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**LABOUR TURNOVER IN STATE CORPORATIONS  
IN KENYA: A CASE OF KENYA WILDLIFE SERVICE  
(KWS)**

**BY**

**ORONI E. I.**

**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
AWARD OF THE DEGREE OF MASTERS OF BUSINESS  
ADMINISTRATION (MBA), FACULTY OF COMMERCE,  
UNIVERSITY OF NAIROBI.**

**SEPTEMBER 2006**

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**DECLARATION**

THIS MANAGEMENT PROJECT IS MY OWN ORIGINAL WORK AND HAS NOT BEEN PRESENTED FOR AWARD OF A DEGREE IN ANY OTHER UNIVERSITY

SIGNED  DATE 17/11/2006  
ORONI I. EVELYN  
(STUDENT)

THIS MANAGEMENT PROJECT HAS BEEN SUBMITTED FOR EXAMINATION WITH MY APPROVAL AS THE UNIVERSITY SUPERVISOR

SIGNED  DATE 17/11/2006  
MR. DUNCAN OCHORO

## DEDICATION

I DEDICATE THIS RESEARCH PROJECT TO MY FIANCE MR. ROWLAND MURIUKI KINYEKI AND MY LOVING PARENTS MR. LONGINUS ORONI MURUGA & MRS. SANGITAH ASIEPET ORONI.

## **ACKNOWLEDGEMENT**

I am very grateful to all those who contributed significantly to the development of this research project. I am deeply indebted to my supervisor Mr. Duncan Ochoro whose countless hours were spent in offering guidance in developing this project that resulted to its success. His unwavering support, patience and encouragement have been deeply appreciated. Special thanks also go to Mr. George Omondi for his academic advice throughout the study.

The invaluable moral support from my fiancé Mr. Rowland Muriuki Kinyeki has also been appreciated. You were always there for me and encouraging me even when things seemed so difficult. Thank you so much.

A very special thank you also goes to my parents Mr. Longinus Oroni Muruga and Mrs. Sangitah Asiept Oroni and all my siblings for their moral support.

Last but not least, am very grateful to all Kenya Wildlife Service staff that accorded me all the necessary help. My special gratitude goes to Mrs. Sharon Kisire , Mr. William Opiyo, Mr. Benjamin Otito, Isaac Kapkara, Fredrick Omengo, Elizabeth Esiromo and Anne Muiruri for their help in the various capacities.

Finally, i am very grateful to my classmates particularly Damaris Kimosop, Beverly Munyite and Michael Yugi for their valuable pieces of advice during the research.



## **ABSTRACT**

This research project presents results of labour turnover in state corporations in Kenya. This study was carried out to establish factors influencing labour turnover and pattern of labour turnover in Kenya Wildlife Service.

Self administered questionnaires on a "drop" and "pick" basis were used to collect primary data that was used to establish the factors influencing turnover. The data was run through computer Software Package for Social Sciences (SPSS) that produced frequency tables and percentages output.

Secondary data from KWS database was used to determine pattern of labour turnover.

The results indicate that the most influential factor contributing to labour turnover is low pay. Other factors include lack of employee relations, lack of recognition , lack of career prospects, discrimination/favoritism/tribalism, pursuit of further education, frustrations. Findings also indicate that male employees are more likely to leave work than female, young employees are more likely to leave work than old employees, most educated employees are more likely to leave work than less educated, the less experienced are more likely to leave work than the experienced and the non-married employees are more likely to leave work than the married employees.

Furthermore, the results indicate that turnover rate at KWS has been decreasing over years despite all the influential factors mentioned earlier.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background

Every organization needs a source of labour to function. This therefore makes the issue of labour turnover be central to many current policy related debate in economics, public policy and more so in Human Resource management (Alogoskoufis, 1995). According to Flippo, 1984 'turnover' in broad sense, refers to the movement into and out of an organization by the workforce. This movement is therefore an index of the stability of that force. Labour turnover has also been defined as the movement of people in and out of the firm; it is usually convenient to measure it by recording the movement out of the firm on assumption that the leavers are eventually replaced by new employees (Sission, 1994). Labor turnover measures the movement of workers in and out of employment with a particular firm. Consequently, concern with the issue and interest in measuring such movement only arise when working for an employer (rather than self-employment in craft or agricultural production) become the norm. The rise of large scale firms in the late nineteenth century and the decreasing importance (in percentage terms) of agricultural employment meant that a growing number of workers were employed by firms. It was only in this context that interest in measuring labour turnover and understanding its causes began.

Labour turnover takes two forms namely: Voluntary and involuntary turnover.

Involuntary turnover may occur either for reasons which are independent of the affected employees such as perceived need to cut costs, restructure and downsize or may occur for reasons associated with an individual such as poor performance. Voluntary turnover on the other hand, represents exercise of choice and decision process. It is caused by factors such as dissatisfaction with pay, dissatisfaction with intrinsic nature of work and availability of more attractive job alternatives. Voluntary turnover thus is directly related to job attitudes however, if labour market conditions are exceptionally favorable to job seekers, the turnover may result more from this condition than from job dissatisfaction

(Yoder D. and Staudohar P.D., 1982). When an employee leaves an organization, this can have variety of effects that not only impact on the organization but also the individual employee and wider society (Mobley, 1982). These can be positive or negative (Hom and Griffeth, 1995) and a greater understanding of the process of labour turnover can increase the degree to which organizations and employees within organizations can influence these effects (Dalton, Krackhardt and Porter, 1981; Dalton, Todor, and Krackhardt, 1982).

The phenomenon of turnover is of interest to organizations and theorists because it is significant (Price, 1977), potentially costly (Mobley, 1982) and relatively clear cut (Porter and Steers, 1973). Thus no employer can ignore the issue of labour turnover within organization since the costs of labour make up the largest proportion of operation costs of businesses and organization. This makes manpower planning in an organization imperative. This is because there is great cost if highly qualified, experienced and trained employees, whom you have spent money training leave and they are hard to replace. By reviewing and monitoring turnover rates and the factors influencing the separation of employees, the management can be in a position to improve training programmes, renew pay and review working conditions among other possible mitigation actions so as to retain its employees. The greatest challenge to human resource planners, especially in the current competitive labour market, is to attract the right candidates for the job(s), motivate them to make them to stay with organization and discharge them in a socially responsible manner (Mungumi, 2002). Regardless of good planning, organizations cannot retain all their employees, since in reality; staff wastage has to occur through retirement, transfers, natural deaths and resignations (Clowe, 1972). This study I focused on all labour separations in order establish the factors make employees leave their jobs and determine pattern of labour turnover.

Besides attracting and retaining the right labour force, the manpower planner has to forecast the firm's future needs in terms of demand and supply (Bowey, 1974). Diligent manpower planning and labour turnover analysis will reveal the following: patterns of labour turnover/wastage, characteristics of those employees who are likely to leave the

organization, the most significant factors contributing to labour turnover, possible action plans to manage turnover e.t.c.

By carrying out this analysis, the human resource department will be in a position to plan the recruitment, selection, induction, motivation, control programs, succession plans and discharge programs within the organization.

A minimum labour turnover rate is required for healthy organizations (Pearce, 1994). This is especially important in the current working environment, as it reduces the task of retrenchment, and also allows recruitment of new employees from outside thus preventing in-breeding within the organization and introduction of new ideas and innovation, among other things from the new employee(s). This minimum labour turnover rate will depend on the size of the labour force in the organization, the industry, working conditions and remunerations among other factors. Whereas there's no universally acceptable rate of labour turnover, 10-15% rate may be acceptable in some organizations especially in the private sector. Excessive labour turnover has been found among other things to reduce the employee's morale and productivity and increases the propensity of current employees to leave the organization. to reduce the organizations ability to retain a stable group of experienced personnel and increases labour costs related to turnover (Klein and Weiss, 1991).

Turnover is an index of organizational effectiveness (Vandenberg and Nelson, 1999), and as such it warrants attention and some understanding *per se*. Therefore management of turnover may have the greatest organizational benefit (an effectiveness measure) where it is targeted at encouraging the retention of valued employees, or where the opportunity for change in personnel is capitalized upon, an ineffective employees can be replaced with more effective employees (Price, 1977). Additionally, however, information on turnover can help the planning, prediction and control of resourcing (Marchington and Wilkinson, 1996).

## 1.2 The Tourism and Wildlife Industry in Kenya.

This is composed of tourism parastatals, hotels and lodges and crafts enterprises.

The Ministry of Tourism and Wildlife is responsible for the formulation, co-ordination and administration of policy in respect to tourism and wildlife sector. This mandate is derived from Presidential Circular No. 1/2004 dated September 2004 and various Acts of Parliament. The Acts include:-

The Tourist Industry Licensing Act (TILA), Cap 381, Laws of Kenya; The Hotels and Restaurants Act (HRA), Cap 494, Laws of Kenya;

The Wildlife Conservation and Management Act, Cap 376, Laws of Kenya and Amendment Act No. 16 of 1989 (KWS).

In addition, the Ministry is responsible for overall guidance and policy coordination for the following parastatals and organisations:-

- Kenya Tourist Development Corporation (KTDC);
- Kenya Wildlife Service (KWS);
- Kenya Tourist Board (KTB);
- Kenya Utalii College (KUC);
- Catering and Tourism Development Levy Trustee (CTDLT);
- Kenyatta International Conference Centre (KICC).

The tourism industry is one of the highest revenue earners for the government of Kenya in form of foreign exchange and employs a large proportion of Kenya's population. This sector has been providing foreign earnings to the tune of KShs.50 billion annually but was greatly affected by the terrorists' attacks in the country. As such a large number of employees were laid off to cope up with the slump. However, the sector is bouncing back strongly through improved marketing strategies adopted by the government and thus aims to get more foreign earnings and employ more workers. The government has ventured into non-traditional markets such as China, Japan, and India and locally to market the country as a popular tourist destination. In addition, it has diversified from traditional

beach and wildlife to new circuits in the western and northern parts of the country (<http://www.magicalkenya.com>).

### **1.2.1 Kenya Wildlife Service**

Kenya wildlife Service (KWS) is a state corporation established by an Act of Parliament, Cap 376, with a mandate to protect, conserve and manage wildlife as a national heritage. This Parastatal was born out of Wildlife Conservation and Management Department (WCMD) in 1990 and conserves wildlife in fifty nine national parks and reserves. In order to improve service delivery, the organization has been split into eight (8) operation areas namely: Southern, Northern, Tsavo, Coast, Central Rift, Mountain, Western and the Head Office and each of the areas is headed by an Assistant Director except for the Head Office. The first park to be gazetted in Kenya and East Africa was Nairobi National Park in 1946, the only one in the world that that is so close to a capital city. Seventy five per cent of Kenya's wildlife lives outside the national parks and reserves and thus the KWS policy of working with local communities and landowners to conserve the biodiversity.

This corporation has engaged a workforce of 3,670 to carry out its duties. It has an armed wing which constitutes two thirds of employee population thus making the organization non-unionizable.

KWS vision is: *To be a world leader in wildlife conservation*

KWS mission is: *To sustainably manage Kenya's wildlife and their habitats in collaboration with stakeholders for posterity.*

The strategic objectives are:

- Achieve policy, legal and regulatory framework and autonomy to effectively discharge its mandate.
- Enhance wildlife conservation, protection and management.
- Improve KWS's linkages, recognition and relationships with stakeholders.
- Enhance full implementation of strategic plan.

## 1.2 Statement of the Problem

Kenya Wildlife Service being a public organization charged with the responsibility of conserving, protecting and managing natural resources such as wildlife and habitats has its operations spread through out the country. Most of its parks, reserves and stations are located in arid and semi arid areas (ASAL) generally referred to as hardship areas. KWS is an equal opportunity employer and has employed both male and female personnel to discharge this mandate. In the view of the above, its success or failure depends to a large extent on the ability to attract qualified and experienced personnel and to retain them. However an organization's ability to retain its employees is a function of many factors (Mungumi, 2002). These factors determine whether the employee(s) will remain with the organization or leave.

Several studies have been done on labour turnover over especially in the Western countries such as United Kingdom. However, there have been conflicting results as to what these factors are and how much each contributes to the turnover incident. For example, Viscussi and Khan (1979), argue in their findings that there is a significant inverse relationship between wages and turnover, while other researchers argue otherwise (Martin, 1998). From previous research (Freeman, 1980; Datcher, 1983 and Booth et al, 1996), it was found that labour turnover is related to certain industrial, economic, and demographic factors such as age, sex, education, ethnicity, and length of service among other variable.

An excessive movement is undesirable and expensive (Flippo, 1984). When an employee leaves the firm such costs as the following are involved:

- Hiring costs, involving time and facilities for recruitment, interviewing, and examining a replacement.
- Training costs, involving the time of supervisors, personnel department and trainee.

- The pay of a learner is in excess of what is produced.
- Accident rates of new employees are often higher.
- Loss of production in the interval between separation of the old employee and replacement by the new employee.
- Production equipment is not being fully utilized during the hiring interval and the training period.
- Scrap and waste rates climb when new employees are involved.
- Over time pay may result from excessive number of separations, causing trouble in meeting contract delivery dates.

Greater appreciation of the significance of these costs has stimulated considerable managerial interest in the problem of labour turnover. Thus this study aimed at finding out the perception of employees at KWS in relation to labour turnover within public corporations in Kenya.

#### **1.4 Objectives of the study**

The objectives of the study included:

- i) To establish factors influencing labour turnover in Kenya Wildlife Service.
- ii) To determine pattern of labour turnover in Kenya Wildlife Service.

#### **1.5 Significance of the study**

It was expected that the findings of this study would:

- i) Help human resource planners within public corporations to gain a better understanding of labour turnover which will enable them plan for recruitment, selection, orientation and placement, retention and forecasts of future manpower requirements within these organizations.
- ii) Provide a better understanding to management of why proper management of human resources is crucial in such organizations.
- iii) Be of benefit to human resource managers which will enable them to design effective induction courses that will keep turnover rates low during the early period of



employment. as this stage usually constitutes the highest labour wastage rates (Fowler, 1996).

iv) Add and provide a body of knowledge to academic community and stimulate further research in the field of labour turnover in other sectors of the economy.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In today's global economy, employees are a critical asset in ensuring an organization has a competitive edge in the market place, whether at the local or international level. This calls for a strategic human resource plan which adopts multiple and flexible patterns of employment, within the context of an organization politics in terms of recruitment, selection, training & development, motivation, retention e.t.c. in order to effect an efficient movement and distribution of employees. This is reinforced by the fact that organizations operate within a dynamic labour market and competitive environment.

Human resources are considered the most valuable, yet the most volatile and potentially unpredictable resources which an organization utilizes (Mungumi, 2002). If an organization fails to place and direct human resources in the right areas of the business at the right time and the right cost (Smith, 1971; Bramham, 1990) serious inefficiencies are likely to arise creating considerable operational difficulties and likely failure. As such the concept of manpower planning has become of necessity to many organizations, given the fact that organizations are becoming larger with each day, and thus planning for their labour force has become more complicated (Mungumi, 2002). There is need for careful forecasting of manpower, by knowing the right number of employees that will be required in the future and the likely numbers that will leave the organization. All these are only possible if the organization carries proper manpower planning.

There are two reasons for analyzing labour turnover (Freeman, 1980): Control; organizations must know the current levels of turnover before it can decide whether steps need to be taken to reduce this rate. Objective measurement is essential if the cost of labour turnover is to be calculated accurately, forecasting ; if future staffing and recruitment needs are to be estimated reliably, account will need to be taken of past levels of labour turnover.

Before action can be taken to remedy the problem of labour turnover within an organization, the patterns of labour and groups of workers most likely to be affected should be identified. Although each individual is different, past studies have shown that general patterns often emerge. These vary from organization to organization or industry to industry (Mungumi, 2002).

## **2.2 Labour Turnover from Global Perspective.**

Several studies have been done on labour turnover over especially in the Western countries such as United Kingdom. However, there have been conflicting results as to what these factors are and how much each contributes to the turnover incident. For example, Viscussi and Khan (1979), argue in their findings that there is a significant inverse relationship between wages and turnover, while other researchers argue otherwise (Martin, 1998). From previous research (Freeman, 1980; Datcher, 1983 and Booth et al, 1996). it was found that labour turnover is related to certain industrial, economic, and demographic factors such as age, sex, education, ethnicity, and length of service among other variable.

The aggregate data on workers turnover in the U.S show high rates of labor turnover (annual rates exceeding 100%) in the early decades of the twentieth century, substantial declines in the 1920s, significant fluctuations during the economic crisis of the 1930s and the boom of the World War II years, and a return to the low rates of the 1920s in the post-war era. Contemporaries expressed concern over the high rates of labor turnover in the early part of the century and conducted numerous studies to understand its causes and consequences. Some of these studies focused on the irregularity in labor demand which resulted in seasonal and cyclical layoffs. Others interpreted the high rates of labor turnover as an indication of worker dissatisfaction and labor relations problems. Many observers began to recognize that labor turnover was costly for the firm (in terms of increased hiring and training expenditures) and for the worker (in terms of irregularity of income flows).

Though the decline in labor turnover in the early part of the twentieth century was seen by many as a sign of improved labor-management relations, the low turnover rates of the post-WWII era led macroeconomists to begin to question the benefits of strong attachments between workers and firms. Specifically, there was concern that long-term employment contracts (either implicit or explicit) might generate wage rigidities which could result in increased unemployment and other labor market adjustment problems (Ross 1958). Although, turnover rate in the US compare favorably with most other industrialized countries, they are about twice as high as those in Japan. This is because Japanese firms are very reluctant to lay off workers, and workers feel a strong sense of loyalty to their paternalistic organizations (Yoder D. and Staudohar P.D., 1982).

### **2.3 Labour Turnover in Kenya**

It's been noted that labour turnover has been declining in Kenya over time due to increasing levels of unemployment. Workers' in an organization do leave their respective jobs for reasons, which are personal, organizational and social.

#### **i. Personal reasons include:**

- **Leaving for higher earnings and better career prospects**

Employees may change jobs for higher basic wage and to obtain greater earnings from commissions or gratuities (Mungumi, 2002). In Kenya and most of the developing countries, this is likely to be a major cause of turnover among those whose job skills are in short supply. Sometimes, employees have left work due to lack of career development within their immediate jobs so leaving enables them to seek career prospects which are rewarding to them.

- **Strain from interpersonal conflicts.**

Some employees leave because they want to reduce strain from interpersonal conflicts within their immediate jobs. In Kenya, as elsewhere, supervisory and management styles are important. African workers are perhaps even the most sensitive than other groups to interpersonal conflicts. Several studies from all parts of Africa support this claim, for

example (Gutkind, 1968 in Kenya; Kapferer, 1972 in Zambia; Peil, 1972 in Ghana). Unfortunately, some employees don't always like their managers and co-workers and so opt to leave.

ii. **Organizational reasons include:**

- **Strains from work overload.**

Work overload can be qualitative or quantitative. Qualitative overload occurs when work to be done is too difficult whereas quantitative overload occurs when there is too much to be done in the available time. Cooper and Marshal (1978) have shown that, quantitative overload is associated with labour turnover, coronary heart diseases, alcoholism, absenteeism, and low motivation to work and low self-esteem.

- **Less unchallenging jobs and work under load.**

Some employees leave because the duties they perform are less challenging that they were made to believe or expected (Werther et.al, 1993). Similarly, some employees don't like the working conditions of the job. Work under load occurs when there is little or nothing to be done or when the work is too easy. This causes adverse reactions among certain groups of workers. Those who value complexity in their work like scientists and some administrators show high levels of job dissatisfaction when they have too little to do or are not challenged by their work (Mungumi, 2002).

- **Overspecialization of jobs.**

Overspecialization brings lower levels of job satisfaction and can lead to higher turnover rates (Werther et.al, 1993). Similarly, some employees discover the job duties or reporting relationships become unacceptable after a reorganization of the department

### iii. Social reasons include:

- **Leaving due to family commitments.**

Some employees may oblige to leave for unavoidable reason. For instance, an employee who works and lives with family in Nairobi may find it difficult relocating to other place and leaving other family members especially if the other spouse works in Nairobi and children are already schooling. Such an employee is highly likely to quit as the best option rather than relocating. Some quit because they want early retirement to venture into business e.t.c.

## 2.4 Factors influencing Labour Turnover.

Such common factors that are likely to influence pattern of employee mobility within the organization includes: age, gender, education, experience, and marital status.

### i. The age of workers.

This has been found to be related to voluntary labour turnover. The voluntary labour turnover decreases with increasing age (Young, 1970; Silcock, 1954). The typical worker, who is 35 years of age, or above, has become involved in an occupation that will probably engage him or her until retirement and despite occasional signs of discontent, few of such workers entertain serious thoughts of changing occupation. This is because changing occupation becomes more difficult and threatening with age.

### ii. Gender

This has been found to be correlated with labour turnover (Freeman, 1980; Blan and Khan, 1981; Klein et al, 1991). All these researchers have agreed that labour turnover is higher among females than males and specifically higher in married women. These findings can be explained by the fact that women may leave jobs due to family commitments such as resigning to take care of young children and do other domestic chores.

### iii. Education.

It has generally been observed that labour turnover decreases with increasing level of education (Bartholomew, 1976). However, Mungumi, (2002) found that indeed the more

educated employees (graduates) were more likely to quit their jobs in Micro Finance Institutions than the non-graduate employees. This she attributed to the belief that the more educated a person is the more are job opportunities available for him or her. making it easier for him or her to get another job than the less educated employees(s)

#### **iv. Experience/length of service.**

Most researchers (Lane, 1955; Young, 1970; Clowes, 1970; Fowler, 1996) observed that, labour turnover is highly related to the employee's length of service. This means that new employees have higher rates of labour wastage due to induction crisis, among other factors, than employees who have stayed longer with the organization. This can be associated with the fact that workers move less often as they get older and as they get used to their work and the organization and most of them have established relationship with those around them.

#### **v. Marital status**

A study carried out by Mungumi (2002), found that employees who are not married had a higher propensity to leave work than the married employees.

#### **Other factors that are not common but are related to labour turnover include:**

- i. **Nature of work** – studies have shown that turnover is positively related, proportionally to manual, part time or on short term contract while it is negatively related to proportion that are skilled, permanent and professional (Freeman, 1980; Bartel, 1981; Khan and Low, 1982).
- ii. **Pay/Wage** - there is a significant inverse relationship between pay (wages) and turnover (Viscusi, 1980; Weiss, 1984; Shaw, 1985; Booth et al, 1996).
- iii. **Unionization of workers** – the effect of unionization and labour turnover has been researched extensively (Pearson, 1977, Kahn, 1989; Burgess, 1989). Although the union effect is well established, the existing literature is divided about why this is so. Unions have dual roles: representation and negotiation. The voice exit model proposed by Freeman (1980) and Freeman and Medof (1984), focuses on representation aspect of unions, arguing that unions provide a channel of communication between workers and management. This allows workers to

articulate grievances with the hope of redress thus providing an alternative to quitting. However, this is not the only explanation (Mungumi, 2002). Unions might also reduce turnover by using their negotiation function to improve working conditions and thus create a more pleasant working environment.

## **2.5 Consequences of Labour Turnover**

When an employee leaves the firm there, this has both positive and negative impacts on both the employee who quits and the organization. Separations and their subsequent replacements can be very expensive. The costs of labour turnover increases especially when employees are more specialized, more qualified, more difficult to find (Mungumi, 2002).

The negative impacts are as follows:

- Hiring costs, involving time and facilities for recruitment, interviewing, and examining a replacement.
- Training costs, involving the time of supervisors, personnel department and trainee.
- The pay of a learner is in excess of what is produced.
- Accident rates of new employees are often higher.
- Loss of production in the interval between separation of the old employee and replacement by the new employee.
- Production equipment is not being fully utilized during the hiring interval and the training period.
- Scrap and waste rates climb when new employees are involved.
- Over time pay may result from excessive number of separations, causing trouble in meeting contract delivery dates.
- Administrative costs of removing from and adding to pay roll.
- Loss of highly qualified employees
- Decreased commitment to those employees remaining in the organization



- Loss of employees who have the potential for advancement deprives the organization of future opportunities for promotion from within.

The positive consequences of separations include:

- Replacement of poor performers – an integral part of management is identifying poor performers and helping them improve their performance. If an employee does not respond to coaching or feedback, it may be best to terminate him/her so that a new (presumably more skilled) employee can be brought in.
- Infusion of new knowledge by new employees
- Stimulates changes in bad policies
- Career advancement for those who leave
- Increased satisfaction for those who stay
- Career opportunities elsewhere for those who leave.
- Cross breeding between old and new employees- separations create opportunities to hire from diverse backgrounds and to redistribute the cultural and gender composition of the workforce.
- Less stress and better use of skills and renewed interest in work for those who leave.
- Financial advantages may result e.g. in some jobs individual productivity, does not increase much after a certain level of experience is acquired. Replacement of such employees can be obtained at lower salary, which saves organization the longevity pay increases.
- Reduces the cost of funding pensions
- Increased innovations – separations create advancement opportunities for high-performing individuals and they also open up entry-level positions as employees are promoted from within.

## 2.6 Turnover Analysis

It is convenient to measure labour turnover by recording movements out of the firm on the assumption that a leaver is eventually replaced by new employees (Graham and

Bennet, 1998). Employee turnover should be analyzed in order to forecast future losses and to identify the reasons for people leaving the organization. Several approaches can be used to measure labour turnover rate as follows:

**i. Separation or labour wastage rate.**

The term separation is used to denote an employee who leaves for any reason. This is the traditional method which has been used for a long time. It expresses the number of separations during a given period (usually one year) as a percentage of the average number of employees during that period.

$$= \frac{\text{Number of separations during a given period}}{\text{Average number of employees during that period}} \times 100$$

This method is widely used because is easy to calculate. It has the advantage of indicating cost because the separations and replacements can involve the company in considerable expense. However it is somewhat misleading for two reasons namely: recently engaged employees are more likely to leave than long service employees, and thereafter an increase in the separations rate may simply be due to some increased recruitment a few weeks previously rather than to a sudden deterioration in worker satisfaction, some jobs in the company may be vacated and filled several times during the year.

**ii. Labour stability index.**

This is considered an improvement of the wastage rate and shows the percentage of the employees who have at least one year's service.

$$= \frac{\text{Employees exceeding one year's service}}{\text{Number of employees employed one year ago}} \times 100$$

This index is best used in conjunction with the separation rate, showing the extent to which the company is retaining its experienced employees. However, it can be misleading because the index will not reveal the vastly different situations that exist in a company or department with a high proportion of long service employees in comparison with one where the majority of employees are of short service.

### iii. Length of service analysis.

To overcome the shortcomings of the stability index, an analysis can be made for the average length of service of people who leave. This analysis is still crude because it deals only with those who leave. A more refined analysis would compare, for each service category, the number leaving with the numbers employed as shown in the table 1 below:

**Table 1: Length of service analysis**

<b>Occupation</b>	<b>&lt; 3 months</b>	<b>3-6 months</b>	<b>6mths-1 year</b>	<b>1-2 yrs</b>	<b>3-5 yrs</b>	<b>&gt;5 yrs</b>	<b>Tot. No. leaving</b>	<b>Av. No. leaving</b>	<b>Index labour turnover</b>
Skilled									
Semi-skilled									
Unskilled									
<b>Total</b>									

Source: Michael Armstrong (199): A handbook of Human Management, p.803.

### iv. Survival rate

This involves studying a group of employees recruited during a certain period (usually three months) and record the rate at which they leave the company. The figures gotten can be graphically represented in a survival curve as shown in table 2 below:

**Table 2: Survival rate analysis**

Entry cohort	Original strength	Number of surviving to the end of (year) after engagement				
		Year 1	Year 2	Year 3	Year 4	Year 5
A						
B						
C						
D						
E						
Average survival Rate						

Source: Michael Armstrong (199): A handbook of Human Management. p.804.

Survival rates always show that the tendency for employees to leave is greatest during the early weeks with company. They are useful in showing that a company is losing a particularly large number of employees early in their service compared with the previous period.

**v. Half Life index**

This is the time that elapses before 50% of a particular cohort of workers who all began work at the same time have left the organization. Its determination can be derived from survival curve's computation. Half life index can be compared for different departments, age groups e.t.c. in order to ascertain the 'staying power' of each cohort.

## 2.7 Managing Labour Turnover

### 2.7.1 Exit Process

When employees leave on their own volition, management may undertake three actions: conducting exit interviews, analyzing the reasons for turnover and providing references (Armstrong, 1999).

**Exit interviews** – It involves interviewing employees when they are leaving to establish why they are going and identify problem areas on which action can be taken, although the information obtained is not always reliable. They should also be asked on what is good and bad about the organization, for example, the job itself, pay and other terms of work, supervision and management (Gooch, 1999).

However, it is good to note that workers may not always disclose the real reasons for leaving or their true views about the organization (Mungumi, 2002). In order to overcome this, the following steps may be taken as a remedy: have interviews carried out by a person other than the immediate manager, conduct the interviews away from the normal place of work, explain that the interview is and will be confidential, explain fully the reasons for exit interview.

**Analyzing the reasons for turnover** - Results of exit interviews should be analyzed to identify general (e.g. pay) or particular (e.g. harassment) problem areas. This can be used as evidence when general actions are proposed or when an approach is made to feed back the information.

**Provision of references** – Employers should be careful to give only factual references because there is a legal liability for references.

According to Hall and Goodale (1986), organizations derive benefit from managing the exit process as follows:

**The easier and more mutually satisfying** it is for an employee to leave the organization, the easier it is for the organization to use the exit as part of its Human resource management strategy.

**The more control the organization** exercises over people leaving, the more options it has to hire and develop people.

**The way an organization treats** departed people affects the people who stay because exit procedures impact on an organization's climate.

**Managers who know they are expected** to terminate poor performers and to handle termination in a way that leaves the employee feeling fairly treated are forced to become better managers.

## **2.7.2 Reducing Turnover**

### **I) Reducing turnover for new employees.**

Organizations that want to reduce labour turnover of new employees should pay particular attention to the following areas:

#### **i. Recruitment and selection**

Most employers develop some kind of recruitment and selection process often including a selection test, to determine whether applicants are suitable for the job. Where the job involves practical skills, it can make sense to test them at the time of interview (Gooch and Suff, 1999). Advertisements and details given to the employment agency should give an accurate picture of the jobs, including terms and conditions i.e accurate job previews. They should also indicate the starting pay and future prospects.

Organizations sometimes feel forced to hire less than ideal replacements when labour turnover is high. This can simply worsen the problem and every effort should be made to maintain the standard for new recruits. The result of not doing so is often higher costs of training and supervision and a reduction in quality of output (Gooch and Suff, 1999). On the other hand, organizations should also be aware of the disadvantages of setting unnecessarily high standards – over qualified candidates may quickly become bored with jobs that turn out to be more mundane than they had imagined.

Organizations should also use appropriate selection methods to select the right candidates for right positions within the firm. The responsibility of seeing that the new recruit becomes a fully – trained effective worker falls to the supervisor, and it is useful to involve the supervisor of the department in the selection process (Mungumi, 2002). Realistic job previews (RJP) should be used in the selection process because it's a written or verbal summary that provides applicants with an insider's or skeptic's view of the more unsavory aspects of the job. Research on the effectiveness of RJP shows that employee turnover was lower when the job previews are used. According to Werther and Davis (1993), RJPs are most appropriate when the applicant is not familiar with the job, for example, telling a prospective employee(s) about unpleasant working conditions may improve the probability that they will remain on the job in comparison to those who were not told.

## **ii. Induction**

This program should be shared between personnel department, which covers such areas as pay and conditions, hours of work, and the supervisor, who covers the place of work, introductions to colleagues, fire and safety regulations. If there is written induction programme, items are less likely to be forgotten (IPD, 1996). It is important to realize that this process is more than a simple administrative chore and should not be skipped, even if time is short.

A good impression of the organization helps new employees settle down and learn their jobs quickly. This process is assisted by: giving them prompt attention when they arrive for work, a friendly welcome and introduction to the workforce, the early provision of smartly presented written information about the company including written statements of main employment particular.

A study by Werther and Davis (1993) found that a higher percentage of employees who underwent thorough orientation stayed on their jobs thus reducing turnover.

## **iii. Job training**

Training a new entrant for a job naturally varies in length and complexity according to the organization and the job itself. Training may be on or off the job and even quite small organizations may make use of the off the job facilities, particularly where the job is

complex or cannot be taught satisfactorily on the job. A training scheme should ensure that the new starter is gradually introduced to each stage of the job, and can do each task satisfactorily before moving on to the next (IPD, 1996)

Whether the job calls for detailed training programme or something more informal, the supervisor should keep a constant check on the trainee's progress, be available to answer questions, correct faults before they become bad habits, and give encouragement (Mungumi, 2002). The supervisor in charge of on-the-job training will need to ensure that he or she devotes sufficient time to this task and that it given no lower priority than his or her other duties. Otherwise there is a real danger that the trainee will be neglected and may hasten the quit decision among them.

It is in the interest of both the organization and trainees themselves that they become fully effective workers as quickly as possible. Where an incentive bonus scheme is in operation, it's important that new recruits are told at what point to expect to reach an effective standard on schedule. Disappointments and delays in reaching this stage often result in resignations, especially if workers believe that their slow development to be due to unsatisfactorily training arrangements (IDS, 2000).

## **II) Reducing turnover of long-term employees**

When analysis shows that significant numbers of trained and experienced workers are leaving the company, it is more difficult to point to specific areas for remedial action (Taylor, 1988). The causes of this type of labour turnover are often more fundamental and may require attention to wider issues such as organizational structure or management style.

As a first step, however, it's necessary to examine rates of pay and earnings levels to ensure that they have not become out of line with those paid for comparable jobs in the industry or area. It's also important to make sure that wherever possible, opportunities for



career progression and steady improvements in earnings and skill are maintained (Income Data Services, 2000). Where there is a declared policy of promotion from within the organization, workers naturally see less need to seek career development or pay improvements elsewhere, provided the policy is seen to operate in an open and fair way.

In order to address the problem of labour turnover of long serving employees, management should be prepared to examine organizational practices particularly where change has taken place, to identify contributory factors in the loss of long serving employees. Typical areas for consideration are: (<http://www.acas.org.uk>).

- **Pay**

Are systems and methods fully understood and thought to be fair?

- **Job evaluation**

Has the job evaluation system succeeded in removing inconsistencies in pay? Does the organization have a policy to prevent discrimination on the grounds of age, religion and sexual orientation?

- **Equal opportunities**

Are policies on equal opportunities and racial, sexual or disability harassment fair and observed?

- **Communications**

Do workers feel they are 'kept in the picture' about the new orders, product developments, new equipment, management changes? Is there an effective communications system or does everyone rely on hearsay?

- **Management skills**

Are managers and supervisors fully trained? Are they competent to deal with the human aspects, as well as the technical requirements of their job?

- **Discipline**

Is there a proper disciplinary procedure, known to everyone? Are managers and supervisors given adequate training in its use and do senior managers support them in applying it?

- **Appraisal**

Are workers given the opportunity to discuss with their supervisor or manager any appraisal of their work and progress which may be made?

- **Planning**

Are workers kept waiting or moved from job to job, perhaps losing money, because of poor planning?

- **Maintenance**

Is there a planned programme of maintenance or do frequent breakdowns affect efficiency, earnings and tempers?

- **Procedures**

If workers have grievances, or suggestions about the way the organization is run, is there a well-known and speedy way of having their views heard? Are they reliably and quickly informed of management's reaction?

- **Working conditions**

Are working conditions generally acceptable and working areas clean and tidy? Are facilities, such as toilets and the canteen of an acceptable standard? Are workers given adequate facilities to enable them perform their jobs?

- **Hours of work**

Is there a need to reorganize patterns of working time? Does the organization offer flexible working hours, part-time/ temporary working or job sharing?

Perception is a process by which individuals select, organize, store, and interpret sensory stimulation into meaningful and coherent picture of the world around us (Bateman, 1991). Bennet (1997) considers perception as a process in which one interprets sensory inputs such as sight, sound, smell, or feelings. The perceptual process can therefore be defined as a complicated interaction of selection, organization and interpretation (Luthans, 1989). As such two people may physically see the same thing but they may have their own individual interpretation of what it is.

Perceptions in an organization are crucial to researchers as employees are the driving force behind the success or otherwise, of any business (Njoroge, 2003). Mullins (1999)

stresses the need for managers to be aware of the perceptual differences between themselves and that of their employees, which may give rise to organizational conflicts. This is because workers in the organization will perceive issues differently and will have different expectations from their employee. For instance, some will be concerned with career development, others on salary and fringe benefits, while some may perceive organization policies as draconian and so on. Perception is influenced by intelligence, personality, expectations, motivation and interest (Bennet, 1997). He further argues the case for managers to understand the process of perception in order to ensure employees perceive the organization's objectives in a similar manner, appreciate workers' grievances and complaints from their point of view, and to improve communication between managers and their subordinates by interpreting things in the same way.

Workers develop set of filters through which they make sense of the conditions surrounding their work place. It's in the light of this that the study has employed perception to assist in collecting as much information on turnover as possible.

## CHAPTER THREE

### METHODOLOGY

#### 3.1 Research Design

The research problem was studied using the case study method, which gave an in-depth account of labour turnover within the organization. To give this in-depth account of labour turnover the study involved an attitude survey that was conducted among KWS staff based at the headquarters and those from Parks, Reserves and stations spread across the country.

#### 3.2 Population

The population constituted all the employees of Kenya Wildlife Service that totaled 3,670 as at January 2006 as per KWS database.

#### 3.3 Sample

The proportionate allocation method of stratified sampling was used to select the sample. The population was divided into eight(8) strata representing the operation areas of KWS namely Southern, Western, Tsavo, Northern, Mountain, Central Rift, Coast and Headquarters. A specified number of elements was randomly selected from each stratum to form the overall sample of 367 employees from the employee database. The sample constituted employees at all levels to represent the population of the study. This sample size took into account dispersion of the population, the desired level of accuracy and interval range.

The breakdown was as follows:

n was 10% of total population thus equal to 367 employees.

$$n_i = \frac{n}{N} * N_i$$

**Table 3: Sample analysis**

<b>Operation areas</b>	<b>Population (N)</b>	<b>Sample( Ni)</b>
Western	499	50
Tsavo	552	55
Southern	307	30
Northern	499	50
Mountain	445	45
Central	370	37
Coast	359	35
Hqs	639	65
<b>Total</b>	<b>3670</b>	<b>367</b>

### **3.4 Data Collection**

Self administered questionnaires comprising of semi-structured (with both open ended and close ended) questions were used to collect primary data on a 'drop and pick later" basis. The questionnaires were selected because of the time limit of the study since they take less time to administer and collect as opposed to other methods such as interviews. The questionnaire was divided into three sections. Section A sought information on respondent and organization, section B on work related factors and section C on common characteristics which will address objective one of the study.

Secondary data was obtained from the company's management information system and printed records available at the organization's library to be used to address objective two of the research study.

### **3.5 Data Analysis**

The completed questionnaires were edited for completeness and consistency before processing. The data will then be coded to enable responses to be grouped into categories.

The results were run through the SPSS program to enable content analysis.

Descriptive statistics was then used to summarize the data so as to generate frequency tables, percentages or proportions, mean scores and standard deviations. Factors influencing turnover were be ranked in order of importance and results of the analysis used to draw plausible conclusions, any suggestions/recommendations; and opportunities for further future research, etc.

## CHAPTER FOUR

### DATA ANALYSIS AND FINDINGS

This chapter documents and gives the findings on specific concerns that were raised earlier in the objectives of the study. The results have been presented by use of frequency tables, percentages and cumulative percentages.

#### 4.1 Response Rate

The effective response rate was 94% as described below.

**Table 4: Response rate**

Operation Areas	Expected response	Actual response
Southern	30	30
Head office	65	65
Northern	50	45
Western	50	48
Coast	35	30
Tsavo	55	52
Central Rift	37	35
Mountain	45	40
<b>Total</b>	<b>367</b>	<b>345</b>

From table 4 above, out of the 367 questionnaires given out, 345 were received and used for analysis from all the operation areas. Some of the questionnaires left out in the analysis were either not returned or spoiled. This turn out however yielded an impressive response rate of 94% which gave representative insights into labour turnover in state corporations.

A summary of respondents details are given in the tables below:

**Table 5: Management levels of the respondents**

**Management level**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lower	161	46.7	46.7	46.7
	Middle	139	40.3	40.3	87.0
	Senior	45	13.0	13.0	100.0
	Total	345	100.0	100.0	

This table depicts that majority of the respondents fall under the lower management category which accounted for 46.7% of the total sample size followed by middle management (40.3%).

**Table 6: Gender of the respondents**

**Respondents sex**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	112	32.5	32.5	32.5
	Male	233	67.5	67.5	100.0
	Total	345	100.0	100.0	

Table 6 shows that 67.5% of the respondents were male and 32.5% were female.

**Table 7: Age of the respondents**

**Age category**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<20	4	1.2	1.2	1.2
	21-30	113	32.8	32.8	33.9
	31-40	122	35.4	35.4	69.3
	41-50	94	27.2	27.2	96.5
	>50	12	3.5	3.5	100.0
	Total	345	100.0	100.0	

Table 7 depicts that most of the respondents were aged between 31-40 years (35.4%)



**Table 8 : Educational level of the respondents**

**Professional qualification**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	"A" level	11	3.2	3.2	3.2
	Diploma	66	19.1	19.1	22.3
	"O" level	167	48.4	48.4	70.7
	University	101	29.3	29.3	100.0
	Total	345	100.0	100.0	

Table 8 shows that majority of respondents are "O" level leavers (48.4%).

#### **4.2 Findings on Labour Turnover**

The findings presented below will give answers to the objectives stated earlier.

**Table 9: whether employees left in the past 10 years.**

**If colleagues left**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	83	24.1	24.1	24.1
	Yes	262	75.9	75.9	100.0
	Total	345	100.0	100.0	

Table 9 indicates that 75.9% of respondents did state that their colleagues left work thus an indication that there may exist turnover problems at the corporation.

##### **4.2.1. Factors influencing Labour Turnover**

A number of factors contributing to labour turnover were cited by respondents as follows:

**Table 10: Reasons for leaving work****reasons for leaving**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Lack of adequate resources	4	1.0	1.0	1.0
Bureaucratic procedures	4	1.0	1.0	2.0
Job dissatisfaction	17	4.2	4.2	6.2
Discrimination/tribalism/nepotism	26	6.5	6.5	12.7
Lack of good employee relations	30	7.4	7.4	20.1
Further studies	7	1.7	1.7	21.8
Frustration	21	5.2	5.2	27.0
Family related	18	4.5	4.5	31.5
Harassment	8	2.0	2.0	33.5
low motivation	4	1.0	1.0	34.5
low pay	124	30.8	30.8	65.3
Lack of recognition	26	6.5	6.5	71.7
No career prospects	40	9.9	9.9	81.6
Lack of policy on staff issues	17	4.2	4.2	85.9
Retired	11	2.7	2.7	88.6
Sacked	19	4.7	4.7	93.3
Unchallenging job	16	4.0	4.0	97.3
Wrong placement	11	2.7	2.7	100.0
Total	403	100.0	100.0	

Table 10 shows that majority of respondents (30.8%) cited low remuneration and emoluments as a major contributing factor to labour turnover at the organization.

A comparison of such factors was compared to other sectors where some of the respondents worked formerly before joining the corporation as shown in table 11 below. Low pay still features as the most influential factor in other sectors of the economy as well (46.2%) followed by job insecurity (21.5%) which wasn't mentioned at all by the respondents as a factor that can influence them to leave the corporation.

**Table 11: Reasons for leaving former employment.**

**reasons for leaving former job**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Dissatisfaction	2	3.1	3.1	3.1
Family related	1	1.5	1.5	4.6
job insecurity	14	21.5	21.5	26.2
Low pay	30	46.2	46.2	72.3
No career prospects	10	15.4	15.4	87.7
Termination	3	4.6	4.6	92.3
Unchallenging job	4	6.2	6.2	98.5
Work overload	1	1.5	1.5	100.0
Total	65	100.0	100.0	

**Table 12: Promotion or pay rise after training**

**Promotion after training**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not trained	169	49.0	49.0	49.0
Trained & Not promoted	122	35.4	35.4	84.3
Trained & promoted	54	15.7	15.7	100.0
Total	345	100.0	100.0	

Some other factor that seemed to influence labour turnover within the corporation was lack of training. Majority of the respondents stated that they were not trained by the corporation (49%) followed by those trained but had no pay increase or promotion which made most employees stick to one cadre for indefinite periods. This as a result forced some employees out of the organization.

**Table 13: Management actions influencing labour turnover.**

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**mgt actions influencing labour turnover**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Authoritarianism	8	9.8	9.8	9.8
Discrimination	19	23.2	23.2	32.9
Frustrations	18	22.0	22.0	54.9
Harassment	5	6.1	6.1	61.0
Lack of recognition	18	22.0	22.0	82.9
Non participatory mgt	1	1.2	1.2	84.1
Poor work programs	9	11.0	11.0	95.1
Wrong job placement	4	4.9	4.9	100.0
Total	82	100.0	100.0	

Table 13 show management actions that are likely to influence labour turnover in the corporation and discrimination/ tribalism/ favoritism/ nepotism accounted for 23.2% followed by frustrations and lack of recognition each with 22%.

**4.2.2 Common characteristics of employees who are likely to leave work within the corporation.**

To build on factors contributing to labour turnover an analysis was also done on common characteristics of employees likely to leave work as shown below:

**Table 14: Gender of those likely to leave.**

**gender likely to leave**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	102	29.6	29.6	29.6
Male	243	70.4	70.4	100.0
Total	345	100.0	100.0	

Majority of respondents stated that male employees were more likely to leave (70.4%) than their female counterparts.

**Table 15: Influence of age on labour turnover**

**age of those likely to leave**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Old	48	13.9	13.9	13.9
	Young	297	86.1	86.1	100.0
	Total	345	100.0	100.0	

Table 15 indicates that majority of respondents stated that the young employees are more likely to leave (86.1%) than old employees. This could be due to the fact that young employees haven't grown attached to their jobs thus easy to quit than the older group.

**Table 16: Influence of education on labour turnover**

**level of education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduates	316	91.6	91.6	91.6
	Non-graduates	29	8.4	8.4	100.0
	Total	345	100.0	100.0	

The study also revealed that the most educated (graduates) employees are likely to leave work (91.6%) than non graduates (8.4%) probably due to increase of opportunities in the market for the more learned.

**Table 17: Influence of experience on labour turnover**

**experience level**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Experienced	156	45.2	45.2	45.2
	Less experienced	189	54.8	54.8	100.0
	Total	345	100.0	100.0	

Table 17 shows that most employees who are likely to leave work are less experienced (54.8%) however the margin is very minimal as those experienced also leave at a higher rate (45.2%).

**Table 18: Influence of marital status on labour turnover**

		Marital status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	136	39.4	39.4	39.4
	Single	209	60.6	60.6	100.0
	Total	345	100.0	100.0	

The study revealed that non married employees are likely to leave work (60.6%) than married employees (39.4%).

#### 4.2.3 Pattern of Labour Turnover

The other objective of the study on pattern of turnover was studied using secondary data and the separation/labour wastage rate formula used. The findings were as follows:

**Table 19: Labour wastage rate**

Year	Total staff	No. of staff that left	Turnover rate (%)
1996	4227	220	5.2
1997	4025	811	20.1
1998	3286	217	6.6
1999	3082	149	4.8
2000	2981	260	8.7
2001	2946	152	5.2
2002	3306	172	5.2
2003	3146	128	4.1
2004	3112	147	4.7
2005	3592	115	3.2

Source: KWS database

These findings indicate that turnover rate has been declining over years and was lowest in 2005 i.e 3.2%, however 1997 had the highest i.e 20.1% which could be attributed to the massive retrenchment that occurred during that period.

## **CONCLUSION**

The findings presented above has put fundamental insights into labour turnover in state corporations. They tend to agree and sometimes deviate from the literature available on the same. Discussions of these findings will be covered in the next chapter.

## CHAPTER FIVE

### DISCUSSION, SUMMARY, IMPLICATIONS

#### 5.1 Introduction

This chapter gives a summary and discussion of the findings already covered in the previous chapter in relation to the two objectives of the study and their implications. The limitations of the study and the suggestions for further research will also be highlighted.

The first objective of the study was to establish factors influencing labour turnover in KWS and secondly, to determine pattern of labour turnover in KWS.

##### 5.1.1 Factors influencing Labour Turnover

From the study, the respondents confirmed that there existed the problem of labour turnover within the corporation since 75.9% of the respondent stated that their colleagues had left in the past ten years. As such the corporation still faces the challenge of attracting and retaining the most competent personnel. This increases the organization's cost in terms of replacement, training and lost hours in a bid to keep organization operating.

The study revealed a number of factors that influence labour turnover in state corporations in Kenya as shown below:

- i. **Low pay** was cited as the most influential factor that contributes to labour turnover. Most respondents also pointed out that there was a lot of salary disparity among the various cadres and a majority of employees earned between Ksh 10,000-20,000. Some respondents also stated that the staff emoluments were too low especially the allowances for housing, medical, per diem field and night outs. This finding tends to support the earlier finding by Booth et al, (1996) which found out that there is a significant inverse relationship between pay (wages) and turnover.



- ii. **No career prospects** were also stated as a driving factor out of the parastatal. Most respondents stated that there were no career prospects within the organization because there was no approved career progression path. Employees are not allowed to pursue their careers as work is determined by their bosses who are frequently changed. This drives mostly the young employees in search of greener pastures where they could advance their careers.
- iii. **Lack of employee relations** in the corporation was also cited as one of the influential factors. Most respondents acknowledged that there existed bad relations between them and their supervisors thus creating communication barriers. Most of the civilian respondents also stated that there existed no formal procedure for grievances for non-uniformed staff and indicated the need to have an ombudsman. Staff welfare issues were also cited to have been ignored and most employees felt that the corporation treats them as a liability and not an asset for the organization.
- iv. Most of the respondents cited **lack of recognition** of good performance and professional qualification as a major factor contributing to labour turnover in the organization. Majority of respondents claimed that most of the good performers and highly qualified employees earned low salaries as compared to those without professional qualifications. This can probably be explained by the fact that most of those employees leaving employment within the corporation are graduates. This supports findings by Mungumi, (2002) who found that indeed the more educated employees (graduates) were more likely to quit their jobs in Micro Finance Institutions than the non-graduate employees.
- v. **Discrimination/favoritism/tribalism/nepotism** in the work place was also cited as an influencing factor that features mainly during staff transfers and promotions. Many respondents cited the presence of rival camps trying to outdo each other in the scramble for power at the expense of other employees. This was pointed out

as a major hindrance to implementation of available policies and thus majority of respondents recommended complete elimination of this vice.

Other factors cited by some of the respondents included: frustrations, sacking, family related, lack of policy on the various staff issues such as transfer, promotion and training, job dissatisfaction and unchallenging/routine nature of jobs among others.

### **5.1.2 Pattern of Labour Turnover**

The labour turnover rates from the findings tend to be declining over the ten years despite the numerous factors influencing it. The lowest turnover rate was for the last year (2005) which was the lowest i.e 3.2%. This tends to concur with findings by Nigam and Singer (1974) who concur that labour turnover in Africa has been declining over time due to increasing levels of unemployment hence fewer opportunities available in the labour market.

### **5.2 Limitations of the Study**

Unavailability of the real target group of employees who already left work within the corporation who could have given the exact factors that influenced their leaving. Nevertheless the current employees gave their fundamental insights of the exact factors and were very cooperative.

Time and resources was also a limiting factor since the study area spread throughout the country. Despite this, all the targeted areas were reached and their input received.

### **5.3 Suggestions for Further Research**

The study targeted only the current employees but to provide a better understanding of the study problem, it's recommended to target also employees who already left their work since they are more free to say the truth without fear of victimization as opposed to current employees.

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<http://www.tourism.go.ke>

<http://www.unaids.org>

<http://www.unu.edu>



## **APPENDIX I: LETTER OF INTRODUCTION**

Dear Respondent,

**RE: LABOUR TURNOVER IN STATE CORPORATIONS IN KENYA: A CASE OF KENYA WILDLIFE SERVICE (K.W.S)**

I am a student at the University of Nairobi pursuing a Masters of Business Administration (MBA) degree. This study is being carried out for a management project paper as a requirement in partial fulfillment of the stated degree as well as offer recommendations to turnover problems at KWS. Kindly spare time to fill the attached questionnaire as accurately as possible.

Your responses will be treated strictly confidential and in no instance will your name be mentioned in this report. In case of any inquiries please contact me through 0723-624534.

Thank you in advance.

Yours faithfully,

**Evelyn I. Oroni**  
**MBA STUDENT**

**Mr. Duncan Ochoro**  
**SUPERVISOR**

## APPENDIX II: QUESTIONNAIRE

### SECTION A: (RESPONDENT'S PROFILE)

Fill the blanks provided or by a means of a cross (X) please indicate the correct choice.

1. Indicate name of place you work \_\_\_\_\_
2. Indicate your department \_\_\_\_\_
3. Your job falls within which management level? (tick)
  - Senior ( )
  - Middle ( )
  - Lower ( )
4. Indicate your operational area
  - Hqs ( ) Northern ( )
  - Southern ( ) Coast ( )
  - Tsavo ( ) Central rift ( )
  - Western ( ) Mountain ( )
5. Indicate your gender
  - Male ( )
  - Female ( )
6. Indicate your age (years)
  - < 20 ( )
  - 21 – 30 ( )
  - 31 – 40 ( )
  - 41 – 50 ( )
  - 51 - Above ( )
7. Indicate your professional qualification
  - “O” level ( )
  - “A” level ( )
  - Diploma ( )
  - University ( )

**SECTION B: (WORK RELATED FACTORS)**

8. What is your basic salary range?

- 0-10,000 ( )
- 11,000-20,000 ( )
- 21,000-30,000 ( )
- 31,000-40,000 ( )
- 41,000-Above ( )

9. Did any of your colleagues leave the organization in the last few years?

- Yes ( ) No ( )

10. If your answer is "Yes" in question 9, state at least three reasons why they left and the approximate number of those who left

- a) \_\_\_\_\_
  - b) \_\_\_\_\_
  - c) \_\_\_\_\_
- Number \_\_\_\_\_

11. Before joining this organization, did you use to work in another organization?

- Yes ( ) No ( )

12. If your answer is 'Yes' in question 11 above, state at least three reasons that made you leave

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

13. Did you undergo any orientation / induction session when you were employed in this organization?

- Yes ( ) No ( )

14. Have you ever been sent for a training programme or course by your employer since being employed?

- Yes ( ) No ( )

15. If your answer is "Yes" in question 14, were you given promotion or increase in salary after?

Yes ( ) No ( )

16. Is your boss / Supervisor usually fair to you and other workers?

Yes ( ) No ( )

17. State at least three actions which your Boss/ Supervisor does that can influence your decision to leave

a) \_\_\_\_\_

b) \_\_\_\_\_

c) \_\_\_\_\_

Others (specify) \_\_\_\_\_

18. What is the basis for promotion in this organization? Tick the appropriate choice(s) below

a) Merit ( )

b) Age ( )

c) Tribalism, Nepotism and Favourism ( )

d) Experience ( )

Others (specify) \_\_\_\_\_

19. What are the reasons which will make you stay in this organization?

a) Your job is secure

b) There are future prospects for your career

c) It is difficult to find another job

d) The pay is good

Others(specify) \_\_\_\_\_

20. For statement a-h, tick once to indicate your level of agreement or disagreement with each statement

5-Strongly disagree 4-Disagree 3-Neither agree nor disagree 2-Agree 1-Strongly agree

5 4 3 2 1

- a) The work I do is enjoyable ( ) ( ) ( ) ( ) ( )
- b) I am happy with the organization Policies ( ) ( ) ( ) ( ) ( )
- c) The salary I got is appropriate for the work I do ( ) ( ) ( ) ( ) ( )
- d) I have career prospects in this organization( ) ( ) ( ) ( ) ( )
- e) There is good relationship between the management and workers ( ) ( ) ( ) ( ) ( )
- f) New employees are usually well received and oriented ( ) ( ) ( ) ( ) ( )
- g) Workers usually undergo training and retraining in this organization ( ) ( ) ( ) ( ) ( )
- h) There is a procedure for solving worker grievances in this organization ( ) ( ) ( ) ( ) ( )

21. State at least five reasons that can influence you to leave the organization, or that have influenced some employees to leave, starting with the most influential

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_
- e) \_\_\_\_\_

22. Based on your past experience, please list down ways in which the organization can manage and reduce turnover, starting with the most effective.

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_
- e) \_\_\_\_\_
- f) \_\_\_\_\_

**SECTION C: (COMMON CHARACTERISTICS)**

23 For statements a-e, tick once to indicate your level of agreement or disagreement with the statement

5-Strongly disagree 4-Disagree 3-Neither agree nor disagree  
2-Agree 1-Strongly agree

5 4 3 2 1

- a) Young employees (20-35years) in this organization are likely to leave than old employees (35-above years) ( ) ( ) ( ) ( ) ( )
- b) The longer serving employees (5yrs and above) are less likely to leave ( ) ( ) ( ) ( ) ( )
- c) Male workers in this organization are likely to leave than female ( ) ( ) ( ) ( ) ( )
- d) The more an employee is skilled, the more the likelihood will not leave ( ) ( ) ( ) ( ) ( )
- e) The more educated employees are more likely to stay ( ) ( ) ( ) ( ) ( )
- f) The employees who are not married are likely to leave than those married ( ) ( ) ( ) ( ) ( )

24 In your opinion and based in the past experience in this organization what type of employees based on gender, age, education, experience and marital status are likely to resign? Tick where appropriate

- |                |                   |     |                   |     |
|----------------|-------------------|-----|-------------------|-----|
| Gender         | Male              | ( ) | female            | ( ) |
| Age            | Young (20-35yrs)  | ( ) | Old (35yrs-above) | ( ) |
| Education      | Graduates         | ( ) | Non graduates     | ( ) |
| Experience     | Less than 5 years | ( ) | More than 5yrs    | ( ) |
| Marital Status | Married           | ( ) | Not married       | ( ) |

THANK YOU VERY MUCH