

^ The impact of Motivation on the rate of staff Turnover. ;

A case study of iWay Africa LTD ʹ

BY

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L41/P/9136/04

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**A RESEARCH PROJECT REPORT SUBMITTED IN
PARTIAL FULFILMENT OF THE REQUIREMENT FOR
THE AWARD OF POST GRADUATE DIPLOMA IN
HUMAN RESOURCES MANAGEMENT, DEPARTMENT
OF EXTRA MURAL STUDIES, UNIVERSITY OF
NAIROBI, 2008**

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ACKNOWLEDGEMENTS

I am entirely grateful to Mr. Kilika my supervisor for his encouragement and guidance throughout this project. His positive criticisms patience, and need for perfection are what have shaped this project to what it is today.

A kind word of appreciation to my parents Prof & Mrs. Maitai for the support they have accorded me through the entire project.

I would also like to thank my brother, Brian Maitai for always believing in me and for been a constant major driving force through out the years.

A warm thank you also to my colleagues and workmates in iWay Africa who took time off their busy schedules to fill out the questionnaire

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To anyone else I may have unintentionally left out, thank you!

DECLARATION

I, THE UNDERSIGNED DECLARE THAT THIS IS MY ORIGINAL WORK AND HAS NOT BEEN PRESENTED IN ANY OTHER UNIVERSITY FOR ACADEMIC EXAMINATION.

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ADMISSION NUMBER: LAI/P/9136/04

This project report has been submitted for examination with my approval as the University Supervisor.

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DATE: 14th July 2008

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Abstract

The study focused on the impact motivation has on the rate of turnover. The case study was based at iWay Africa, an Internet Service provider based inside Wilson Airport.

The aim of this study was to establish the level of motivation in the various departments in the organization. The company is still a young one and is about 5 years of age. The human resource department was recently established 6 months ago, and hence is still finding ways and means of boosting the employee morale.

The objectives of this study included to find out the motivation and staff turnover levels at iWay, to find out the relationship between motivation and staff turnover levels, and finally to make recommendations at the end of this research, on how to increase motivation, and reduce levels of staff turnover in the organization.

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The literature review found that low remuneration and the monotony, and improper communication with the management were all factors that led to low motivation, which by extension influenced the rate of staff turnover. It also established that some departments were more motivated than others. However the general feeling was that the organization should have more motivational programs and team bonding sessions.

The method the study employed was qualitative based on an interview guide using the questionnaire questions and quantitative technique which includes both open ended and close ended questionnaires which allowed room for further explanation.

Data processing was done with the SPSS (Statistical Package for Social Sciences)

Qualitative methods used were based on content analysis, which includes picking out important information from written materials in this case the questionnaires or interviews conducted or from general discussions that cannot be deduced to statistics indices but are important in explaining variables.

Qualitative techniques used were frequencies and percentages and tables. The study findings were based on three hypotheses (H) that link to the gaps in literature review.

H1: Low Levels of motivation have contributed to the rate of staff turnover.

H2: Motivational programs play a huge role in increasing the level of motivation in the organization

H3: Found that at least half of the employees would take up an alternative job opportunity if given the chance simply because they felt they needed more challenge, growth and experience and monotony.

The research concluded that some departments were motivated than others, and that if the management in fact took the time to find out exactly what the employees wanted then, it would make a big difference, as the organization would then not have to keep worrying about losing employees, as they would then know what policies to put in place.

CHAPTER 1

INTRODUCTION

1.1 BACKGROUND

Motivation can be defined as an internal state or condition that activates and gives direction to thoughts, feelings, and actions towards a particular goal or objective.

It can also be defined as the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need.

Motivation is not only a key area in organizational behavior, but also a necessary concept in our day to day lives both at work, and out there in our personal lives.

According to Fredrick Hertzberg work motivation, should be engineered to develop intrinsic motivation which can be done through recognition, growth and development, and interest in the job. David McClelland also observed that over the year's behavioral scientists have had intense needs to achieve that which is a distinct human motive which can be distinguished from the rest.

Motivation is often seen as a factor that influences the rate of staff turnover in an organization. High levels of motivation would directly translate to Low levels of Staff turnover, while Low levels of motivation would be directly proportional to a high ate of staff turnover.

Staff turnover can be defined as the rate at which employees join and leave an organization over a given period of time. It may also be defined as a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees in the organization. The rate of staff turnover in any given organization may be an indication of whether or not employees are satisfied with their current jobs.

This is a huge concern to most companies, as employee turnover is a costly expense especially in lower paying job roles, for which the employee turnover rate is highest. Many

factors contribute to the employee turnover rate of any company, and these can stem from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover.

Companies take a deep interest in their employee turnover rate because it is a costly part of doing business. When a company must replace a worker, the company incurs direct and indirect expenses. These expenses include the cost of advertising, headhunting fees, human resource costs, loss of productivity, new hire training, and customer retention all of which can add up to anywhere from 30 to 200 percent of a single employee's annual wages or salary, depending on the industry and the job role being filled.

While lower paying job roles experience an overall higher average of employee turnover, they tend to cost companies less per replacement employee than do higher paying job roles. However, they incur the cost more often. For these reasons, most companies focus on employee retention strategies regardless of pay levels.

Most companies find that employee turnover is reduced when they address issues that affect overall company morale and motivation. By offering employees benefits such as reasonable flexibility with work and family balance, performance reviews, and performance based incentives, along with traditional benefits such as paid holidays or sick days, companies are better able to manage their employee turnover rates.

The extent a company will go to in order to retain employees depends not only on employee replacement costs, but also on overall company performance. If a company is not getting the performance it is paying for, replacement cost is a small price to pay in the long run.

1.2 Statement of the problem

Low levels of motivation are often brought about by lack of job security, constant criticism, and lack of recognition for a job well done, and being under paid. Better rewards and recognition are often reflected in a better pay package, and more senior positions of authority.

In iWay it often leads to potentially good and performing employees to seek alternative employment in organizations they believe will reward their efforts more than their current employer is actually rewarding them for.

In the past one year, 20% of the staff members (8 out of 40) have left the organization for alternative employment. These being a young organization, majority of the employees are less than 5 years old in the organization which is still growing. The fact that 20% of the employees have left within one year, and many others are searching for alternative forms of employment albeit quietly, many a number have expressed displeasure that their efforts are not being recognized enough despite the fact that the workload is heavy and many are qualified and feel short changed in terms of their pay package, pinpoints an underlying problem. Some attempts have been made to address this scenario, such as team building activities such as weekend outings, Salary increases, or one on one talks with employees and managers.

These attempts have not helped much especially when employees discuss what transpired between them and the managers leading some to discover that they are paid less than their fellow colleagues, though they actually do the bulk of the work. This causes resentment, and if and when the individual airs their grievances if not taken seriously will more often than not seek alternative employment which he or she believes will reward them more for their efforts.

The empirical study is interested in exploring and investigating the relation between Motivation and Staff turnover in an organization specifically iWay Africa an Internet Service provider in Kenya.

The main focus of this study is to determine whether Motivation is the cause of high staff turnover levels at iWay Africa.

1.3 OBJECTIVES OF THE STUDY

- To find out the motivation and staff turnover levels at iWay Africa
- To find out the relationship between motivation and staff turnover levels.
- To make recommendations at the end of this research, on how to increase motivation, and reduce levels of staff turnover in the organization.

1.4 JUSTIFICATION

This study had been deemed necessary by the fact that a number of qualified and well performing employees have left the organization all sighting similar reasons as to why they are leaving.

This research has also been made necessary by the fact that all the employees who have left have expressed displeasure in similar issue, such as

- lack of Job security,
- lack of recognition of a job well done and constant criticism,
- frustrations by immediate Bosses and
- Failure to grow even when obvious opportunities and vacancies come up.

1.5 IMPORTANCE OF THIS STUDY

The importance of this study is to alert the management of an underlying problem which may get out of hand if not checked in time, and also to allow employees and the management to have a solid ground on which negotiations and discussions can be held without any fear of victimization as is the case now.

This study is also important so that employees' efforts can be rewarded accordingly, and so that employee's morale can be boosted so that they do not have to seek alternative sources of employment.

This study will also be important to the management to in terms of cutting down costs of recruiting new employees to replace the ones who have left in terms of man hours, money and energy.

This research is also important because it is important for the management to be well informed that there is a problem, so that they can take action before an individual leaves the organization, and not at the last minute when the individual has already sought alternative employment and closed the deal.

Some of the options that the management should consider include providing flexible working hours, leave, and pay schedules, providing child and elder care benefits, and Structuring working relationships to account for cultural differences and similarities.

The Low-skilled Service worker where a high rate of staff turnover is often experienced due to the demand in unskilled and semi skilled labor may also be motivated by recruiting widely, increasing pay and benefits, and making jobs more appealing.

1.6 Research questions

- ❖ What are the causes of Low Motivation in the work place?
- ❖ What are some of the classic symptoms that show that employees in a work place are demotivated?
- ❖ What are some of the things that can be done to bring about motivation?
- ❖ How best can employees be rewarded for their efforts?
- ❖ Are there any measures the organization can put in place so that they are able to identify the first hints of a demotivated employee?
- ❖ What channels will be put in place for employees to have their grievances heard without fear or favor?

- ❖ What activities can the organization adopt to enhance motivation and improve performance such as motivation?
- ❖ Are this activities worth while or do they serve as a playing ground for a few employees to show off there skills while others are left to there own means?

CHAPTER 2

LITERATURE REVIEW

2.1 Motivation definition

Most teachers feel that motivation is a key factor in towards the success of any attainable goal or target, but what is motivation? According to many researchers, there are so many definitions of what motivation is and what isn't. It seems somehow incomplete. In the field of second language acquisition, the concept of motivation came from social psychology.

2.2 THEORIES OF MOTIVATION

Frederick Herzberg

2 Factor Hygiene and Motivation Theory

Frederick Herzberg contributed to human relations and motivation two theories of motivation as follows:

- Hygiene Theory
- Motivation

Herzberg's' first component in his approach to motivation theory involves what are known as the hygiene factors and includes the work and organizational environment. These hygiene factors include:

- The organization
- Its policies and its administration
- The kind of supervision (leadership and management, including perceptions) which people receive while on the job
- Working conditions (including ergonomics)
- Interpersonal relations
- Salary
- Status

- Job security

These factors do not lead to higher levels of motivation but without them there is dissatisfaction.

The second component in Herzberg's' motivation theory involves what people actually do on the job and should be engineered into the jobs employees do in order to develop intrinsic motivation with the workforce. The motivators are

- Achievement
- Recognition
- Growth / advancement
- Interest in the job

These factors result from internal instincts in employees, yielding motivation rather than movement.

Both these approaches (hygiene and motivation) must be done simultaneously. Treat people as best you can so they have a minimum of dissatisfaction. Use people so they get achievement, recognition for achievement, interest, and responsibility and they can grow and advance in their work.

Therefore, the hygiene and motivation factors can be listed as follows:

Hygiene

- Company policies and administration
- Supervision
- Working conditions and interpersonal relations
- Salary, status and security

Motivators

- Achievement
- Recognition for achievement

- Interest in the task
- Responsibility for enlarged task
- Growth and advancement to higher level tasks

Effects on Individuals of Working Environment

The working environment has an effect on individuals as follows:

- It will provide at least sufficient for his basic needs and often much more. For example, 50 years ago in the United Kingdom, food and shelter were a person's basic needs. Today, most families will consider that the basic needs also include a car, television, overseas holiday, etc.
- It may or may not provide adequate security. Again, most individuals seek a secure job, there are others including some men on oil rigs, who seek high pay for a limited period but with limited security
- It provides an individual with an identity. As a member of an organization, he carries out a specific function.
- It also gives the worker comradeship, freedom from boredom, and an interest during his working life.
- It also provides self-fulfillment for individual where consideration has been given to ensure that the job is creative and gives job satisfaction.
- It provides the individual with status. There is a status in all jobs providing the job content is investigated to make the work more interesting.

Effects on Work Groups of Working Environment

Rensis Likert has already described how the various management styles in an organization can affect the groups in an organization.

Whilst the working environment will affect individuals, it will undoubtedly have a greater effect on working groups, since whilst an individual may have certain needs, he will not obtain those needs if the working environment does not provide the needs of the working group.

The working group is the instrument of society through which in large measure the individual acquires his attitudes, opinions, goals and ideals; it is also one of the fundamental sources of discipline and social controls.

Therefore, the working environment has an effect on groups as follows:

- It will affect the morale of the group.
- It will determine whether the group achieves the objectives set by the organization.
- It will determine whether the degree of cooperation provided by the group
- It will motivate the group to give of their best.
- It will determine whether the human relations within an organization are good or bad.
- It will also affect the relations between management and trade unions.

Frederick Herzberg proposed from his research, that satisfaction and dis-satisfaction at work resulted from two different factors – “Hygiene” and “Motivation” factors.

Hygiene factors

- Supervision, work conditions, salary, security, relationship with peers and management

Motivation factors

- Achievement, job itself, recognition, responsibility, advancement.

Herzberg stated all hygiene and motivation factors must be present for job satisfaction. Hygiene factors need to be present to avoid job dis-satisfaction, but **will not cause** job satisfaction.

Motivation factors need to be present for job satisfaction, and are different to dis-satisfying hygiene factors. Motivation factors are not the opposite reaction to hygiene factors.

Theory is a simple, structured way to motivate your team and increase job satisfaction. By considering Herzberg's two factor theory, you can work out what dissatisfies your team, what motivates them and most importantly, what you can do to increase job satisfaction

EQUITY THEORY

The Adams' Equity Theory is named after John Stacey Adams, a workplace and behavioral psychologist, who developed this job motivation theory in 1963. Much like many of the more prevalent theories of motivation (theories by Maslow's Hierarchy of Needs, Herzberg's Theory, etc.), the Adams' Equity Theory acknowledges that subtle and variable factors affect an employee's assessment and perception of their relationship with their work and their employer.

The theory is built on the belief that employees become de-motivated, both in relation to their job and their employer, if they feel as though their inputs are greater than the outputs. Employees can be expected to respond to this in different ways, including de-motivation (generally to the extent the employee perceives the disparity between the inputs and the outputs exist), reduced effort, becoming disgruntled, or, in more extreme cases, perhaps even disruptive.

Adams' Equity Theory calls for a fair balance to be struck between an employee's inputs (hard work, skill level, tolerance, enthusiasm, etc.) and an employee's outputs (salary, benefits, intangibles such as recognition, etc.). According to the theory, finding this fair balance serves to ensure a strong and productive relationship is achieved with the employee, with the overall result being contented, motivated employees

How to apply the Adams' Equity Theory:

It is important to also consider the Adams' Equity Theory factors when striving to improve an employee's job satisfaction, motivation level, etc., and what can be done to promote higher levels of each.

To do this, consider the balance or imbalance that currently exists between your employee's inputs and outputs, as follows:

Inputs typically include:

- Effort
- Loyalty
- Hard Work
- Commitment
- Skill
- Ability
- Adaptability
- Flexibility
- Tolerance
- Determination
- Enthusiasm
- Trust in superiors
- Support of colleagues
- Personal sacrifice, etc.

Outputs typically include:

- Financial rewards (salary, benefits, perks, etc.)
- Intangibles that typically include
 - Recognition
 - Reputation
 - Responsibility
 - Sense of Achievement
 - Praise
 - Stimulus
 - Sense of Advancement/Growth
 - Job Security

While obviously many of these points can't be quantified and perfectly compared, the theory argues that managers should seek to find a fair balance between the inputs that an employee gives, and the outputs received.

And according to the theory, employees should be content where they perceive these to be in balance.

Tip:

We looked Frederick Herzberg's Motivation/Hygiene Theory, which is similar to this. While Adams' Equity Theory obviously has a strong element of truth to it, it's probably fair to say that Herzberg's Motivation/Hygiene Theory has greater motivational significance.

Key Points:

Much like the five levels of needs determined by Maslow and the two factors of motivation as classified by Herzberg (intrinsic and extrinsic), the Adams' Equity Theory of motivation states that positive outcomes and high levels of motivation can be expected only when employees perceive their treatment to be fair. An employee's perception of this may include many factors (see outputs above). The idea behind Adams' Equity Theory is to strike a healthy balance here, with outputs on one side of the scale; inputs on the other – both weighing in a way that seems reasonably equal.

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If the balance lies too far in favor of the employer, some employees may work to bring balance between inputs and outputs on their own, by asking for more compensation or recognition. Others will be demotivated, and still others will seek alternative employment.

2.22 The link between staff Turnover and Motivation.

As a general rule the higher the motivation the less the staff turnover, and the opposite is true of the same. Employees are less likely to leave an organization if they feel that there needs are been met, and that they are been effectively recognized at there workplace.

Commitment:

Employees who are motivated at there place of work are most likely to be committed to the corporate values of the organization. Commitment can also be brought about by including employees in the decision making process so that they feel committed to the cause of the company and this will often be reflected in there work output.

Job Satisfaction:

A motivated employee will often be satisfied with their job and will give it their best. An employee can only experience job satisfaction if they are motivated through a variety of programs earlier referred to in this chapter.

Citizen ship Behavior;

Motivated employees behavior is usually positive in the sense that the way they carry themselves around and the way they perform the job is with a lot of energy and enthusiasm that radiates to therefore employees around them. Hence a few motivated individuals can easily “infect” or spread the rest of the energy round the office and other departments by extension, to provide a general group of motivated people. In addition to these, people will always want to be associated with people who are cheerful. The opposite is true of negative behavior. Negative behavior can be a bad influence to the rest, and organizations management will often fight it by either putting disciplinary measures in place to avoid this or simply set a good example to the rest.

2.3: DEFINITION AND MEANING OF STAFF TURNOVER.

2.30 MEANING OF TURNOVER

Turnover happens when staffs leave your business. Unwanted staff turnover can have a negative impact on any business, especially if those leaving are key to the success and continuity of the business, or leave as a result of being treated unfairly.

2.31 DEFINITION

Employee turnover is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees. A huge concern to most companies, employee turnover is a costly expense especially in lower paying job roles, for which the employee turnover rate is highest. Many factors play a role in the employee turnover rate of any company, and these can stem from both the employer and the

employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover.

Staff turnover is a business risk, but it can be minimized in the ways in which it affects a business through a structured staff management programs.

Retaining staff has benefits to an organization. Continuity and stability becomes part of the organizations culture, and staff feel that they belong to and take pride in the partnership. Skills and competencies are maintained in key business areas and productivity is often increased.

Is therefore important to put in place programs to ensure success of employee recognition, motivation and incentive programs. The most successful and top ranked corporations in America have employee recognition programs in place that recognize the employee as an important asset and have some award schemes such as Reward Years of Service, Recognize Achievement to Increase Retention.

Incentive Programs includes Promoting Customer Loyalty, Award achievement, and improving sales.

Safety programs include Increase Productivity, Raise Safety Awareness, and providing motivation.

Awards Network customized Recognition Programs are designed to recognize achievement, service, and dedication and to express appreciation. Increased commitment and loyalty to your company is accomplished by improving and maintaining morale, honoring initiative and contributions by employees. Awards can also reflect length of service allowing managers to recognize long term achievements.

There are numerous benefits working with Awards Network. By designing a custom solution one is able to provide an efficient, cost-effective program that allows the management to reward employees with brand name merchandise tailored to fit their budget and presented in an innovative way. Staff turnover can cost an organization more than it thinks. In addition to putting a considerable dent in the practice pocketbook, it is also costly in terms of client and

staff satisfaction. According to The Health Care Group's 2001 Staff Salary Survey, turnover is highest among receptionists, but is also a problem for many other positions as well. A general rule of thumb for determining whether an organization is experiencing high turnover is to look at the percentage of staff your practice turns over in a five-year period. 15 percent staff turnover in five years is reasonable; 20 percent or more is considered high.

Companies therefore take a deep interest in their employee turnover rate because it is a costly part of doing business. When a company must replace a worker, the company incurs direct and indirect expenses. These expenses include the cost of advertising, headhunting fees, human resource costs, loss of productivity, new hire training, and customer retention ;all of which can add up to anywhere from 30 to 200 percent of a single employee's annual wages or salary, depending on the industry and the job role being filled

While lower paying job roles experience an overall higher average of employee turnover, they tend to cost companies less per replacement employee than do higher paying job roles. However, they incur the cost more often. For these reasons, most companies focus on employee retention strategies regardless of pay levels.

2.32 Factors affecting staff turnover

Pay is rarely the only reason why people leave, although low pay levels are often a disincentive to stay. When you run a business it is good to be aware of factors that commonly affect staff turnover rates, so that you can take steps to reduce them.

An organization can uncover the sources and factors affecting staff turnover by answering the following questions:

Is the organization providing a desirable work setting?

Work environment plays an important role in staff job satisfaction. This includes everything from having the right tools available to providing basic comfort, such as proper lighting and noise control. Staff members also need to have ergonomically designed work stations that include a comfortable chair that's the proper height and distance from constantly used work

equipment such as the telephone and computer. It's also important to ensure that the work area is laid out logically and efficiently.

For example while observing the telephone operator, looking at the front-office layout. Is it noisy and chaotic? Do staff members congregate at the reception station to visit or use the copy machine? Do billing staff use the area for discussing insurance issues with clients? Do engineers gather there to discuss a problematic site or client?

If so, easy solutions can be implemented to improve the situation. For example, make sure the arrival counter where clients check in is situated within three feet of the receptionist's desk so that patient receptionist interaction isn't strained; instruct the billing staff to discuss billing issues in a more appropriate location. As for the copy machine, it may be wise to relocate it or consider purchasing a second copier in a department with high volume needs. It might also be worthwhile to invest in a telephone headset for the receptionist to make telephone conversations easier, as they continue with other tasks.

Are tasks appropriately assigned and performed?

Compare the job description for the position with what the staff member really does and their qualification. Determine whether the work that staff member is doing is appropriate to his or her position. Would it make more sense to have someone else in the office do it, or would it be possible to give them more challenging tasks.

For example, if the receptionist is constantly being interrupted by incoming phone calls while trying to assist arriving clients or is having to leave the reception station repeatedly to look for information or been sent on errands, you could let the receptionist answer incoming calls while the messenger is sent to do errands. This way the reception station won't be abandoned, and the receptionist can take on tasks that are more easily interrupted when clients need assistance.

Are you hiring appropriate staff and training them adequately?

Keeping staff turnover low begins with hiring staff members who are a good match for the practice and the position., Finding out why a candidate left a previous job and ensuring a candidate's skill set matches the job description, can be used for hiring staff as well

An organization should also consider there training processes. Find out whether staff members are following standard procedures to accomplish tasks. If they're not, it may point to a problem in the way they were initially trained (or to a problem with the procedure itself, in which case you should certainly invite ideas from members of staff member to help you improve it). It's critical that adequate time and resources are dedicated to providing proper training and enhancing the skills of new staff members.

If a training procedure is in place, always revisit it and ensure that training was handled properly for the current staff and if there is a way to improve on the existing techniques.

Written training protocols, or manuals, are the most effective training tools and can be maintained and updated when policy changes are made. Not only will a manual help new hires learn their jobs, but it will also force follow-up on decisions and prevent policies from changing on a daily basis.

Are staff members supporting and providing support and motivation to each other?

Obviously, all staff members need to support each other, but sometimes these efforts deteriorate without anyone realizing it or doing anything to correct it. Observations may reveal tell-tale signs that staff members are focusing solely on their own work rather than their work as part of the team. The phrase "it's not in my job description" simply won't do. For example, if another staff member sees the engineer on call has two complaint been logged in at the same time arriving at the same time, one can step in and assist.

2.33 DEVELOPING AND MAINTAINING SKILLS:

Develop and maintain skills

This is a strong business case for developing your staff as it will help ensure that your business runs smoothly and with consistent good results.

Providing training and development will have a time and cost impact on your business. It is important to retain the benefits of that investment within your business rather than lose it if trained staff leaves.

Skills development can help prevent excessive turnover, especially if the skills are seen to be relevant to the person and the business and are readily put into practice. Your business' expectations for staff development need to be fair and well communicated. Staff expectations about their training and prospects need to be understood early on.

Training and development can be delivered by experienced workers through on-the-job training or from external sources such as training organizations or consultants.

2.34 COMPREHENSIVE MOTIVATIONAL PROGRAMS

It is important to manage staff turnover so as to minimize the costs and the negative impact of unwanted turnover.

You can be proactive about some things and prepared for others. Consider the following measures:

- consult regularly with staff about general morale and feelings of satisfaction
- make contingency plans to cover and replace leavers, including succession planning, so as to minimize disruption - review these plans regularly
- make contingency plans to induct and train new staff and regularly evaluate both of these

People are likely to want to work for you if your business has a reputation for treating staff fairly and provides support, development and motivation. Ensure your staff receives regular feedback on their performance additionally, if staff that leave acknowledge that they have been treated well, those who remain are also likely to feel more valued.

You may want to consider different incentives for retaining those staff with the key skills and attributes important to your business. These may include:

- individual or team productivity bonuses
- performance related pay
- Non-financial incentives, e.g. healthcare provision, flexible working and attractive pension arrangements.

Most companies find that employee turnover is reduced when they address issues that affect overall company morale. By offering employees benefits such as reasonable flexibility with work and family balance, performance reviews, and performance based incentives, along with traditional benefits such as paid holidays or sick days, companies are better able to manage their employee turnover rates. The extent a company will go to in order to retain employees depends not only on employee replacement costs, but also on overall company performance. If a company is not getting the performance it is paying for, replacement cost is a small price to pay in the long run.

Keeping your workforce stable is a challenge for any manager in these times. A manager has to realize the following key factors which are often overlooked;

- STEP 1: Realize money isn't everything. Although financial incentives will encourage employees to stay over the short term, over the long term they need opportunities for growth.
- STEP 2: Offer a solid foundation for growth in an organization. Let employees know specifically where they can go in the company and what they need to do to get there. Don't be ambiguous.
- STEP 3: Praise employees when they've done a good job.
- STEP 4: Create a good working relationship with your employees. People are less likely to leave if they feel they're a valued member of a team.

- **STEP 5: Provide or pay for training** - Although workers no longer expect lifetime employment at one company, they do want to be employable throughout their lives, and this means keeping their skills current.
- **STEP 6: Make certain your company has career plans for various departments for those who want to move upward in the company.** Even McDonald's, which thrives on high turnover, has career plans for employees who want to stay with the company.

However bearing the above in mind it is also important for an organization to remember that

- Training a new employee can be much more expensive than paying more to keep an established one. Don't be pennywise and pound-foolish.
- Some employees may have you pay for training and then run when the first big offer comes along; nonetheless, over the long run, you'll have a better and more loyal staff if people feel they're not losing ground by staying with you.

2.35 Recruitment and induction

- Making the right choice - are you getting the staff selection process right?
- Induction - how do you welcome and orientate new staff? How do you let them know where things are and what they and their colleagues are supposed to do?
- Flexible working arrangements - do you recognize your employees' changing needs to achieve work-life balance?

2.36 Training and staff development

- Motivation - how supportive and encouraging is your business?
- Organizational culture - what are you doing to promote an inclusive culture in which staff are aware of and committed to the business' aims?
- Matching jobs to people - are you making best use of skills, experience and competencies, and helping staff fulfill their aspirations?
- Staff training and development - are you investing in your staff by allowing time and opportunities for them to learn new skills?

- Formal appraisals - how often do you give your staff the opportunity to discuss their performance?
- Effective grievance procedure - do staff know how to register a grievance and are they making use of the procedure?
- Team working - do you encourage common goals and discourage unhealthy individual rivalries?

2.40 HUMAN RELATIONS PRACTICES

2.41 HUMAN RELATIONS MOVEMENT BEHAVIOUR

- Contracts - do the terms and conditions of your contracts encourage staff loyalty?
- Competitive pay rates and a fair, transparent pay system - are they in line with your industry?
- Incentives and other staff benefits - are they relevant for your staff? Can staff choose the ones they need?
- The office environment - is the physical office environment pleasant and well designed? Are noise, light and ventilation levels acceptable?

The culture in your business can influence retention of staff, and is often defined through leadership. You can foster leadership skills in your staff that will promote a culture they want to belong to.

People who feel good about their development and contribution to the business are likely to reflect this in the way they help drive the business forward, and develop other workers.

Finally, remember that good people management helps keep good staff. A poor relationship with a manager - who may be skilled in other areas - is one of the main reasons why workers decide to leave. Therefore, you may want to train your staff to coach and supervise other people.

Checklist: controlling staff turnover

Staff turnover can lead to your business gaining fresh ideas and skills, but too high a level of turnover can damage the infrastructure of your business.

You will be better prepared for dealing with leavers if you understand why people leave, and if you structure a programme to manage staff effectively from the time they are recruited

Make sure you:

- keep records of leavers
- find out why people leave through exit interviews and consultation
- monitor your rate of turnover at regular intervals
- benchmark your staff turnover
- address issues facing new joiners and long-term workers
- analyze your business culture
- refine your recruitment and selection process
- review and benchmark your pay and benefits policy
- assess your training, development and promotion policy
- refine your appraisal process and management of individual/team performance
- Review your work-life balance arrangements - are your workers able to manage both their home and work commitments?
- assess the management style of your business
- formulate contingency plans for coping with leavers
- create and regularly review succession plans
- examine your staff and your managers' leadership styles

2.42 PARTICIPATIVE MANAGEMENT

Shuttleworth Veterinary Group has been established in Rossendale, Lancashire for over 20 years. Two years ago, practice owner Sue Shuttleworth piloted the Investors in People (IiP) Work-life Balance Model (WLB), resulting in overhauled procedures and a revised management style. One of the benefits has been improved motivation and retention among the practice's 20 employees.

Always look at the bigger picture by involving the team in redefining the mission and vision for the business, which included a strong emphasis on improving work life balance

Try Implement new procedures even though the existing ones are working procedures needed to be formalized and gaps filled. A staff questionnaire every 6 months would be a good source of evaluation and the organization will be able to identify problems before they get out of hand and also identify areas where we could be doing more to retain staff.

2.43 Consultative Management

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Consulting and informing staff about new procedures will make them feel like part of the business in a way they didn't before. Managers should be trained to communicate policy and procedural changes so the right messages filter down from the top and everyone feels involved.

"Over the years there has been a change in the company culture, with greater emphasis on team working and a no blame philosophy that's encouraged a more proactive approach to problem solving. Trusting people and giving them control over their work can be a powerful motivator and reason to stay."

One should be patient as it may take some time to realize how long it takes to truly change a company's culture and management style

CHAPTER 3

3.0 Research Methodology

3.1 Site Description

This study will be carried out Afsat Communications based in Wilson Airport based in Nairobi, the capital city of Kenya, which lies on the Eastern side of the African continent between Latitudes fifty degrees forty minutes North, and four degrees, four minutes south and between longitudes 33 degrees 5 minutes west and 41 degrees 45 minutes East.

Nairobi is the smallest of eight administrative provinces in Kenya and is located on the southern part within the equator. It is 5,500 feet above sea level. Nairobi is also a District, which encompasses eight cosmopolitan constituencies. It has a population of about three million residents (PSI 2000:2).

The inhabitants are of diverse backgrounds, origins and ethnic groups. The majority of the population lives in poor sanitary conditions with inadequate or substandard shelter. The rapid has accelerated environmental degradation Population growth of urban centers since independence. The proportion of urban population increased from 15% in 1979, to 19% in 1989 and had increased by 25% by the year 2000. (Kenya population census.1989: 5).

The growth has mainly been due to rural urban migration, natural population growth, and influx of refugees, and boundary extensions for a number of municipalities. However the government recognizes that urbanization is irreversible, and needs to be well planned and managed by the relevant authority. (National Development Plan 1997_20001:108).

The organization currently has employees of about 50 employees from diverse backgrounds qualifications and gender.

3.2 Sampling design

3.2.0 Purposive sampling design

This was a sampling technique, which the researcher used to select cases that had the required information with respect to the objectives of her study (Mugenda 1999:50). Purposive sampling will be used to select the respondents.

3.2.1 Systematic sampling.

This was a sampling technique that consisted of selecting every K th sampling unit of the population, after the first unit was carefully selected at from the total sampling units. The first selection was determined by a random process, such as the use of a table of random digits. Respondents were arranged in numerical order, and the first sampling unit, which ranged from 1-10, was picked. (Nachmias 1996:187).

Thereafter it was possible to get the k th constant or case, which were consequently picked until the required sample size was achieved. Each sampling unit had $1/k$ probability of being included the sample. (Mugenda 1999:46).

An advantage of this technique was that interviewers who were untrained in sampling techniques, and had to conduct their sampling in the field used it. It was much simpler to instruct them to select every K th person from a list, than to have random digits, as was the case in simple random sampling. (Nachmias 1996:187).

One set back however, was that a pattern formed in the data systematically occurring at every K th unit hence this may have brought biasness to the sample. (Nachmias 1996: 188). However since the researcher becomes aware of a systematic pattern in the population of sampling units she shuffled the list thoroughly first, thus minimizing the problem of sample biasness.

3.3 Sources of data

3.3.0 Primary sources

This is data that is collected afresh for the first time and is thus original in character.

3.3.1 Interviews

The researcher will use the personal interview, which is a face-to-face interpersonal role situation in which an interviewer asks respondents questions designed to elicit answers pertinent to the researcher's hypotheses. The questions, their ordering, and their sequence define the structure of the interview. (Nachmias 1996:232).

Advantages of personal interviews, includes the fact that it allows great flexibility in the questioning process; hence the interviewer can seek clarification for responses not well understood and probe further to get additional information. This additional information may include the background information about the respondent's personal characteristics, and

their environment that can aid the researcher in interpreting the results. Moreover an interview situation often yields spontaneous reactions, that the interviewer can record, and that might be useful in the data analysis stage. (Nachmias 1996:237)

There is also a higher response rate, because the respondents, who ordinarily take time to reply to an impersonal mail questionnaire, will more often than not respond to a request for a personal interview. This is also true of people who have difficulties in reading writing or do not fully understand the language. (Kothari 1997:122).

Some setbacks may include, the high costs incurred by the interviewer in terms of traveling to go and carry out the interviews, It is also time and energy consuming, considering the fact that each respondent cannot be rushed to respond to questions, and hence a lot of time is required. (Mugenda 1999:84).

3.3.2 Structured and Unstructured Questionnaires

The questionnaire consists of a set of pre conceived questions, which will either be closed ended or open ended questions; The respondents have to answer questions on their own. (Kothari 1997:124). The questions are presented in exactly the same wording. And in the same order to all respondents. This results in a sort of standardization to ensure that all respondents reply to the same set of questions. (Kothari 1997:125).

In closed ended questions, respondents are offered a set of answers and asked to choose the one, that mostly and come closest to representing their views. (Nachmias 1997: 253). Close-ended questions are easy to ask, quickly to answer and require no writing by either respondent or interviewer. They are thus easy to analyze. A major setback would be that, they may introduce biasness either by forcing the respondent to choose from given alternatives or by offering the respondent alternatives that may not have otherwise come to mind, (Nachmias 1996:254).

Open-ended questions on the other hand are not followed by any kind of specified choice, and the respondent's answers are recorded in full. Advantages of open-ended questions included the fact that it does not force the respondent to adapt to preconceived ideas. Once the respondents' understands the intent of the questions, they express their thoughts freely spontaneously and in their own language. Clarification may be sought for unclear answers through probing and asking respondents to explain further or give rationale for something stated. (Nachmias 1996:254).

Shortcomings may include the fact that it would be difficult during data analysis, since a coding frame must be designed, in order to classify various answers. The interviewer may also end up with a lot of irrelevant information. (Mugenda 1999:73).

3.4 Secondary sources of data

Secondary data is data, which has already been previously collected by someone else, and has already passed through the statistical process. (Kothari 1997:117) This data is found in already published materials and writings available in journals, reports, encyclopedias, magazines, dissertations, newspapers articles and Internet pages. (Mugenda 1999:61).

CHAPTER FOUR

4.0 Introduction

4.1 Data analysis and interpretation

This chapter gives a detailed analysis of the data collected. It goes ahead to discuss the results and consequent discussions of the hypothesis on which the data was collected. I mainly conducted interviews using questionnaires in soft copy as all the respondents were from within the office and all have access to computers. Some however choose to fill it out in hard copy.

Statistics allow the generalization of data to give account of the structure of characteristics of the population presented by the same people.

4.1 Sex and Age of respondents

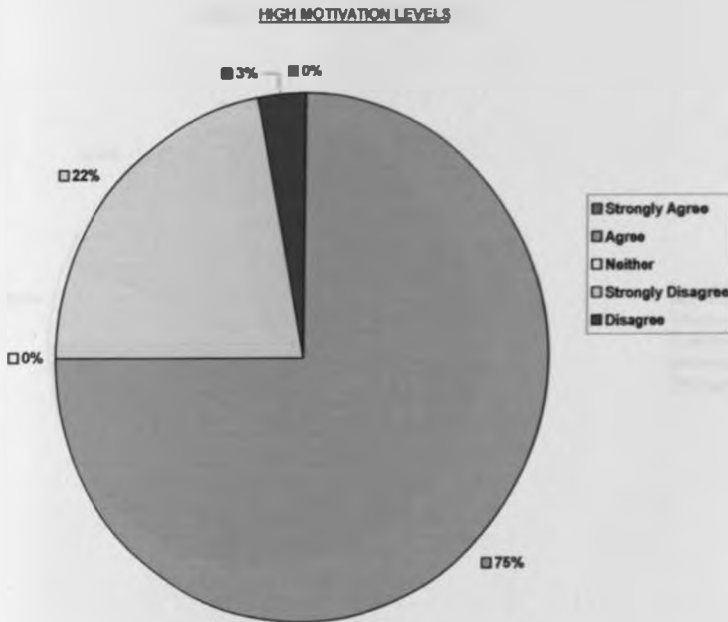
The study found that out of the 40 respondents interviewed 30 were men and 10 were women. Most of the ladies choose not to give there age, but based on one on contact majority if the ladies are between 21 to 25 years. Majority of the men were between. 13 of the men were between the ages 26 to 31 years while the 8 of them were between 21 to 25 years and the rest above 30years but below 45 years.

4.2 Levels of Motivation

26 out of 30 men agreed that the level of motivation was high, while 4 disagreed that the levels were high.

Out of the 4 who dis agreed that the motivation levels were high three were from the Customer Support department while 1 was from the finance department. The ladies had an equal number of both saying that they agreed and disagreed. Out of the 5 who disagreed 2 were from Customer Support, while the rest were equally distributed between, finance, Marketing and Accounts.

Variable	Number of Respondents	Agree	Disagree	No Opinion	Agree Percentage	Disagree Percentage
Motivational Levels	40 Respondents	29	11	0	72%	28%

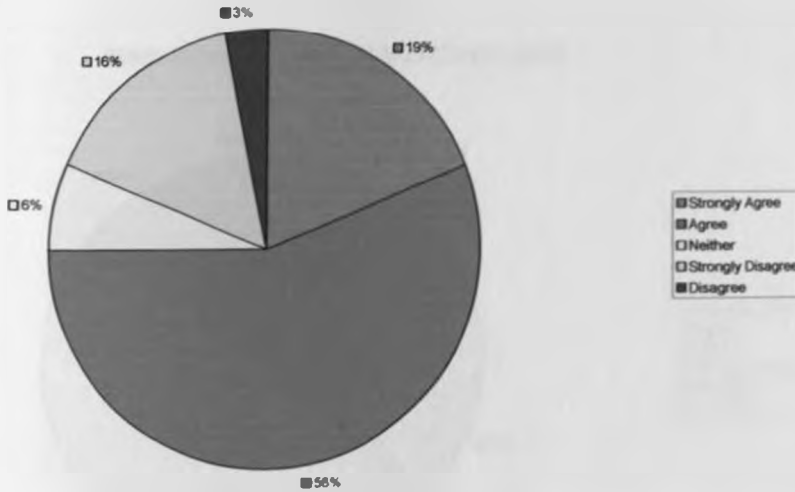


Job Satisfaction

8 respondents strongly agreed that they got job satisfaction, 24 agreed while 7 disagreed that they got job satisfaction, 4 did not have any opinion while 1 strongly disagreed. Out of the 8 who disagreed 7 were from the CSE department while one was from the marketing department. 36 of the respondents were found to enjoy the jobs they did while the other 4 preferred not to comment.

Variable	Number of Respondents	Agree	Disagree	No Opinion	Agree Percentage	Disagree Percentage
Job Satisfaction	40 Respondents	32	7	1	80%	18%

HIGH JOB SATISFACTION LEVEL

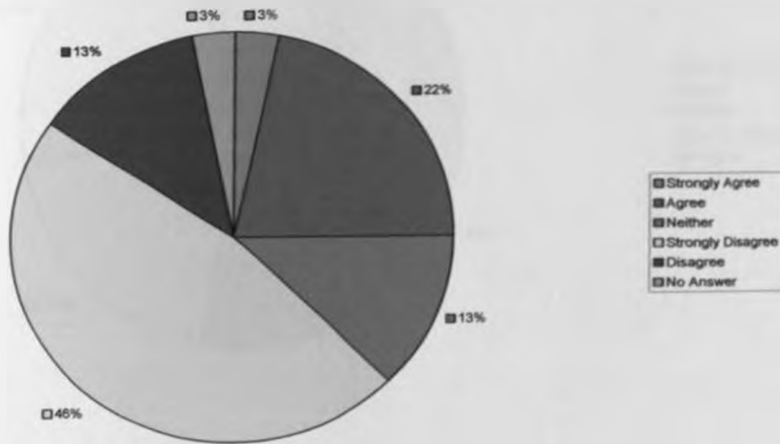


Alternative Job opportunity

23 out of the 40 respondents advised that if they were offered an alternative job opportunity that they would take it. Out of the 23 respondents 16 were from the CSE department, 1 from NMC, 5 from accounts and 1 from Marketing. 36 of the respondents advised that if they got another job opportunity would take it while 3 preferred not to respond one advised that he would not take up the offer. Half of the respondents also confirmed that if they got other job opportunities they would take up the offers for various reasons, the most common ones been for More money, better challenge for growth and diversity in experience

Variable	Number of Respondents	Agree	Disagree	No Opinion	Agree Percentage	Disagree Percentage
Take other job opportunities	40 Respondents	25	11	4	63%	28%

READY TO TAKE ANOTHER JOB OPPORTUNITY OFFER



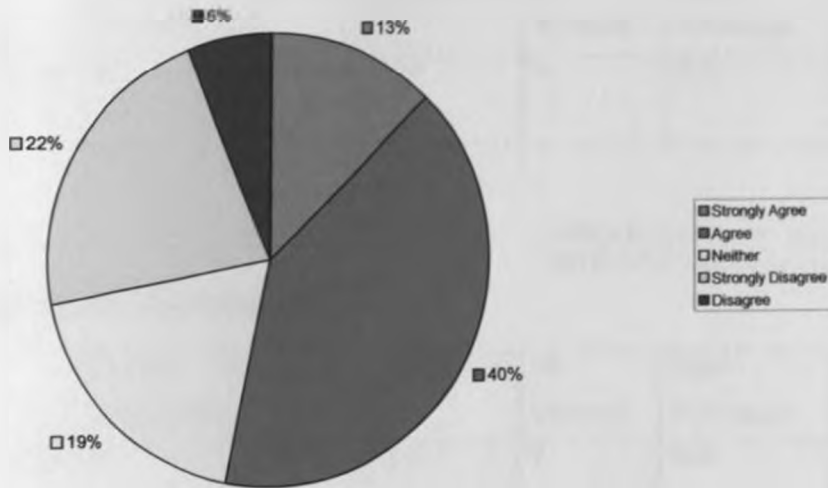
Foreseeable Future

12 out of 40 people disagreed that they would see themselves in the near future, 21 agreed that they would see themselves still in the organization in the near future, 7 did not have any opinions.

7 respondents reported that they felt their input was not recognized out of which, 4 were from CSE, and 2 were from NMC, and 1 from Marketing.

Variable	Number of Respondents	Agree	Disagree	No Opinion	Agree Percentage	Disagree Percentage
Will remain for foreseeable future	40	23	9	8	53%	23%

READY TO STAY FOR FORSEEABLE FUTURE



JOB RECOGNITION AND ACKNOWLEDGEMENT

35 out of 40 respondents advised that they agree that their input in the organization was recognized and that they were duly acknowledged. 4 disagreed while one preferred not to comment on what they felt. In my opinion when one fails to make a decision or comment is simply means that they are simply not sure, which by extension means that they disagree.

Variable	Number of Respondents	Agree	Disagree	No Opinion	Agree Percentage	Disagree Percentage
Job input is recognized.	40	35	1	4	88%	10%

Relevance to what they had studied for

34 of the respondents agreed that their jobs were relevant to what they had studied for while the remaining 6 disagreed. 36 of the respondent confirmed that the organization provided room for growth while 4 disagreed.

Variable	Number of Respondents	Agree	Disagree	No Opinion	Agree Percentage	Disagree Percentage
Job relevance to what they studied for	40	35	4	1	88%	10%

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Career growth and Development:

Variable	Number of Respondents	Agree	Disagree	No Opinion	Agree Percentage	Disagree Percentage
Provided for growth and development	40	35	4	1	88%	10%

35 respondents advised that they, agreed that there was opportunity for growth and development, while 4 disagreed, while one preferred not to give an opinion which means that he was probably not sure whether the organization provided room for growth and development. Career growth can effect the level of motivation in that if an individual is working towards a particular goal knowing at the end of it that his efforts will be rewarded then he is more likely to be more motivated than an individual who works with no foreseeable growth opportunity in future but is just basically, working to survive.

MOTIVATIONAL PROGRAMS

In terms of motivation programs the 19 employees felt that, they were sufficient motivation programs put in place while 16 felt they were not adequate enough. 16 employees reported that they did not feel their efforts were equally rewarded while 17 felt their efforts were

equally rewarded, 7 preferred not to comment. 32 of the respondents felt that their jobs added value to their lives other than the monetary value.

24 out of 30 men agreed that the motivation levels were high while 6 of them disagreed that the levels of motivation was high. Out of the 10 ladies 7 agreed that the levels of motivation were high while the remaining 3 disagreed.

Variable	Number of Respondents	Agree	Disagree	No Opinion	Agree Percentage	Disagree Percentage
Motivational programs	40	19	16	5	48%	40%

RENUMERATION PACKAGE

Variable	Number of Respondents	Agree	Disagree	No Opinion	Agree Percentage	Disagree Percentage
RENUMERATION IS PROPORTIONAL TO EFFORTS	40	17	17	6	48%	40%

17 Respondents advised that they were satisfied that what they earned was proportional to their job output, while an equal number also disagreed that they were compensated adequately, 6 respondents preferred not to comment which could either mean that they either disagreed or agreed, but preferred not to comment perhaps due to fear of victimization.

VALUE ADDING BESIDES INCOME:

31 Respondents agreed that their jobs added value to them, while 4 preferred not to comment, 5 disagreed that their jobs added more value to them and were basically working to survive.

Departmental Analysis:

Departments Analysis: Motivational Levels

Department	High Motivation Levels	Agree	Disagree	Agree%	Disagree%
CSE	31	26	5	84%	16%
Finance	1	1	0	100%	0%
NMC	5	3	2	60%	40%
Accounts	1	1	0	100%	0%
Marketing	2	1	1	50%	50%

It is also worth noting that out of the 8 respondents who disagreed that the levels of motivation were high 5 were from the CSE department while 3 from Finance and one from marketing and 2 from accounts. The CSE has the largest number of people numbering to about 31 people.

Departments Analysis: Job Opportunities

Out of the 40 respondents who took part in the survey 11, said they would not take up any of the job offers, while 5 preferred not to respond. 24 confirmed that if they got other job opportunities that they would take up the offer.

Department	Would take up other Job Opportunities	Agree	Disagree	Neither	Agree%	Disagree%
CSE	31	17	11	3	57%	43%
Finance	1	0	1	0	100%	0%
NMC	5	4	1	0	80%	20%
Marketing	1	1	0	0	100%	0%
Accounts	2	2	0	0	100%	0%

Departments Analysis: Foreseeable future

In the CSE department an equal number of respondents advised that they would take up another job offer, while an equal number disagreed. However a number of 5 preferred not to comment probably because they were afraid their responses would land them in trouble. The act of merely not responding to the question already shows that there is some doubt

of the 5 employees with regard to the organization, and would probably consider leaving based on a variety of reasons which we will address as apart of our recommendations

Department	Would still be with the organization in the Foreseeable Future			Neither	
		Agree	Disagree	Agree ^o	Disagree ^o
CSE	31	13	13	5	
Finance	1	1	0	0	100%
NMC	5	3	2	0	60%
Marketing	1	1	0	0	100%
Accounts	2	1	1	0	50%

Departments Analysis: Job Satisfaction

All the departments seemed to concur that they enjoyed the jobs they did, though a few disagreed on the same. The ration of those who agreed to those who agreed 3:1.

Department	Job Satisfaction	Agree	Disagree	Neither	Agree%	Disagree%
CSE	31	26	3	2	84%	16%
Finance	1	0	0	1	0	0
NMC	5	3	0	2	60%	40%
Marketing	1	0	1	0	0	100%
Accounts	2	1	1	0	50%	50%

Findings:

The General findings were that the motivational levels were generally above average at a ratio of 4:1 to those who disagreed that the levels of motivation was high. More than half of the employees 23 advised that they would take up alternative job opportunities if they were given the chance. The CSE department which is also the largest needs some attention because as at least half of the employees, confirmed that they would opt for other jobs, which would greatly increase the turnover if this was to come to pass.

26 Agreed that they derived job satisfaction, while an equal number advised that in the foreseeable future they could see themselves still with the organization or otherwise.

This indicates that there is something that the organization is lacking which employees sort to look for out there.

Below is the basic summary for all the questions and there responses.

Variables	MOTIVATION LEVELS	JOB SATISFACTION	JOB OPPORTUNITY	FUTURE	INPUT	RELEVANCE	GROWTH	PROGRAMS	PAY
Strongly Agree	0	6	1	4	5	8	9	1	1
Agree	24	18	7	13	21	18	17	12	12
Neither	0	2	4	6	1	2		7	5
Strongly Disagree	7	5	15	7	4	2	3	9	10
Disagree	1	1	4	2	1	2	2	3	3
No Answer	0	0	1	0	0	0	1	0	1
Standard Deviation	9.54	6.62	5.24	4.55	7.92	6.77	6.69	4.76	4.68

Variables	CHALLENGE	VALUE	CONCERNS	PROMISES	MEDIA	LOW MOTIVATION	APPRECIATED
Strongly Agree	2	5	1	6	3	2	1
Agree	15	18	15	9	15	10	9
Neither	6	2	10	7	4	11	11
Strongly Disagree	6	5	3	8	7	7	10
Disagree	3	1	2	2	3	2	1
No Answer	0	1	1	0	0	0	0
Standard Deviation	5.28	6.17	5.82	3.56	5.24	4.63	5.16

Variables	ISSUES	RAISED	LOW MORALE	SATISFACTION	REWARDED	CAREER	WHY	CHANGES
Strongly Agree	2	0	3	13	15	24	8	19
Agree	3	13	9	11	14	8	3	10
Neither	12	12	10	4	1	0	2	1
Strongly Disagree	14	6	8	4	1	0	19	0

Disagree								
Disagree	1	0	0	0	0	0	0	0
No Answer	0	1	2	0	1	0	0	2
Standard Deviation	6.06	5.99	4.18	5.50	7.12	9.69	7.31	7.69

Variables	WORK LOAD	LEVEL MOSTWORK	STUDIES	EXPECTED	ENJOY JOB	COMFORTABLE
Strongly Agree	15	10	27	27	18	17
Agree	11	7	4	4	10	2
Neither	5	11	1	0	0	0
Strongly Disagree	1	3	0	0	0	0
Disagree	0	0	0	0	0	0
No Answer	0	1	0	1	4	13
Standard Deviation	6.35	4.68	10.73	10.73	7.34	7.63

Findings of the study

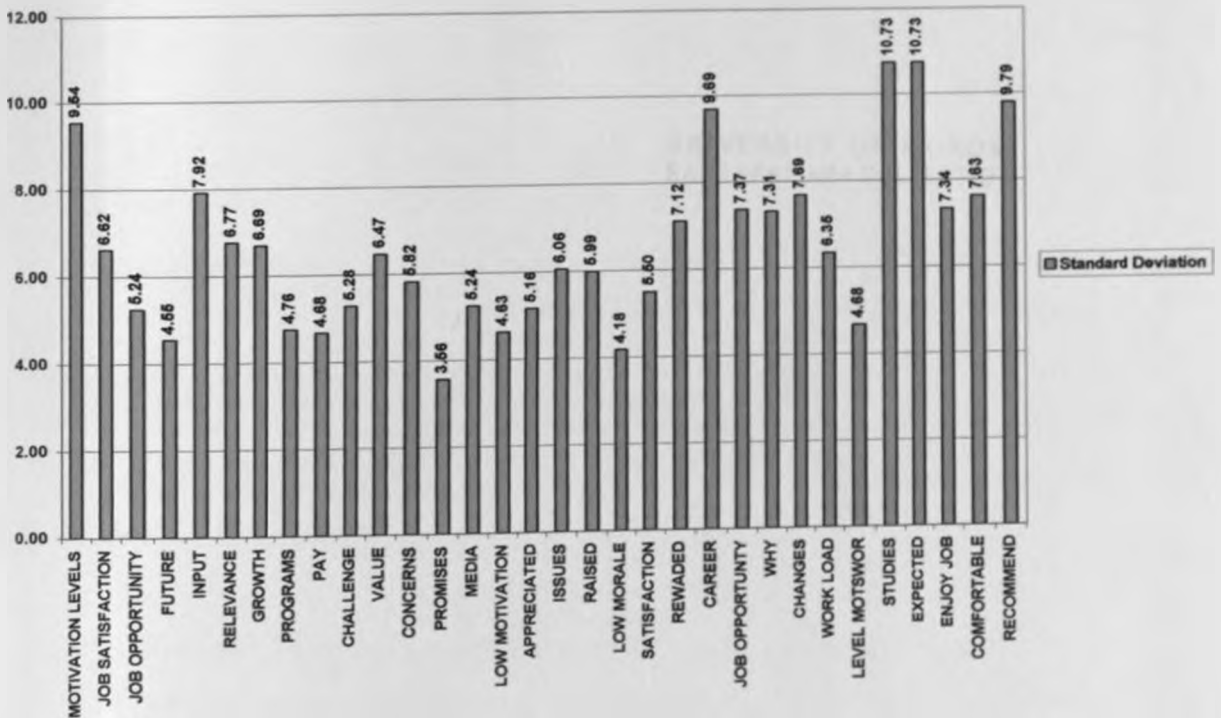
This study found that 17 out of 40 respondents confirmed that they were motivated, while 23 advised that even though they got satisfaction from the jobs they did, they would take up other job opportunity if they got the opportunity.

The CSE department also needs to be closely looked at it has the highest number of employees, and had an equal number of respondents who both agreed and disagreed that if they were given job opportunities they would take up the job offer.

My findings also imply that there is something missing that the management needs to put in place for example a number of the respondents advised that frequent trainings both in house and also out of house should be conducted regularly, (also be paid for courses) be conducted to improve employees knowledge of the products and to let them know of new innovations in the market. It would also be worth noting that employees should be rewarded based on

there work load they perform and also there academic qualification, i.e. So that we do not have a scenario where a diploma holder earns the same thing as a post graduate Diploma Holder. It is demoralizing, as it shows the organization does not value education.

Standard Deviation



Implication of the findings

This implies by extension the rate of staff turnover given the chance would be high. The management should put measures in place before people seek alternative sources of employment, especially since this is an election year, after election when people would have a pretty good idea, organizations will recruit people.

My findings also imply that our newly formed department needs to put in place, ways of motivating employees, whether by revising employees benefits and remuneration based on there work output, there academic qualification and perhaps the number of years they have

consistently worked for the organization. A simple gesture like this which organizations take for granted goes a long way in improving the employee's morale, and therefore in the long run improving the performance of the organization.

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Chapter 5

5.0 Recommendations:

The following are the recommendations that were raised by the respondents who in no way discussed the questionnaire before responding.

- Provide in House training for staff members every so often.
- Management was encouraged to live up to the promises they made, like Bonuses and paying for short courses promised.
- The management was also advised to review the salary package based on the amount of work one did, and to consider overtime especially in the CSE department where every so often employees would do overtime based on the amount of workload.
- The management was also encouraged to pay for short courses for there employees to boost growth not only for the individual but also for the company as a whole.
- 92% of the respondents suggested that we needed more motivational programs and team building activities in place, as the last one had been more than 3 months ago.
- It was also recommended that individuals be given study leave not necessarily subtracted from there leave days to go study or do exams.
- Better communication channels was also another area employees felt that the management could do better so that employees were aware of changes or activities which were going on in the organization, and more so if they were going to affect them.
- It was also recommended that employees be recognized for there efforts and not only mistakes as was the trend currently.
- Job rotation and interdepartmental training also came up as employees suggested that this would break the monotony that was sometimes experienced and would promote appreciation for what each department did.
- Reward scheme that is proportional to effort and more study opportunities.
- Improve internal communication.
- Expanding the working area as the number of employees has increased.
- Being able to listen to employee grievances and doing something about it.

- Appraisals to know if employees are performing or where they need to improve on
- Re-focusing on our ideas as a management to ensure that hard work and excellence and only these are rewarded at the work place – this shall be a good motivator for all the staff members and hence act as a good motivator. Bottom line: nil or very negligible staff turnover.
- Having regular general staff meeting to get staff feedback and also get staff critique of the management. Also, have an open door policy as a manager and reward staff when they meet or exceed company/ departmental expectations.

5.1 Conclusion

The higher the motivational levels the lower the staff turnover and the opposite is true.

The management would benefit a lot if they were to have a suggestion box in a neutral place where employees can drop suggestions without fear of been seen or victimized.

Employees have a lot to offer if given the chance to share there opinions or suggestions, the management would go a long way in controlling some of the effects of disgruntled staff or dissatisfied staff.

The management should reward employees based on the amount of workload they do and also based on there qualification so they have so as to encourage people to seek higher levels of education.

It is cheaper for the organization to maintain they staff they have and even train them as opposed to recruiting from outside. This saves on the cost of training and the time it takes for the individual to settle down.

5.2 Areas For further study:

Areas for further study include how organizational structures can improve the communication channels between the top management, and those in the lower structures., so as to avoid the situation whereby employees have incidents that they are not happy about, but have no one to talk to or to assist them resolve these problems

Also another area of research would be to find out how employees at the bottom of the power hierarchy can be incorporated into the decision making process, so that their concerns are also addressed and that they can be made aware of changes that will affect them whether or not they agree to the changes.

Ways in which the management can put in place mechanism to protect employees from harassment and exploitation in the organization for example sexual harassment, victimization for whatever reasons among other things.

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Dear Respondent,

I am Angela Maitai a Post Graduate student at the University of Nairobi(UoN) in the department of Extra mural and external Studies , undertaking a study on the An empirical study on motivation as a cause of the rate of staff turnover,

Your cooperation will be highly appreciated, and all information will be treated with the strictest confidentiality. Thank you for taking the time to fill in this questionnaire

Instructions: Please tick (✓) where appropriate and fill in the blank spaces as correctly as possible.

1. Sex Male Female

2. Age 20-25 26-30 31-35 36-40 41- 45

3. That Department are you? Customer Support NMC Finance Accounts Marketing

4. How many years have you worked in the organization? 1 Year 3 Years

6 years 7- 9 Years

Below are a set of statements. Please fill out according to the way you rate them

5. The levels of Motivation at iWay are high

Strongly Agree Agree neither Disagree Strongly disagree

6. I enjoy what I do and I get Job satisfaction.

Strongly Agree Agree neither Disagree strongly disagree

7. If I got another Job opportunity today I would not take up the offer.

Strongly Agree Agree neither Disagree strongly disagree

8. I like my job in this company and will stay in this job for the foreseeable future.

Strongly Agree Agree neither Disagree strongly disagree

9. My input in this organization in as far as my job is concerned is recognized and acknowledged.

Strongly Agree Agree neither Disagree Strongly disagree

10. The job that I am doing currently is relevant to what I studied for.

Strongly Agree Agree neither Disagree Strongly disagree

11. The organization provides room for career growth and development.

Strongly Agree Agree neither Disagree Strongly disagree

12. The organization provides motivational programs such as team building activities motivational speakers training etc.

Strongly Agree Agree neither Disagree Strongly disagree

13. I believe that what I earn against what I am paid is fair enough.

Strongly Agree Agree neither Disagree strongly disagree

14. My Job is challenging and is not monotonous in any way and provides room for growth

Strongly Agree Agree neither Disagree strongly disagree

15. My Job at the end of the day adds value to me apart from just earning an income and gaining experience.

Strongly Agree Agree neither Disagree Strongly disagree

16. Any concerns that I may have raised in the past were adequately addressed.

Strongly Agree Agree neither Disagree Strongly disagree

17. The management keeps the promises it makes to employees e.g., bonuses, promises to pay for short courses etc

Strongly Agree Agree neither Disagree Strongly disagree

18. There is an adequate media for which complaints and concerns can be addressed.

Strongly Agree Agree neither Disagree Strongly disagree

19. In the past one year all the employees who have left the organization have left as a result of low motivation.

Strongly Agree Agree neither Disagree Strongly disagree

20. In the past one year the employees who have left the organization felt that there work was not been appreciated and recognized enough.

Strongly Agree Agree neither Disagree Strongly disagree

21. In the past one year all the employees who left had advised the management or there immediate bosses that they had some issues that they were not happy with.

Strongly Agree Agree neither Disagree Strongly disagree

22. Any concern that I may have raised within the past one or 2 years has been adequately addressed.

Strongly Agree Agree neither Disagree Strongly disagree

23. Most of the employees who have left in the past 2 years have left as a result of Low morale.

Strongly Agree Agree neither Disagree Strongly disagree

24. How would you rate your job satisfaction () Average () Good () Very Good () Excellent

25. Do you feel that your work is rewarded proportionally to the efforts that you put in? ()
Yes () No

26. Do you feel that the organization provides room for career growth? () Yes () No

27. If you were to be offered another job by another organization today would you take it? ()
Yes () No

28. Please state why? (Please note that the job may or may offer an equally re numeration
package)

29. Were employees informed ahead of time about changes that will affect them directly? ()
Yes () No

30. Are you in control of your workload? () Yes () NO

31. How would you rate the level of motivation in your work place? () Not () Slightly ()
Averagely () Very

32. Is your job related to what you studied for: () YES () NO

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EAST AFRICANA COLLECTION

33. Did you have a clear understanding of what was expected of you? () Yes () No

34. Do you look forward to coming to work and do you enjoy what you do? () Yes () No

35. Was the office environment between employees and physicians comfortable? () Yes ()
No

36. Name three things that the organization could do to better serve its employees better:

1. _____

2. _____

3. _____

Thank you for taking the time to fill out this questionnaire!