). On gender, the respondents who were interviewed consisted of 57(47.1%) females and 64(52.9%) males. This shows that majority were females. Investigating the difference between male and female, Lewis & Park (1989) found that both men and women have a similar level of turnover rate and that the difference in turnover among employees is caused by other factors like age. The employees at SEKU are in their different ages; 24-34 years 40(33.1%), 35-45 years 57(47.1%), 46-56 years 22(18.2%), 57-67 years 2(1.7%). Age is regarded as a negative determinant of employees' turnover (Fernandez *et al*, 2011 & Stark, 2007). Therefore, these findings concurs those of Fernandez *et al*, 2011 & Stark, 2007. Further, Lewis (1991) supports the rationale of a negative relationship between employees' age and turnover. As people age, they generally get a clear idea what

they want to do, establish stronger ties to a community that discourage geographical moves and become more attached to a particular employer (Lewis, 1991).

4.1.2 Marital Status

The respondents indicated Single 33(27.3%), Married 83(68.6%), Separated/Divorced 2(1.7%), No response 3(2.5%). These findings indicate that the composition of employees at SEKU was heterogeneous and does not affect the intention to quit employment at the institution. This concurs with the findings of Nurul (2010) who in his study "Determining critical success factors of intention to quit among lecturers: An empirical study at UiTM Jengka, Pahang; *University Teknologi* MARA" used multiple regression analysis. The study found that 7% of the total respondent lecturers intended to quit.

Although the percentage of lecturers who wanted to quit work was low, the study found that most respondents' behavior almost certainly showed a tendency to stop working. Studies of workers have described the intention to quit will tend to have behaviors such as thinking to stop, trying to find another job and giving estimation of how much longer he or she will stay in the organization. Regression analysis results showed that the level of position significantly contribute (F = 4.253; p = 0.035) and predicts 3.5% a significant change in the intention to quit. Regression results on other demographic factors such as gender, age, tenure band marital status are not significant, the co-efficient each has value p>0.05.

4.1.3 Salary Level

The 28(23.1%) respondents salary ranged between 20,000-35,000; 15(12.4%) 36,000 -45,000; 22(18.2%) 46,000- 60,000; 15 (12.4%) 61,000- 100,000; 17

(14.0%) 101,000 - 150,000 and 24(19.8%) above 150,000.This study found that the distribution was skewed towards those employees who intended to quit employment at SEKU. The difference in those who intended to quit and those who were comfortable was 0.8%. These tallies with the findings of Upendo (2011) in her study on factors influencing labour turnover in private sector organizations in Tanzania: a case study of chamber of commerce, industry and agriculture using descriptive statistical analysis. The study found that managerial controllable factors such as low salary or inadequate compensation package, unequal treatment of workers, lack of employee involvement in decision making, lack of promotion and recognition, job stress and poor working environment contribute in employee turnover in the private sector organization.

4.1.4 Staff position in the University

The findings identified there are there levels in position in SEKU; Strategic level 42(34.7%), practical level   39(32.2%) and Support level 34(28.1%). The findings indicated that the employees working in SEKU come from both Kitui and other counties. The findings indicate that SEKU employ people not only from Kitui but also from other places. The findings indicated that majority 60(49%) may consider to quite employment at SEKU while 59(48.8) do not. The almost equal distribution of employees in all the three levels of employment at SEKU is an indicator to the equal recognition given to each level during recruitment. This is a motivator in itself (Upendo, 2011).This, therefore, has a negative relationship with employee turnover intentions.

4.1.5 Intention to Quit Employment and where you Plan to Offer your Services?

Data in table 4.1 indicates the respondents are intending to offer their services in the following institutions when they quite SEKU; Other public universities 31(25.6%), Private sector 10(8.3%), Central government 6(5.0%), Devolved government (county government) 10 (8.3%). No response 64 (52.9%) gave no opinion. The fact that majority of the employees indicate they will offer their services to other public universities is an indicator to SEKU that the institution needs to improve on its working environment and organizational culture. Lambert *et al* (2010) results suggested that jail administrators should concentrate on improving the work environment to boost employee job involvement, job satisfaction and organizational commitment in order to reduce turnover intention. As such Lambert *et al* (2001) he commended that administrators focus in making changes in the work environment of their jails to facilitate improved job attitude.

4.1.6 Gender and Age of Respondent

Table 4.1 indicates that 52.9% and 47.1% of the employees at SEKU are male and female respectively. This distribution is constitutionally sufficient since each gender meets the 30% constitutional requirement. This indicates that gender may not be a key factor likely to lead to intention to quit employment. This concurs with Uzondu *et al* (2015) who found that Gender was negatively related to job tenure ($r = -0.15$, $p < 0.05$) but there was no significant relationship between gender and turnover intentions. ($r = -0.07$, NS). Age had a significantly positive relationship with job tenure ($r = 0.77$, $p < 0.001$) and a negatively significant relationship with turnover

intentions (r= -0.17, p< 0.01). The study revealed that job stress was found significantly related to turnover intention (t = 1.10, p< .05). This study suggested an employee turnover intention is a mental decision prevailing between an individual's approach with reference to work to continue or leave the work (Jacob and Roodt, 2007). Therefore Management should work towards employing techniques that will reduce workers stress levels as stress was shown to predict turnover intention.

4.1.7 County of Origin in Kenya

Table 4.1 indicates that 42.1% and 57.9% of the employees at SEKU are from Kitui County and other counties respectively. This is an indicator that most communities in Kenya are represented since support service positions are mostly procured from the neighborhood of the university. This may not be a key factor influencing turnover intention. This recognition for every community results in employee motivation and hence reduces employee turnover (Upendo, 2011).

Table 4.1 General and Background Information

	Frequency	**Percentages**
Type of staffs		
Operational level	38	31.4
Tactical level	43	35.5
Strategic level	40	33.1
Gender		
Male	64	52.9
female	57	47.1
Age of the respondents		

24-34	40	33.1
35-45	57	47.1
46-56	22	18.2
57-67	2	1.7
Marital status		
Single	33	27.3
Married	83	68.6
Separated/Divorced	2	1.7
No response	3	2.5
Gross salary		
20,000-35,000	28	23.1
36,000 -45,000	15	12.4
46,000- 60,000	22	18.2
61,000- 100,000	15	12.4
101,000 - 150,000	17	14.0
Above 150,000	24	19.8
Position in the university		
Strategic level	42	34.7
Tactical level	39	32.2
Support level	34	28.1
No response	6	5.0
County of origin in Kenya		
Kitui	51	42.1
Others	70	57.9
Intend to quite employment at		

SEKU		
Yes	60	49.6
No	59	48.8
No response	2	1.7
Where you plan to offer your services		
Other public universities	31	25.6
Private sector	10	8.3
Central government	6	5.0
Devolved government(county government)	10	8.3
No response	64	52.9

4.4 To Measure the Job Satisfaction Level of Employee at South Eastern Kenya University

Table 4.2 indicates whether SEKU rewards employees commensurately. Majority 35(28.9%) of the respondents agreed, 31(25.6%) disagreed, 31(25.6%) strongly disagreed, 16(13.2%) were neutral and 8(6.6%) strongly agreed. Job Satisfaction has been supported by Egan *et al (*2004:5) who found that as job satisfaction is strongly and inversely associated with employee intention to leave an organization. Thus more satisfied employees are less likely to seek a new job with a new employer. Emeka *et al* (2012) examined job satisfaction and employees turnover intention in Total Nigeria PLC in Lagos State by using simple descriptive percentage analysis. Chi-square method was used to analyze, evaluate and interpreted the stated hypotheses from which an accepted or rejected decision was made. The study found that specifically job satisfaction reduces employees' turnover intention and that

Total Nigeria PLC adopted standard pay structure, conducive nature of work and efficient supervision not only as strategies to reduce employees' turnover but also as the company retention strategy.

Table 4.2 Job Satisfaction Level of Employee

	Frequency	**Percent**
Strongly disagree	31	25.6
Disagree	31	25.6
Neutral	16	13.2
Agree	35	28.9
Strongly agree	8	6.6
Total	**121**	**100.0**

4.5 To Measure Influence of Training on Employee Turnover Intentions at SEKU

Table 4.3 indicates whether training is provided as a motivator for ALL employees. Most of the respondents 56(46.3%) indicated they strongly disagreed, 26(21.5%) disagreed, 21(21.5%) agreed, 8(6.6%) strongly agreed that Training is provided as a motivator for ALL employees. These findings indicate a positive relationship between employee training as a way of their career growth by their employer and intention to quit employment. This concurs with Akala (2012) who argued that employees are willing to retain their work if they access benefits such as medical scheme, good leave administration policy, education policy and care given to the employees' general welfare. The employees attribute the employee retention to career development factors such as institutional support for staff career growth, employee promotions by merit and clear definition of employee career path.

Table 4.3 Training of the Employees

	Frequency	**Percent**
Strongly disagree	56	46.3
Disagree	26	21.5
Neutral	10	8.3
Agree	21	17.4
Strongly agree	8	6.6
Total	**121**	**100.0**

4.6 Necessity of Implementation for Job Performance

Data on figure 4.1 describes the Necessity of implementation for job performance provided by the employer. Majority 29(24%) disagreed that there is no necessity implementation for job performance provided by the employer, 28(23.1%) agreed, 17(14%) disagreed, 12(9.9%) strongly disagreed and 9(7.4%) of the respondents did not give any responses. This implies that there is likely to a positive relationship between implementation of job performance and job turnover intentions at SEKU. Akala (2012) argued that retention of non-teaching employees can be achieved through humane treatment by their supervisors and opportunity for appeals on disciplinary decisions. These arise out of job performance appraisal. Eiesnberger *et al*, (1990) found observation of support from the organization reduce absenteeism and increase organizational citizenship behavior and employee performance.
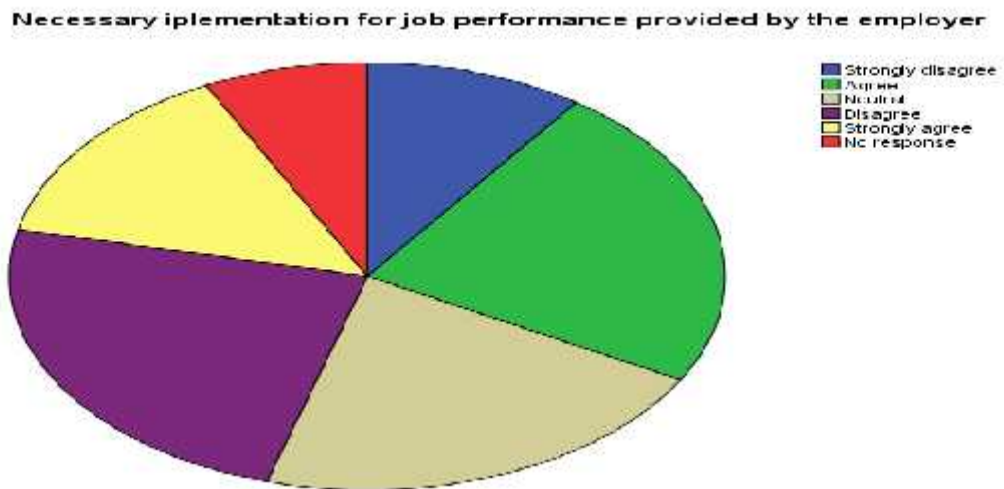
Figure 4.1 Necessity of Implementation for Job Performance

4.7 Assignment of Job Tasks

Data on figure 4.2 presents whether Job tasks are assigned depending on employees academic and professional qualifications at SEKU. 41(33.9%) agreed, 31(25.6%) strongly agree, while 18(14.9%) strongly disagreed and 18(14.9%) did not give any opinion on Job tasks are assigned depending on employees academic and professional qualifications. This finding shows that at SEKU, employee turnover intentions may not be as a result of placement of employees according to academic and professional qualifications. Lambert *et al* (2010) in his study "An explanatory study of turnover intent among jail staff" in the United States of America used a multivariate analysis model; the most powerful predictors of jail staff turnover intent were job intent (i.e. job involvement, job satisfaction and organizational commitment). The findings of this study revealed that personal characteristics, age, tenure, educational level and supervisor status had statistically significantly correlation with turnover intent. Age, tenure and supervisor status had inverse correlation with turnover intent, while educational level had a positive correlation

except for perceived dangerousness of the job; all the work environment variables

had statically significant relationship with the measure of turnover intent.

Figure 4.2: Job Tasks are Assigned Depending on Employees Academic and Professional Qualification

4.8 Job Appraisal

Data on table 4.4 indicates whether Job appraisal for each employee is carried out by the employee's immediate supervisor. 51(42.1%) agreed, 35(28.9%) strongly agreed, 15(12.4%) disagreed, 10(8.3%) strongly disagreed while 2(1.7%) did not respond on Job appraisal for each employee. This practice at SEKU is an indicator that at job appraisal is adequately carried out given by the large percentage of respondents who agreed. Lambert *et al* (2010) argued personal characteristics, age, tenure, education level and supervisor status have inverse correlation with turnover intent.

Table 4.4 Job Appraisal

	Frequency	Percent
Strongly disagree	10	8.3
Agree	51	42.1
Neutral	8	6.6
Disagree	15	12.4
Strongly agree	35	28.9
No response	2	1.7
Total	**121**	**100.0**

4.9 Employees Participation in Decision Making

Information on table 4.5 shows Employees participate in decision making regarding the job performance. Majority 40(33.1%) disagreed, 29(24.0% strongly disagreed, 21(17.04%) did not give any opinion, 16(13.2%) agreed 15(12.4%) on Employees participate in decision making regarding the job performance. The findings indicate that majority of the employees are not involved in decision making and could result in employee turnover intent. Lambert *et al* (2010) argued that employers should concentrate on improving the work environment to boost employee job involvement, job satisfaction and organizational commitment in order to reduce turnover intention.

Table 4.5 Employees Participate in Decision Making

	Frequency	Percent
Strongly disagree	29	24.0
Agree	21	17.4
Neutral	15	12.4
Disagree	40	33.1
Strongly agree	16	13.2
Total	**121**	**100.0**

40

4.10 Communication of Organizational Mission to Employees

Figure 4.3 and Figure 4.4 show extent to which SEKU clearly convey its mission to the employees. 47(38.8%) agreed, 24(19.9%) strongly agreed, 17(14%) were neutral, 15(12.4%) strongly disagreed, and 3(2.5%) did not respond on the extent SEKU clearly convey its mission to the employees. Majority of the respondents agreed that SEKU communicates its mission to employees. This does not influence employee turnover intention. Lambert *et al* (2010) argued that relations with co-workers, input into decision making and instrumental communication had negative correlation with employee turnover intent.
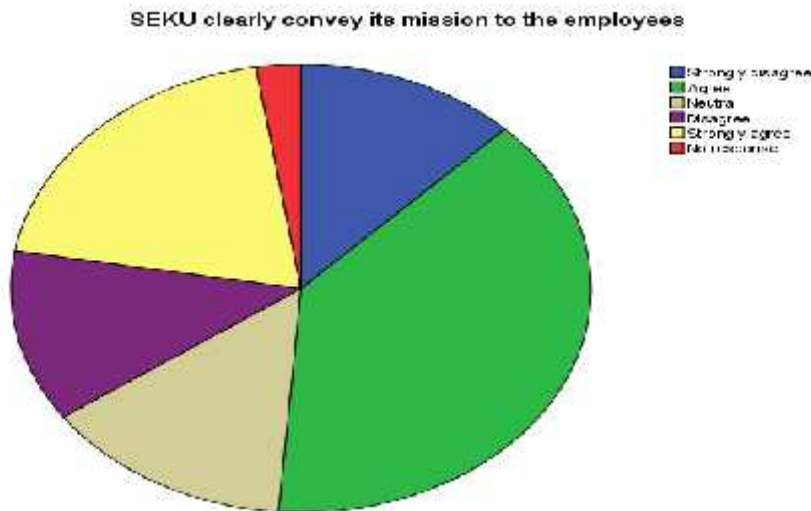
Figure 4.3: SEKU Clearly Convey its Mission to the Emplyoee
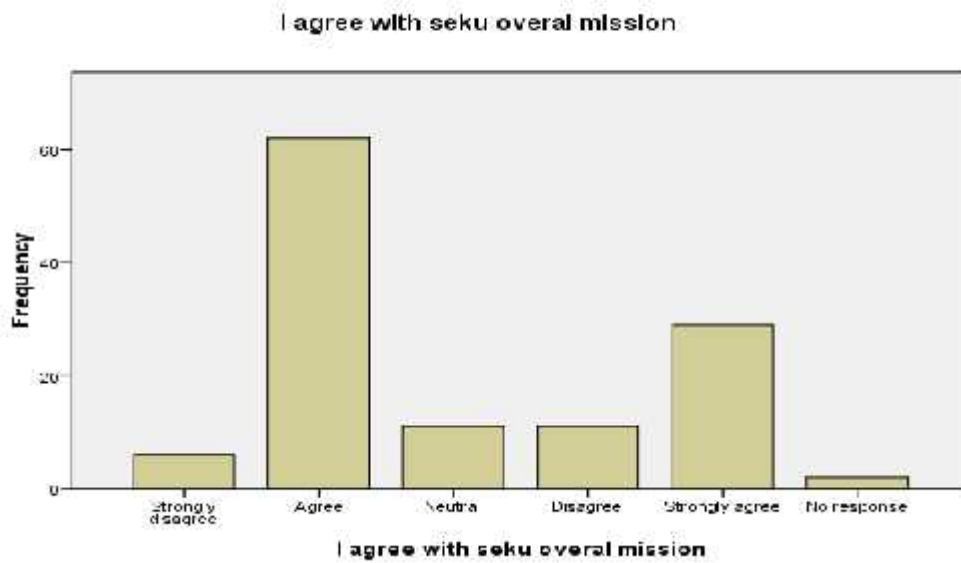
Figure 4.4: I Agree with SEKU Overall Mission

Information on table 4.6 indicates extent to which the respondents understand how my job aligns with SEKU's mission. 48(39.7%) agreed, 36(29.8%) agreed, 16(13.2%) disagreed 15(12.4%) were neutral and 6(5%) were neutral that they understand how the job aligns with SEKU's mission. The findings in this study concur with the findings in the study by Lambert *et al* (2010) and Samad (2006) who argued educational level had statistically significant correlation with turnover intention and a perception of job characteristics of skilled variety, task identity, task significance, autonomy leads to negative relationship towards turnover intention.

Table 4.6 Respondents Understand how my Job Aligns with SEKU's Mission

	Frequency	Percent
Strongly disagree	6	5.0
Agree	48	39.7
Neutral	15	12.4
Disagree	16	13.2
Strongly agree	36	29.8
	121	**100.0**

4.11 Extent of Employees Liking to be Part of SEKU

Information on table 4.7 Shows extent of respondents like to be part of SEKU. 42(34.7%) were neutral, 29(24%) agreed, 22(18.2%) strongly agreed, 10(8.3%) disagreed and 1(0.8%) gave no responses. Majority of the employees at SEKU like to be associated with SEKU. Thus SEKU requires needs to ensure that work environment and organizational culture suits the needs of the employees so as to retain them. Lambert *et al* (2010) in his study "An explanatory study of turnover intent among jail staff" in the United States of America used a multivariate analysis model; the most powerful predictors of jail staff turnover intent were job intent (i.e. job involvement, job satisfaction and organizational commitment). The findings of this study revealed that personal characteristics, age, tenure, educational level and supervisor status had statistically significantly correlation with turnover intent.

Age, tenure and supervisor status had inverse correlation with turnover intent, while educational level had a positive correlation except for perceived dangerousness of the job; all the work environment variables had statically significant relationship with the measure of turnover intent. Job variety, relations with co-workers input into decision making and instrumental communication had negative correlation. The results suggested that jail administrators should concentrate on improving the work environment to boost employee job involvement, job satisfaction and organizational commitment in order to reduce turnover intention. Uzondu *et al* (2015) suggested that employee turnover intention is a mental decision prevailing between an individual's approach with reference to work to continue or leave the work. Therefore management should work towards employing techniques that will reduce workers stress levels as stress will predict turnover intention.

Table 4.7 I Feel Like am Part of SEKU

	Frequency	Percent
Strongly disagree	17	14.0
Agree	29	24.0
Neutral	42	34.7
Disagree	10	8.3
Strongly agree	22	18.2
No response	1	.8
Total	**121**	**100.0**

4.12 Communication from Employees to Managers

Information on table 4.8 describes the extent of having good communication from employees to managers at SEKU. Majority 34(28.1%) disagreed, 30(24.8%) strongly disagreed, 21(17.4%) strongly agreed, 17(14%) agreed, 16(13.2%) neutral and 3(2.5%) gave no responses on having good communication from employees to managers. This study found that majority of employees disagreed that communication from employees to managers was good.

This could be an indicator to employee turnover intention. Samad (2006) argued that management of an organization should be able to address problems pertaining job satisfaction in order to overcome turnover intention. This study also revealed that when employees perceive the organization as having greater concern on their job satisfaction and aspects of job characteristics, the emotions of employees will be more positive hence low turnover intention of the employees.

Table 4.8 Communication from Employees to Managers at SEKU

	Frequency	Percent
Strongly disagree	30	24.8
Agree	17	14.0
Neutral	16	13.2
Disagree	34	28.1
Strongly agree	21	17.4
No response	3	2.5
Total	**121**	**100.0**

4.13 How Satisfied Employees Work on their Job

Data on table 4.9 describes how respondents were satisfied when working. 70(57.9%) were satisfied, 22(18.2%) were neutral, 17(14%) dissatisfied, 6(5%) extremely satisfied and 3(2.5%) were extremely dissatisfied while 3(2.5%) gave no responses on how satisfied they were while working. The findings indicate that majority (57.9%) of the employees are satisfied as they work. Medina (2012) argued that job satisfaction as a strong indicator of turnover intention and each additional unit increase in job satisfaction corresponded to a 0.375 point decrease in turnover intention i.e. a person moving up one level on job satisfaction scale scores fewer points on the intention scale, expressing decreasing intention to find a new job.

Table 4.9 How Satisfied Employees Work on their Job

	Frequency	Percent
Extremely dissatisfied	3	2.5
Dissatisfied	17	14.0
Neutral	22	18.2
Satisfied	70	57.9
Extremely satisfied	6	5.0
No response	3	2.5
Total	**121**	**100.0**

4.14 To Determine Whether Organizational Culture Affect Employee Turnover Intention at South Eastern Kenya University

Information on table 4.10 indicates whether respondents enjoy discussing organizational culture with people outside the organization. Most respondents 46(38%) disagreed, 30(24.8%) agreed, 19(15.7%) strongly agreed, 19(15.7%) were neutral, 6(5%) strongly agreed and 1 (0.8%) gave no responses on whether they enjoy discussing organizational culture with people outside. These results concur with Eisenberger *et al* (1990) who found that observation of support from the organization reduce absenteeism and increase organizational citizenship behavior and employee performance. High levels of POS are believed to per suede thoughts of trust and strong feeling of classification with the organization (Eisenberger, 2002). Medina (2012) argued that high performing cultures produce excellent results attracting, motivating and retaining talented employees who could easily and readily adopt to change. Such cultures usually form a benchmark for other organizations but organizations having such a culture keep it as a competitive advantage and may not wholly reveal it to their competitors and hence the case at SEKU.

Table 4.10 Discussing SEKU Organizational Culture with People Outside

	Frequency	Percent
Strongly disagree	6	5.0
Disagree	46	38.0
Neutral	19	15.7
Agree	30	24.8
Strongly agree	19	15.7
No response	1	.8
Total	**121**	**100.0**
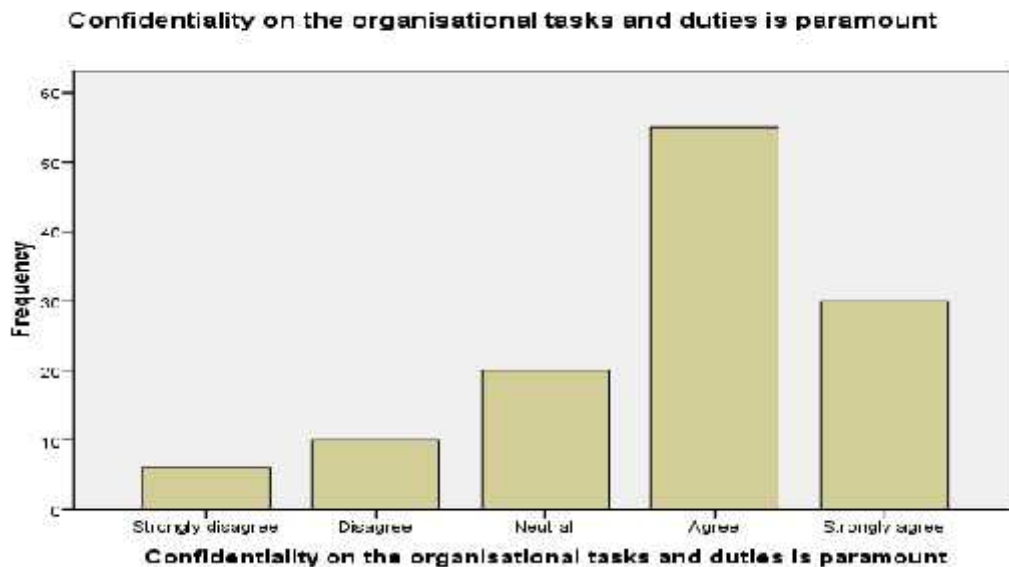
Figure 4.5: Confidentiality on the Organizational tasks and Duties

4.15 Employees Feeling Like Part of the 'family' at SEKU

Table 4.11 indicates whether respondents feel like being part of the family SEKU organization. Majority 38(31.4%) indicates they were neutral, 24(19.8%) agreed, 24(19.8%) disagreed, 22(18.2%) strongly disagreed, 12(9.9%) strongly agreed while 1(0.8%) gave no responses on feel like being part of the family SEKU organization. The finding of this study is an indicator that SEKU requires to establish mechanisms to ensure employees feel as a family at the organization. They may have to establish recreation facilities that are likely to bring the employees together. Without such the employees are likely to have turnover intentions to make up for such. Upendo (2012) argued that lack of employee involvement in decision making and recognition contributes to employee turnover.

**Table 4.11 Respondent's Opinion on Whether they Feel Like Part of the Family
  at SEKU**

	Frequency	Percent
Strongly disagree	22	18.2
Disagree	24	19.8
Neutral	38	31.4
Agree	24	19.8
Strongly agree	12	9.9
No response	1	.8
Total	**121**	**100.0**

4.16 Employees Emotional Attachment to SEKU

Table 4.12 indicates whether respondents feel emotionally attached to this SEKU.
Most 31(25.6%) respondents were neutral, 29(24%) strongly disagreed, 25(20.7%)
disagreed, 25(20.7%) agreed and 11(9.1%) strongly agreed. Respondents feel
emotionally attached to this organization. The findings in this study indicate that
majority of the employees at SEKU (24%) strongly disagreed that they were
emotionally attached to the organization. This implies that SEKU needs to establish
mechanisms to ensure its employees are attached to it, ensure employees are fully
involved in its activities. This will help to reduce employee turnover intention
SEKU.

Table 4.12 Respondents Feel Emotionally Attached to SEKU

	Frequency	Percent
Strongly disagree	29	24.0
Disagree	25	20.7
Neutral	31	25.6
Agree	25	20.7
Strongly agree	11	9.1
Total	**121**	**100.0**

4.17 SEKU Employees Feeling of Strong Sense of Belonging to the Organization

Data on table 4.13 indicates whether feel strong sense of belonging to my organization. Majority 32(26.4%) indicated that disagreed strongly that they do not feel strong sense of belonging to their organization, while 31(25.6%) agreed, 30(24.8%) disagreed, 21(17.4%) neutral, 5(4.1%) strongly agree and 2(1.7%) gave no responses. The findings in this case concur with the respondents' in their emotional attachment to SEKU. This provides an indicator to SEKU that this lack of sense of belonging is likely to lead to employee turnover intention.

Table 4.13 Indicates Whether Respondents Feel Strong Sense of Belonging to my Organization

	Frequency	Percent
Strongly disagree	32	26.4
Disagree	30	24.8
Neutral	21	17.4
Agree	31	25.6
Strongly agree	5	4.1
No response	2	1.7
Total	**121**	**100.0**

4.18 Similarity between SEKU and employees values

Information on table 4.14 indicates values of SEKU are similar to owns values. Majority 36(29.8%) agreed, 36(29.8%) neutral, 18(14.8%) disagreed, 15(12.4%) strongly agreed, 14(11.6%) strongly disagreed that values of SEKU are similar to owns values. This revelation is an indicator that SEKU employees are willing to work and achieve organizational goals due to similarity in their values. Asif (2012) argued that lack of organizational commitment and support is a driver for employees' turnover intention.

Table 4.14 Values of organization are similar to respondent's values

	Frequency	Percent
Strongly disagree	14	11.6
Disagree	18	14.9
Neutral	36	29.8
Agree	36	29.8
Strongly agree	15	12.4
No response	2	1.7
Total	**121**	**100.0**

4.19 Values of Employees are Similar Among Themselves

Information on table 4.15 indicates whether the respondent's values match those of current employees in this organization. Most 46(38%) of the respondents indicated they do not know whether their values match those of current employees in the organization, 30(24.8%) agreed, 22(18.2%) disagreed, 12(9.9%) strongly disagreed and 2(1.7%) gave no respondents.

The findings in this case are an indicator to SEKU of the need to ensure that the values amongst employees are similar to achieve organizational goals and hence reduce turnover intention. This can be done through training for all employees and providing rewards for those who achieve. The Ssemogerere (2003) found that affective commitment was positively correlated with high eminence psychological contract which has features of perceived organizational support such as fairness and gathering the individual's requirements and expectations on the job.

Table 4.15 Respondents' Values Match those of Current Employees in SEKU

	Frequency	Percent
Strongly disagree	12	9.9
Disagree	22	18.2
Neutral	46	38.0
Agree	30	24.8
Strongly agree	9	7.4
No response	2	1.7
Total	**121**	**100.0**

4.20 Similarity in Personality and Image Between SEKU and its Employees

Table 4.16 indicates whether the respondents feel personality matches the personality or image of organization. Majority 47(38.8%) indicated they were neutral, 30(24.8%), 21 (17.4%) disagreed, 11(9.1%) strongly agreed, 11(9.1%) strongly disagreed and 1(0.8%) they gave no responses on the feeling of own personality matching the personality or image of organization. This revelation concurs with responses as shown in tables 4.12 and 4.13. Therefore SEKU requires to take measures to ensure the image and personality of the employees concur with its own so as to reduce on employee turnover intention. Eiesnberger (2002) argued that if employees perceive more support from the organization they are likely to develop more attitudes towards the organization. This reduces absenteeism and increase organizational citizenship behavior and employee performance.

Table 4.16 Respondents feel my Personality Matches the Personality or Image

   of this Organization

	Frequency	Percent
Strongly disagree	11	9.1
Disagree	21	17.4
Neutral	47	38.8
Agree	30	24.8
Strongly agree	11	9.1
No response	1	.8
Total	121	100.0

4.21 SEKU Employees Thought of Seeking A New Job in the Last Few Months

Data on Figure 4.6 indicates whether in the last few months employees have seriously thought of looking for a new job. 30(24.8%) of the respondents disagreed, 26(21.05%) were neutral, 21(17.4%) agreed, 21(17.4%) strongly agreed and 2(1.7%) did not give any opinion. The findings in this study that 34.8% of the respondents agreed and strongly agreed is an indicator that turnover intention is likely to increase in the near future at SEKU. Sherony and Green (2002) argued that POS will encourage a strong longing to stay with the organization. Eiesnberger *et al* (1990) argued that individuals with high POS would be less likely to search for alternative employment.

In the last few months i have seriously thought of looking for a new job

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree
- No response

Figure 4.6: In the Last Few Months I have Seriously Thought

4.22 SEKU Employees Presently Searching for other Jobs

Data on table 4.17 indicates respondents are presently actively searching for other jobs. 31(25.6%) disagreed, 29(24. %) were neutral, 23(19%) strongly agreed, 22(18.2%) agreed, 15(12.4%) strongly disagreed and 1(0.8%) indicated no response to the fact that the respondents are presently actively searching for other jobs. The revelation in this study that 38% disagreed and strongly disagreed while 37.2% agreed and strongly agreed that they were actively searching for new jobs concurs with the findings in figure 4.6 that SEKU is likely to face an increased employee turnover in the near future. Akala (2012) argued that employees are willing to retain their work if they access benefits such as medical scheme, a good leave management, education policy and the care the employer provides on employees general welfare.

Table 4.17 Respondents Actively Searching for Other Jobs

	Frequency	Percent
Strongly disagree	15	12.4
Disagree	31	25.6
Neutral	29	24.0
Agree	22	18.2
Strongly agree	23	19.0
No response	1	.8
Total	**121**	**100.0**

4.23 Intention of Employees to Leave SEKU in the Near Future

Information on table 4.18 indicates respondents intend to leave the organization in the near future. Majority 32(26.4%) agreed, 25(20.7%) disagreed, 24(19.8%), 22(18.2%), 17(14%) and 1 (0.8%) that intend to leave the organization in the near future. The finding in this case concurs with findings as shown in figure 4.6 and table 4.16. Makanjee *et al* (2006) argued that POS positively influenced employees' commitment towards the organization.

Table 4.18 Respondents would Leave the Organization in the Near Future

	Frequency	Percent
Strongly disagree	17	14.0
Disagree	25	20.7
Neutral	24	19.8
Agree	32	26.4
Strongly agree	22	18.2
No response	1	.8
Total	**121**	**100.0**

4.24 Commensurate Remuneration at SEKU

Table 4.19 indicates whether SEKU rewards employees commensurately. Majority 35(28.9%) of the respondents agreed, 31(25.6%) disagreed, 31(25.6%) strongly disagreed, 16(13.2%) were neutral and 8(6.6%) strongly agreed. The finding that 53.2% of the employees strongly disagreed and disagreed that SEKU rewards its employees commensurately is an indicator as to why majority of the employees are actively searching for new jobs (table 4.17). This contributes to high employee turnover intention at SEKU. Emeka *et al* (2012) found that specifically pay structure, conducive nature of work and efficient supervision not only act as a strategy to reduce employee turnover but also as an organizations retention strategy. Upendo (2011) argued that managerial controllable factors such as low salary or inadequate compensation package contribute in employee turnover intention.

Table 4.19 SEKU Rewards Employees Commensurately

	Frequency	**Percent**
Strongly disagree	31	25.6
Disagree	31	25.6
Neutral	16	13.2
Agree	35	28.9
Strongly agree	8	6.6
Total	**121**	**100.0**

4.25 Training Provided as a Motivator for ALL Employees

Table 4.20 indicates whether training is provided as a motivator for ALL employees. Most of the respondents 56(46.3%) indicated they strongly disagreed, 26(21.5%) disagreed, 21(21.5%) agreed, 8(6.6%) strongly agreed that training is provided as a

motivator for ALL employees. The findings in this case imply that SEKU is likely to experience increased employee turnover intention in the near future. SEKU therefore has to establish a training policy that involves all the employees as a strategy to reduce employee turnover intention. Akala (2012) argued that employees attribute the employee retention to career development factors such as institutional support for staff career growth, employee promotions by merit, clear definition of employee career path, staff mentorship, coaching programmes and succession planning practices.

Table 4.20 Training is Provided as a Motivator for ALL employees

	Frequency	Percent
Strongly disagree	56	46.3
Disagree	26	21.5
Neutral	10	8.3
Agree	21	17.4
Strongly agree	8	6.6
Total	**121**	**100.0**

4.26 Employees Willingness to Retain their Work

Data on table 4.21 describe whether respondent employees are willing to retain their work if they access benefits such as medical scheme, education policy, and a good leave administration policy and employees general welfare. Majority 64(52.9%) agreed, 32(26.4%) strongly agreed, 12(9.9%) were neutral, 7(5.8%) strongly disagreed. The findings in this study are that 79.3% of the employees at SEKU are willing to retain their jobs if they access benefits like education policy and good leave policy points to the fact that SEKU can reduce on employee turnover intention. These findings concurs with Akala (2012) who argued that employees are

willing to retain their work if they access benefits such as medical scheme, a good leave administration policy, education policy and the care University of Nairobi provides on employees general welfare.

Table 4.21 Medical Schemes, Education Policy, and A Good Leave Administration Policy and Employees General Welfare

	Frequency	Percent
Strongly disagree	7	5.8
Disagree	6	5.0
Neutral	12	9.9
Agree	64	52.9
Strongly agree	32	26.4
Total	**121**	**100.0**

4.27 Management Style at SEKU Characterized by Teamwork, Consensus and Participation

Information on table 4.22 indicates the management style at SEKU is characterized by teamwork, consensus and participation. Majority 35(28.9%) of the respondents agreed, 35(28.9%) were neutral, 26(21.5%) disagreed, 14(11.6%) strongly agreed and 11(9.1%) strongly agreed. The findings that 33.1% and 38% responded negatively and positively about the management style at SEKU points to the fact that the organization management can improve on its style. 28.9% of the employees who were undecided about the management style need to be made to understand this style. Jacob and Roodt (2007) confirmed that management should work towards employing techniques that will reduce workers stress levels as stress predicts turnover intention.

Table 4.22 Management Style at SEKU is Characterized by Teamwork, Consensus and Participation

	Frequency	Percent
Strongly disagree	14	11.6
Disagree	26	21.5
Neutral	35	28.9
Agree	35	28.9
Strongly agree	11	9.1
Total	**121**	**100.0**

4.28 Management Style at SEKU Characterized by Security of Employment, Conformity, Predictability

Data on table 4.23 indicates whether Management style at SEKU is characterized by security of employment, conformity, predictability. Most of the respondents 40(33.1%) were neutral, 30(24.8%) agreed, 21(17.4%) disagreed, 17(14), 10 (8.3%) and 3(2.5%) gave no responses. Though 24.8% of the respondents agreed, the majority (33.1%) who remained neutral should be made to understand the management style. Failure to understand the management style may increase turnover intention. Onyinyi (2003) argued that POS and organizational commitment had a weak but significant relationship.

Table 4.23 Management Style at SEKU is Characterized by Security of Employment, Conformity and Predictability

	Frequency	Percent
Strongly disagree	17	14.0
Disagree	21	17.4
Neutral	40	33.1
Agree	30	24.8
Strongly agree	10	8.3
No response	3	2.5
Total	**121**	**100.0**

4.29 SEKU is Result Oriented

Data on table 4.24 describes whether SEKU is very results oriented a major concern is getting the job done and employees are very commitment and achievement oriented. Majority 37(30.6%) agreed, 10.7% strongly agreed, 33(27.3%) were neutral, 24(19.8%), 14(11.6%) strongly disagreed and 13(10.7%) strongly agreed. The findings are an indicator that SEKU can change the turnover intention amongst employees as shown in table 4.18 since they are committed to achieving their organizational objectives.

Table 4.24 SEKU is very Results Oriented A Major Concern is Getting the Job Done and Employees are Very Commitment and Achievement Oriented

	Frequency	Percent
Strongly disagree	14	11.6
Disagree	24	19.8
Neutral	33	27.3
Agree	37	30.6
Strongly agree	13	10.7
Total	**121**	**100.0**

4.30 Whether Money is Enough to Motivate Employees at SEKU

Figure 4.7 indicates whether money is enough to motivate employees at SEKU.
Majority 37 (30.6%) disagreed, 25(20.7%) strongly disagreed, 24(19.8%) neutral,
21(17.0%) agreed, 14(11.6%) strongly agreed that money enough to motivate
employees at SEKU. The findings in this study indicate the fact that SEKU needs to
come up with some motivators because money may not be the only motivator .The
management may establish sufficient recreational facilities and a conducive working
environment which may reduce on employee turnover intention. Upendo (2011)
revealed that poor working environment contributes to employee turnover.
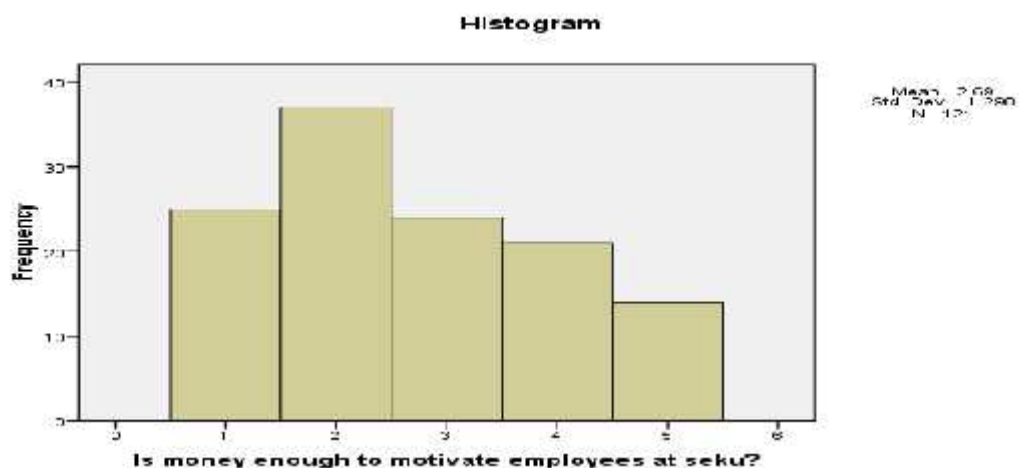
**Figure 4.7: Indicates whether Money is Enough to Motivate Employees at
SEKU**

4.31 Incentives Develop Employee Attitude Towards the Organization

Data on table 4.25 indicates whether incentives develop employee attitude towards
the organization. Majority 58(47.9%) agreed, 38(31.4%) strongly agreed, 11(9.1%)
were neutral, 5(4.1%) strongly disagreed and 2(1.7%) gave no responses about
incentives developing employee attitude towards the organization. The implication
of these findings is that SEKU needs to develop an incentives policy that will

improve the work attitude of the employees. The incentives need not necessary be monetary but should recognize the output of the employees in executing their duties e.g. provision of clean drinking water for all employees. Upendo (2011) argued that lack of recognition and promotion, job stress and poor working environment contribute to employee turnover.

Table 4.25 Incentives Develop Employee Attitude Towards the Organization

	Frequency	Percent
Strongly disagree	5	4.1
Disagree	7	5.8
Neutral	11	9.1
Agree	58	47.9
Strongly agree	38	31.4
No response	2	1.7
Total	**121**	**100.0**

4.32 Work Environment as A Contributor to Employee Motivation

Data on table 4.26 indicates whether work environment is also important for employee motivation. Majority 69(57.0%) strongly agreed, 35(28.9%) agreed, 6(5%) neutral, 6(5%) strongly agreed and no response was 1(0.8%). The findings in this case concur with the findings in table 4.24. The implication is that SEKU should set strategies that improve the work environment so that it is conducive for the employees to execute their mandate e.g. adequate office space. Lambert *et al* (2010) argued that all the work environment variables have statistically significant relationship with the measure of turnover intent. He emphasized that employers should concentrate on improving the work environment to boost employee job involvement in order to reduce turnover intention.

Table 4.26 Work Environment is Also Important for Employee Motivation

	Frequency	Percent
Strongly disagree	6	5.0
Disagree	4	3.3
Neutral	6	5.0
Agree	35	28.9
Strongly agree	69	57.0
No response	1	.8
Total	**121**	**100.0**

4.33 Motivated Employees are Effective and Efficient in Their Functioning

Information on table 4.27 indicates whether motivated employees are effective and efficient in their functioning. Majority 81 (66.9%) strongly agreed, 28(23.1%) agreed, 4(3.3%) did not respond, 3 (2.5%) disagreed and 3(2.5%) were neutral. The findings in this case concur with the findings in table 4.24 and table 4.25. The implication is for SEKU to establish a reward system and work environment which motivates the employees to achieve the job targets.

The employees may need to come up with activities which the management can support and can promote the work environment e.g. team building activities. This contributes in reducing employee turnover intention at SEKU. Stephens (2000) argued that managers have the responsibility of creating a proper climate in which employees can develop their full potential. Failure to provide such a climate would theoretically decrease employee job satisfaction, motivation and could lead to poor performance and increased withdrawal from the organization.

Table 4.27 Motivated Employees are Effective and Efficient in their Functioning

	Frequency	Percent
Strongly disagree	2	1.7
Disagree	3	2.5
Neutral	3	2.5
Agree	28	23.1
Strongly agree	81	66.9
No response	4	3.3
Total	**121**	**100.0**

4.34 Motivated Employees are a Real Asset to the Organization

Figure 4.8 indicates whether motivated employees are real asset of any organization. Majority 92(76%) strongly agreed, 20(16.5%) agreed, 4(3.3%) strongly disagreed and 1(0.8%) disagreed that Motivated employees are real asset of any organization. The findings in this case concur with findings shown in table 4.24, table 4.25 and table 4.26. The implication for SEKU is to ensure that its employees are motivated and feel wanted by their employer. The employees also need to come up with activities that can motivate them. This will reduce employee turnover intent at South Eastern Kenya University. Allen *et al* (2003) found that POS was negatively correlated with turnover intention and actual intention.
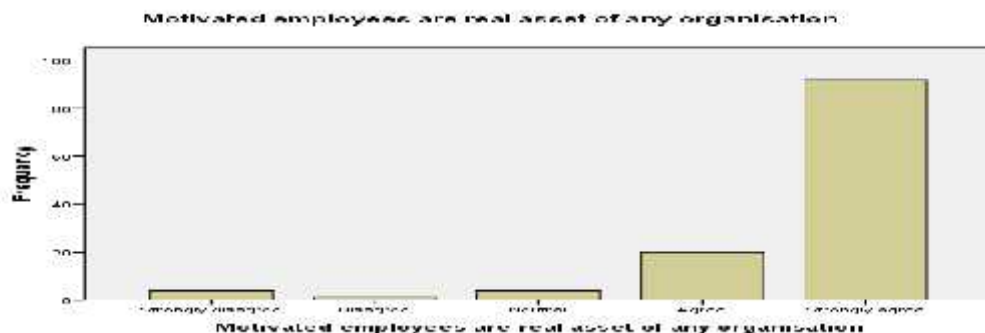

Figure 4.8: Motivated Employees are Real Assets

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter covers the summary of research findings, the conclusions drawn from the study, and the recommendations arising out of this study to evaluate factors influencing employee turnover intention at South Eastern Kenya University.

5.2 Summary of Findings

5.2.1 Demographics Characteristics Influence on Employee Turnover Intention at South Eastern Kenya University

The study found demographics influence the employee turnover intention at South Eastern Kenya University. The results indicated that there are three levels of employees in SEKU which include operational level, Tactical level and Strategic level. Both males and females in different ages have been hired to work in South Eastern Kenya University. The study identified employed married, single, divorced as employees who also form turnover intention at South Eastern Kenya University. The findings indicated that the employees working in SEKU come from both Kitui and other counties. The findings indicated that employees employed in SEKU may consider to quite employment and joining other institutions such as private and government. Employees indicated that there is necessity in implementation for job performance.

5.2.2 Job Satisfaction Influence on Employee Turnover Intention at South Eastern Kenya University

The study revealed various job measures the satisfaction level of employee at South Eastern Kenya University. The study revealed that SEKU rewards employees commensurately. Training is provided as a motivator to some but not to all employees. There is necessity of implementation for job performance provided by the employer. Job tasks are assigned depending on employees academic and professional qualifications, Job appraisal for each employee is carried out by the employee's immediate supervisor, Employees participate in decision making regarding the job performance. Respondents feel being part of SEKU through engaging in other activities and good communication from employees to managers reduces employee turnover intention.

5.2.3 Organizational Culture Influence on Employee Turnover Intention at South Eastern Kenya University

The study established that organizational culture affect employee turnover intention at South Eastern Kenya University. Employees enjoy discussing SEKU organizational culture with the people they work with comparing with outsiders, respondents feel like being part of SEKU organization, respondents do feel emotionally attached to SEKU, whether do not feel strong sense of belonging to the organization, agreed SEKU values are similar to respondents values, their personality matches the personality or image of this organization, seriously thought of looking for a new job and presently actively searching for other jobs. Since the organizational culture at SEKU is not supportive to employees can lead to turnover intention.

5.2.4 Motivation Influence on Employee Turnover Intentions at South Eastern Kenya University

The study revealed measures of motivation level of employees at South Eastern Kenya University. It was noted that SEKU rewards employees commensurately, Training is provided as a motivator for employees, though is to a few, covered in effective medical scheme, education policy, a good leave administration policy and employees general welfare reduces employee turnover. The management style at SEKU is characterized by teamwork, consensus and participation, security of employment, conformity and predictability. Incentives develop employee's attitude towards the organization.

5.3 Conclusion of the Study

Following a summary on the findings of this study, it is fitting to draw a general conclusion on Demographics influence the employee turnover intention at South Eastern Kenya University. Those factors which come out clearly are explained by gender, marital status, Type of staffs, Age of the respondents, salary, and position in the university, county of origin, intention to quite employment and the place they are planning to offer their services after they quit SEKU. The researcher proposes that there is a high positive correlation between demographic factors and employee turnover intention. The results indicated that employees are motivated to some extent at South Eastern Kenya University. This is done by management through rewarding employees commensurately, Training the employees though not all, Job tasks being assigned depending on employees academic and professional qualifications, Job appraisal for each employee being carried out by the employee's immediate supervisor, Employees participating in decision making regarding the job

performance, respondents feeling part of SEKU through engaging in other activities and effective communication. The study concludes that organizational culture affect employee turnover intention at South Eastern Kenya University. Employees do discuss organizational culture within themselves because they feel they are one family. Though they feel like being part of the family and feel emotionally attached to SEKU they seriously thought of looking for a new job this makes retention in SEKU hard. Retention of the employees at SEKU may go lower because most respondents felt no strong sense of belonging to the organization. The study also concludes that opinions of SEKU employees are similar and personality matches the personality or images of SEKU.

The study concludes that SEKU highly motivate its employee. This is through rewarding employees, Training though is to few, involving employees in effective medical scheme, education policy, a good leave administration policy and employees general welfare, in addition, the study conclude that the management style at SEKU is characterized by teamwork, consensus and participation, security of employment, conformity, predictability, Incentives development and conducive Working environment.

5.4 Recommendations

5.4.1 Motivation

SEKU management should continue to motivate its employees through rewards to all employees ,take Training though to all employees, involving employees in effective medical scheme, education policy, a good leave administration policy and employees general welfare to complete insurance cover, conducive Working environment and incentives will motivate the employees at South Eastern Kenya

University to work towards achieving the organizational goals, mission and vision hence reducing the employee turnover intention level.

5.4.2 Job Satisfaction

The management should develop ways of ensuring employees are satisfied on their jobs: rewarding employees commensurately, Training the all employees, Job tasks to be assigned on merits, Job appraisal by the employee's immediate supervisor, engaging all Employees in decision making so that the respondents feel being part of SEKU so as to make effective communication to all employees and the university management hence reducing the rate of turnover intention at South Eastern Kenya University.

5.4.3 Organizational Culture

SEKU management should develop an organizational culture which intends to retain the employees. The policies on salaries, social welfare which will make them feel like being part of the family and feel emotionally attached to SEKU should be emphasized. By having an organizational culture which is supportive to all employees working at South Eastern Kenya University will reduce the employee turnover intention.

5.4.4 Demographic Characteristics

Over the years institutions of higher learning have been having demographic determining the employee turnover. The management has during the same years employed one type of gender, one type of staff, low salaried workers. This had led employees deciding to vacate and move to other institutions. Therefore the management should be employing all both males and female in the same ratio, all

types of staff, wide rangers of salaries, distribute position in the university widely, employ people from other counties hence reducing turnover intention of employees at South Eastern Kenya University.

5.5 Directions for Further Studies

This study has explored the factors influencing employee turnover intention at South Eastern Kenya University. There is need to research on challenges facing management when dealing with turnover intention at South Eastern Kenya University. The study focused South Eastern Kenya University only, thus the same study should be done in other Universities and in the rest of 47 counties to enable generalization of results.

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APPENDICES

APPENDEX I: QUESTIONNAIRE

FACTORS INFLUENCING EMPLOYEE TURNOVER INTENTION AT

SOUTH EASTERN KENYA UNIVERSITY

This research study is made for academic purpose and you are kindly requested to provide answers to these questions honestly and precisely as possible. Responses will be treated with at most confidentiality. Please tick [ ] appropriately or fill in the required information in the spaces provided.

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender of respondent

   [   ] Male

   [   ] Female

2. Age in years of respondent

   [   ] 24 - 34

   [   ] 35 – 45

   [   ] 46 – 56

   [   ] 57 – 67

   [   ] Above 67

3. Years worked at SEKU

   [   ] Below 1 year

[   ] Between 1- 2 years

[   ] Between 3 – 5 years

[   ] Over 5 years

4. Marital Status

[   ] Single

[   ] Married

[   ] Separated/Divorced

5. What is your salary level?

[   ] 20,000 – 35,000 KShs

[   ] 36,000 – 45,000 KShs

[   ] 46,000 – 60,000 KShs

[   ] 61,000 – 100,000 KShs

[   ] 101,000 – 150,000 KShs

[   ] Above 150,000 KShs

6. What is your position in the University?

[   ] Strategic level

[   ] Tactical level

[   ] Support level

7. Which is your County of origin in Kenya

    Kitui   [   ]

    Others   [   ]

8. i) Do you intend to quit employment at SEKU?

    [   ] Yes

    [   ] No

    ii) If yes, in 8 (i) above where do you plan to offer your services?

    a) Other public Universities

    b) Private sector

    c) Central government

    d) Devolved government (county government)

SECTION B: JOB SATISFACTION

a) Using the likert scale mark appropriately the statements in the schedule below about employee job satisfaction influence on employee turnover intention. The ranking is between 1-5, 5 being the highest rank denoting Strongly Agree, 1 being the lowest denoting Strongly Disagree, 2 denotes Agree, 3 denotes Neutral, and 4 denoting Disagree.

Statement	5	4	3	2	1
Necessary implementation for Job Performance provided by the employer					
Job tasks are assigned depending					

on employees academic and professional qualifications					
Job appraisal for each employee is carried out by the employee's immediate supervisor					
Employees participate in decision making regarding the job performance					
SEKU clearly convey its Mission to the employees					
I agree with SEKU overall Mission					
I understand how my job aligns with SEKU's Mission					
I feel like I am a part of SEKU					
There is good communication from employees to managers at SEKU					
There is good communication from managers to employees at SEKU					

b) Overall, how satisfied are you working on your job?

    Extremely Dissatisfied   [ ]

    Dissatisfied   [ ]

Neutral   [   ]

Satisfied   [   ]

Extremely Satisfied   [   ]

SECTION C: ORGANIZATIONAL CULTURE

The following items are designed to understand your feelings towards your organizations culture. For each statement, please tick [   ] the number of your choice for each statement.

RATING SCALE

1= Strongly Disagree 2= disagree 3=Neutral 4= Agree 5= Strongly Agree

Statement	5	4	3	2	1
I enjoy discussing my organizational culture with people outside					
Confidentiality on organizational tasks and duties is paramount					
The organization's management treats employees as part of the organization					
" I do not feel like part of the family" at my organization					
I do not feel "emotionally attached" to this organization					
I do not feel strong sense of belonging to my organization					
The values of this organization are similar to my own values					
My values match those of current employees in this organization					
I feel my personality matches the "personality" or image of this organization					

In the last few months I have seriously thought of looking for a new job					
Presently, I am actively searching for other jobs					
I intend to leave the organization in the near future					

SECTION D: MOTIVATION

The statements are designed to measure influence of motivation on employee turnover intention. For each statement please decide the degree to which it accurately describes or own situation. Please [ ] the number of or choice for each statement.

RATING SCALE

1= Strongly Disagree 2= disagree 3=Neutral 4= Agree 5= Strongly Agree

Statement	5	4	3	2	1
SEKU rewards employees commensurately					
Training is provided as a motivator for **ALL** employees					
Employees are willing to retain their work if they access benefits such as medical scheme, education policy, a good leave administration policy and employees general welfare					
The management style at SEKU is characterized by team work, consensus and participation					

Management style at SEKU is characterized by security of employment, conformity, predictability				
SEKU is very results oriented a major concern is getting the job done and employees are vey commitment and achievement oriented				
Is money enough to motivate employees at SEKU				
Incentives develop employee attitude organization				
Work environment is also important for employee motivation				
Motivated employees are effective and efficient in their functioning				
Motivated employees are real asset of any organization				

THANK YOU FOR TAKING YOUR TIME TO FILL THIS

QUESTIONNAIRE

APPENDIX II: WORK PLAN

Months Overall duration	Performance	
May 2015	- Consultations with supervisor	
	-Writing chapters one, two and three	
	of the proposal	
	28 days	
	- Printing chapters one, two and three	
	- Corrections of chapters one two and three by the supervisor	
June 2015	- Rectifying corrections of chapters one two and three	
	- Corrections of chapters 1, 2 and 3 by the supervisor	30
days		
	- Proposal submission	
	- Proposal defense	
July 2015	- Issuing questionnaire	
	- Collection of the questionnaires	30
days		
	- Data analysis	
	- Project Report writing	
August 2015	- Project Report submission	1
day		

Source: Author (2015)

APPENDIX III: BUDGET

The following table is budget of all the expenses that the researcher will incur

Activity	Amount in KSH.
1. Transport	4,500
2. Writing material	3,000
3. Typing, printing and binding	5,000
4. Internet services	4,000
5. Miscellaneous	5,000
Total	21,500

Source: Author (2015)