

**THE IMPACT OF HIGH LABOUR TURNOVER ON PROJECT
SUSTAINABILITY OF DONOR FUNDED PROJECTS: A CASE
STUDY OF BIBLE TRANSLATION AND LITERACY
ORGANIZATION, KENYA**

MUNGUTI RUTH NDUKU

UNIVERSITY OF NAIROBI
KIKUYU LIBRARY
P. O. Box 20197
NAIROBI

**A RESEARCH REPORT SUBMITTED
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE
DEGREE OF MASTER OF ARTS IN PROJECT PLANNING AND MANAGEMENT OF
THE UNIVERSITY OF NAIROBI**

2011

DECLARATION

This research project report is my own original work and has not been submitted to any other university for the award of a degree.

RUTH NDUKU MUNGUTI: 

DATE: 8th August 2011

REG. NO.: L50/71123/2008

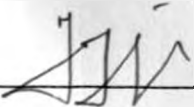
This research project report has been submitted with my approval as the university supervisor.



16/8/2011

DR. CHRISTOPHER MWANGI GAKUU
SENIOR LECTURER,
DEPARTMENT OF EXTRA-MURAL STUDIES
UNIVERSITY OF NAIROBI

DATE



08/08/11

MR. SAMUEL NJUGUNA
LECTURER
DEPARTMENT OF EXTRA-MURAL STUDIES
UNIVERSITY OF NAIROBI

DATE

ACKNOWLEDGEMENT

I would like to thank my supervisor and course instructor in research methods, Dr. Christopher Mwangi Gakuu for the effort that he has put in assisting with instruction in writing the research proposal and report during the research, the theoretical and practical work. I also thank Mr. Samuel Njuguna for the assistance in finalising the research report.

I am indebted to my employer, Summer Institute of Linguistics, for allowing me to carry out some of the research work during office hours that could not have been accomplished during my limited free time, as well as sponsoring me for the course, without the finances the course would not have been successful.

I thank Bible Translation and Literacy organization leadership for allowing me to carry out the research within their projects, and those within BTL who took their time to respond to the questionnaire in which the findings of the research have been drawn.

I am grateful to my husband Caleb, and a number of colleagues, Manasseh and Mr, Kazungu who read my initial scripts and gave valuable input, as well as the BTL Language Programmes Manager, Mr. Murage, who assisted in the initial stages with the project ideas and scope.

I am grateful to my family especially my children, Imani and Baraka, who have remained patient with my school schedule.

Table of Contents

Page

DECLARATION i

DEDICATION ii

ACKNOWLEDGEMENT iii

LIST OF FIGURESvii

LIST OF TABLESviii

ABBREVIATIONS AND ACCRONYMS.....ix

ABSTRACT x

CHAPTER ONE: INTRODUCTION..... 1

 1.1. Background of the study 1

 1.2. Problem Statement..... 2

 1.3. Purpose of the study 3

 1.4. Objectives of the research..... 3

 1.5. Research questions..... 3

 1.6. Significance of the study..... 4

 1.7. Delimitations of the study..... 5

 1.8. Limitations of the study 5

 1.9. Assumptions..... 5

 1.10. Definition of significant Terms..... 6

CHAPTER TWO: LITERATURE REVIEW..... 8

 2.1. Introduction..... 8

 2.2. Definition of a project 8

 2.2.1. Project lifecycle..... 9

 2.3. Sustainability of projects..... 10

 2.3.1. Models of sustainability 13

UNIVERSITY OF NIGERIA
KNUYU LIBRARY
P. O. BOX 30127
AIRODI

2.3.2. Factors that determine Sustainability	16
2.4. Labour Turnover	19
2.4.1 Reasons for turnover	21
2.4.2. Costs of labour turnover	25
2.5. Conceptual Framework.....	30
2.5.1. Relationships among variables.....	30
2.6. Summary	32
CHAPTER THREE: RESEARCH METHODOLOGY	33
3.1 Introduction	33
3.2 Research Design.....	33
3.3. Target Population.....	34
3.4. Sampling procedure	34
3.5. Methods of Data collection	35
3.5.2. Personal Interviews	36
3.6 Validity and Reliability.....	36
3.6. Data Processing, Analysis and Presentation	36
3.7.1. Organization.....	36
3.7.2. Categorization of data	37
3.7.3. Interpretation of single instances.....	37
3.7.4. Identification of patterns	37
3.7.5. Synthesis and generalizations.....	38
3.7.6. Quantitative Data analysis.....	38
3.7.7. Qualitative data analysis.....	38
3.7.8. Data Presentation.....	39

3.7.9. Operationalization table	40
3.8 Summary	41
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION	
.....	42
4.1. Introduction.....	42
4.2. Reliability and validity test results.....	42
4.3. General information.....	43
4.4. Data presentation as per research questions	45
4.5. Summary	55
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND	
RECOMMENDATIONS.....	56
5.1. Introduction.....	56
5.2. Findings as per research questions	56
5.3 Conclusions.....	64
5.5. Recommendations for further research.....	70
APPENDICES.....	71
Appendix 1: Letters of Transmittal.....	71
Appendix 2: Questionnaires.....	73
REFERENCE LIST	83

LIST OF FIGURES

Page

Figure 1: Triangle of project objectives.....	19
Figure 2: Understanding staff turnover.....	20
Figure 3: Conceptual Framework.....	30
Figure 4: Scatter Diagram.....	54

LIST OF TABLES

Page

Table 3.1: Operationalization Table.....	40
Table 4.1: Frequency table for gender variable.....	43
Table 4.2: Frequency table for level of education variable.....	43
Table 4.3: Frequency table for number of years in employment.....	44
Table 4.4: Frequency table for number of years in current position.....	44
Table 4.5: Frequency table for loss of experience and expertise.....	47
Table 4.6: Frequency table for work overload.....	47
Table 4.7: Frequency table for loss of efficiency and effectiveness.....	48
Table 4.8: Frequency table for delays in project activities.....	49
Table 4.9: Frequency table for completed projects.....	50
Table 4.10: Frequency table for secondary resignations.....	51
Table 4.11: Frequency table for problems with donors.....	51
Table 4.12: Frequency table for loss of credibility with communities.....	52
Table 4.13: Frequency table for increased costs.....	52
Table 4.14: Correlation between high labour turnover and sustainability.....	53

ABBREVIATIONS AND ACCRONYMS

BTL:	Bible Translation & Literacy
CBOs:	Community Based Organizations
CIPD:	Chartered Institute of Personnel and Development
HPN:	Humanitarian policy Network
LPM:	Language Programmes Manager
NGOs:	Non-Governmental Organizations
OECD:	Organization for Economic Co-operation and Development
SIL:	Summer Institute of Linguistics
UNDP:	United Nations Development Programme
USAID:	United States Agency for international Development

ABSTRACT

High labour turnover has been a concern in Bible Translation and Literacy organization (BTL) in Kenya. The purpose of the research was to establish the impact of the high labour turnover on sustainability of donor funded projects within BTL. The main objective of the research was to establish the extent to which costs related to labour turnover influenced the sustainability of donor funded projects in relation to project costs, timelines and project quality. The researcher used both qualitative and quantitative approaches in carrying out the research, through a collective case study method. The main data collection tools were questionnaires that were sent to project leaders, regional programme managers and the human resource manager, as well as personal oral interview with the resource development manager. The total number of those who responded was 16 out of 20 respondents, representing 80% response rate. The researcher established that as a result of labour turnover in Bible Translation and Literacy organization, there were increases in financial costs of the projects that came as a result of increased separation costs, increased recruitment costs as well as increases in salaries for new staff and increases of commodity prices that came as a result of extended timelines. There was extension of activity timelines that came as a result of time lost during the period that the organization was looking for a replacement as well as when the new staff were being trained. Human resource time taken only for doing exit interviews and paperwork for one departing employee, as well as reviewing job applications and interviewing new candidates translated to 32% of her working hours in a month. The effect was repeated for others, as project leaders had to train new employees as well as those who had to do extra work left by other employees. There was compromised quality of work that came as a result of lost expertise and others doing work that they were not well trained to do, as well as having more workload hence not giving attention to quality of work but concentrating on finishing the tasks. The researcher established that there was a negative relationship between labour turnover and sustainability of donor funded projects.

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Bible Translation & Literacy (BTL) is a Kenyan non profit organization that was established in 1981 with the aim of translating the Bible into the minority languages of Kenya. These are language groups that are in the verge of being swallowed by major language groups thus threatening their identity. They are marginalized and limited in education and development. Today BTL works to develop functional alphabet which form the basis for culturally relevant literacy programmes, Bible translation and community development work. Currently, the organization has projects and programmes in 14 language communities. In each of the language projects, there are several programmes that run concurrently which include translation, , scripture use, or mother tongue. By the time a translation project is completed, several programmes will have been started and completed. The projects depend on funds from donors to pay employee salaries, print materials, carry out workshops and train employees among other activities.

High labour turnover in any organization is a concern as it causes many inconveniences, and especially to an industry where skills are not easy to get. In Bible Translation and Literacy, translation skills are key and when translators resign at a high rate then it becomes expensive. Since these are donor funded projects, and the organization has no its own means of generating income, it risks donor exit when expenses are increased due to labour turnover. It is therefore necessary to examine the exact impact of the high labour turnover so that the organizational management can minimise the level of turnover.

1.2. Problem Statement

Over the last five years, labour turnover has become a concern in Bible Translation and Literacy organization. The organization depends on translators and mother tongue specialists to carry out its core businesses which are translation and literacy work. Other staff are key in running the administrative work of the organization such as project management, finance and personnel among others. When they join the organization, the employees get in-house training and mentorship. In addition and depending on availability of funds, some are sent to universities to get first degrees or masters' degrees in translation studies. Successful candidates also get PhD training to become consultants whose services can be used across BTL projects as well as in partner organizations. Training in administration is also given to those who qualify and depending on availability of funds. However, a few years after the training, the same employees leave the organization to work elsewhere. Some key staff leave after serving for a long time and this translates to loss of organizational memory, skills and valuable experience. This affects the organization and thus projects negatively.

It costs the organization at least 65,000USD to train one translator to a degree level. To have one trained at a PhD level, it costs around 135,000USD to complete the program. Many of the PhD students do their studies outside Kenya and that increases the cost. A master's degree takes at least two years, and a PhD will take between three to four years depending on the University. These trainings are funded by donors. Losing one of the trained workers translates to loss of skill, experience and finances as well as many implications on project activities.

Bible translation is a specialised field and skills are rare and not easy to get competent translators. That is why the organization gives priority to training its own staff. It takes time

and financial resources to train others to pick up the tasks that were being carried out by such employees. The time taken to do recruitment, induction, training etc, is time that could have been utilised to carry out project activities and bring them to completion. This then means that the projects may drag on for a long time than anticipated. It takes financial resources to replace the employees, and it also has a constraint on the remaining employees as they have to carry out extra responsibilities.

1.3. Purpose of the study

The purpose of this study was to establish the impact of high labour turnover on sustainability of donor funded project in BTL.

1.4. Objectives of the research

The objectives of the study included to:

- a) establish the extent to which separation costs related to labour turnover influenced sustainability of donor funded projects, as far as timelines, finances and quality of projects were concerned,
- b) determine the extent to which replacement costs related to labour turnover influenced sustainability of donor funded projects, as far as timelines, finances and quality of projects were concerned,
- c) establish the extent to which project activities related to labour turnover influenced sustainability of donor funded projects.

1.5. Research questions

The study was guided by the following research questions:

- a) How did separation costs related to labour turnover influence sustainability of donor funded projects in terms of project timelines, finances and quality of projects?

- b) How did replacement costs related to labour turnover influence sustainability of donor funded projects in terms of project timelines, finances and quality of projects?
- c) To what extent did project activities related to labour turnover influence sustainability of donor funded projects?

1.6. Significance of the study

When employees leave an organization, there is a need to replace them. Unplanned and repeated labour turnover leads to added costs to the projects. These added costs translate to wastage in terms of financial and human resources.

Time is important in donor funded projects and when there is high labour turnover, time that is spent in recruitment, induction and training would have been used in implementing these projects. The project time-line becomes skewed thus consuming more time and resources than required.

There is risk of failed projects and what it does to stakeholders such as communities who are beneficiaries, donors who give towards the project, partner organizations etc who observe this. Genuinely needy communities may become sceptical of new projects, and thereby possibly missing chances for improvement of their livelihoods and development.

There is risk of donor fatigue, repeated project failures may lead to withdrawal of the donors from the said projects and any other future projects.

There is a need for cooperation between the developed and developing countries in sharing of knowledge and resources, and want to make optimal use of that, especially in disadvantaged communities.

Knowing the extent to which high labour turnover costs impacts on sustainability of projects may prompt the organization to pay more attention on issues that would lead to retaining staff in projects as long as it can be possible. The findings will contribute significantly to the topic of sustainability in donor funded projects especially in organizations doing similar work as BTL. The findings may also give human resources a bargaining ground to fight for employees' better terms, if the impact is significant to sustainability.

1.7. Delimitations of the study

The research was carried out within BTL language projects.

1.8. Limitations of the study

The researcher was not able to physically visit all the projects due to the distance involved, as doing this meant spending a lot of time and financial resources.

Four respondents did not respond to the questionnaires, and a few of those who responded had difficulties responding to some questions.

1.9. Assumptions

The researchers worked on the assumptions that:-

- a) respondents would answer the questions honestly and correctly, and
- b) all respondents would answer and return the questionnaires

1.10. Definition of significant Terms

Cost: This term was used to mean both financial and implied cost.

Donor funded project: Projects depending on donor funds for their operations

Entity: Bible Translation and Literacy

Impact: Long term results of labour turnover on projects' quality, budgets and timelines.

Labour turnover: The rate at which employees voluntarily leave an organization

Language Development worker: A specialist in translation, literacy and Scripture Use.

Language projects: Projects dealing with translation of written materials to local languages, literacy and use of translated materials.

Literacy Projects: Projects that deal with training community members to read and write.

Labour transition: movement of employees between the period one employee resigns and when a replacement is found.

Labour transition period: the period between when employees resign and when they are replaced.

Lost productivity costs: this can either be measured in terms of vacancy cost or lost productivity cost.

Lower level management: this category included literacy workers and translators (without the translation degree).

Middle level Management: This group included translators who are trained to a degree or higher level, and also act as translation consultants, project leaders, among others.

Replacement costs: These are the costs that the organization incurred when recruiting to replace the employees who resigned.

Separation costs: These were costs that the organization incurred as a result of an employee leaving employment.

Sustainability: The ability of a project to go through the project lifecycle which includes Project initiation, planning, implementation and closure.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter discusses about staff turnover as well as sustainability of projects, which are the two study variables in the research. It has three sections. The first section discusses about sustainability of projects. It includes the definition of a project and project life cycle, several definitions of the term sustainability by different authorities, models of sustainability, as well as factors that determine sustainability or lack of it in a project. Section two discusses about Labour turnover which includes definition of the term labour turnover, reasons for labour turnover, costs and impacts of labour turnover. The last section of the chapter is a conceptual framework showing the study variables and their relationships. The final section is a conclusion.

2.2. Definition of a project

A project is an activity or an undertaking which achieves specific objectives through a set of defined tasks and effective use of resources. Projects have a number of distinctive attributes which can be grouped under three general categories and these are quality, time and costs. Quality refers to the fitness of purpose for which the project is designed for, or specification level. For a project to be said to be of good quality, it has to meet the purpose for which it was designed for, and it has to meet customer's specifications. The budget is the project cost and time is the period to which the project should be completed and handed over to the customer.

2.2.1. Project lifecycle

A project has different phases but the common ones are explained as need identification, development of a proposed solution, implementation and closure.

Project initiation: This is the first phase of a project. A need is identified by the customer or funder and this results in a request for proposal, which describes and defines the needs and requirements. The project purpose is defined and justification for initiating the project articulated. Sometimes a donor may initiate the process and request for proposal, other times a customer may send to a prospective funder unsolicited proposal for funding consideration.

Project planning: this phase involves the development of a proposed solution. A project plan will be created which will include a resource plan, financial plan and quality plan. According to Method 123 Project Management Methodology (<http://www.mppmm.com/>), the project plan would also include acceptance plan and communications plan.

Project implementation: With a clear definition of the project and set of detailed project plans, the project team should be ready to enter the implementation phase of the project. This phase involves carrying out the project activities which is the building of project deliverables and controlling the project delivery, scope, costs, quality and risks.

Project closure: is the winding up of the project by releasing project staff, handing over project product to the customer and completing a post implementation review.

2.3. Sustainability of projects

United Nations Development Programme- (UNDP) (2000) defines sustainability as “the ability of a project to maintain its operations, services and benefits during its projected life time”. World Bank (2000) defines it as the “ability of a project to maintain an acceptable level of benefit flows through its economic life”. It is also defined as the percentage of project initiated goods and services that are still being delivered and maintained after five years of termination of implementation of the project; the continuation of local action stimulated by the project and generation of successor services and initiatives as a result of project built initiatives (Lock, 2007). This definition implies that sustainability is concerned with level of continuation of delivery of project goods and services, changes and new initiatives caused by the project.

It therefore can be said that sustainable in development terms is something which can maintain itself from internal resources at a given level over a long period of time. However, the self maintaining aspect is not inherently essential to sustainability. A given project could be sustainable by combining a project nature of enduring appeal to donors with a strong financial donor base. Such a situation could easily maintain a given rate of activity over a long period of time.

Sustainability can therefore be looked at from different perspectives, and during different phases of the projects. A project needs to be sustained during the four phases of its life cycle, as well as beyond that, when it is handed over to the client. The concern for the researcher in this paper is sustainability during the four phases, which could in turn determine the project’s sustainability beyond the project closure.

The core indicators that contribute to sustainability vary from sector to another. For economic sector, the core indicators will be the economic and financial returns. The indicator for social sector projects to which BTL belongs will be the extent and degree to which the delivery of goods and services have been continued and the proportion of target area population that continue to receive the benefits from project activities (Brereton, Beach & Cliff, 2003). The issue of sustainability should also be seen within time and changing social, economic and political contexts. A project that is seen as sustainable today may not be so in future.

Project sustainability is a major challenge in many developing countries. Large number of projects implemented at huge costs often tends to experience difficulties with sustainability. All major donors, such as the World Bank, the Asian Development bank and the bilateral aid agencies have been expressing concerns on this matter. Khan from UNDP says that studies in the 90s revealed that while the trend with implementation was showing significant improvement, the trend with post implementation sustainability was rather disappointing increasingly, less projects were sustained (Khan, 2000). Poor sustainability therefore can be responsible for denying project beneficiaries the returns that could have been expected from such projects, even though high amounts of cash have been injected in such undertakings.

One of the concerns of development projects is the sustainability of externally sponsored project activities and outcomes. A key challenge as outlined by David Chapman and Anne Austin (2006) is the question of what should be sustained. In their research paper "*What do we seek when we seek sustainability?*" Chapman and Austine examined four perspectives or frameworks of sustainability and drew heavily on donor-oriented research that examined the sustainability of projects funded by the United States Agency for International Development (USAID). Their research was country based focused in Ghana. This was to examine some of

the specific dimensions important in the practical consideration of sustainability in project design. They argue that the heightened attention of international development assistance organizations to sustainability is in part, an offshoot of the increased focus on outcome-based funding in development assistance work. Outcomes must be evident and they must remain long enough to have an impact. Bible translation organizations are emphasizing more on sustainable impact and not just the project outputs and outcomes. Donors would be more encouraged to see what impact their funds have made and the changes they have made to communities.

A study of the effectiveness of USAID basic education projects between 1990-2005 found that a condition of project success across nearly all USAID funded basic education projects, in addition to increasing children's educational access, retention and achievement, was that the interventions be sustainable. USAID was heavily grounded in the economic model of sustainability. They wanted to see specific organizational structures or procedures introduced by USAID-funded projects adopted by participants and persevere. For instance, USAID wanted to see testing systems, data management systems, and parent-teacher associations continuing to operate after their funding had ended.

A Paper by Francis Viscount (2006) on sustainability looked at work done by a team in Summer Institute of Linguistics (SIL) Bolivia, where a team went back to Bolivia ten years after SIL had completed its work and withdrawn from the country. The Bolivia branch had assumed that others would catch the vision and that some from within the indigenous communities would rise up to continue to produce materials. However, the force of other trends as per the study was greatly underestimated. The key observations the researchers made were, among others, that the more the funder worked alone, the less continuity when it

leaves, the more the program will tend to disappear. It was also observed that it was not sufficient to hand over the work to a single person or team. If there is no commitment by the mission as an organization, the work suffers. It might have been good if SIL had given more effort to passing on to evangelical organizations and churches their vision. It was also clear that the funder could not take for granted that others will carry on their programs (SIL, 2006). This then would mean that the involvement and ownership of the local communities is paramount to the success of projects.

If sustainability is to be achieved among the Bible Translation organizations, several outcomes would be expected. According to SIL, a program would have achieved a state of sustainability if there is maintenance of appropriate activities, when there is a replication of the process as needed, and there is self transformation when circumstances change. Maintenance means continuing with the work as originally designed. Replication is the ability to expand and adapt the work to fit a changing context. Self transformation is creating new work that responds to new circumstances or to a new understanding of existing circumstances or desires of the stakeholder.

2.3.1. Models of sustainability

Sustainability can be viewed in four general frameworks or perspective. These are economic, socio-political, ecological and innovation diffusion models. There is a fifth model that is a synthesis of the four models and this was developed by Nkansa and Chapman (2006) during their study on sustainability in Ghana.

(a) Economic model

In the economic model, a project is sustainable if recipients continue to experience the intended economic benefits even after economic inputs have ceased (Harris, 2000). Here sustainability is understood as the ability of a program to be financially self-sufficient and maintain its service levels after external funding ends. For economic sector projects, Khan argues that all the cost and benefits under varying conditions should be weighted properly, and the project should guarantee an acceptable level of facilities to ensure continued flow of benefits (Khan, 2000). To the extent that continuous flow of economic benefits is inhibited, the project is considered unsustainable. To allow continued flow of benefits during the life of the project, there is need for continued operation and maintenance of project facilities. The project should receive necessary budgetary and institutional support to enable it maintain required level of facilities.

(b) Socio-political model

Socio-political model is about knowledge, power and the transfer of skills. From a socio political perspective, sustainability involves the transfer of guiding interpretations, structures, and capacities from initial project implementers to subsequent generations of activity managers (Dahl, 1995). The project should incorporate mechanisms that guarantee equitable access to and distribution of project benefits on a continuous basis. In BTL, this would mean that knowledge be passed from one group of workers to another. The ideal situation would be if project implementers can work on a project and bring it to completion before leaving employment. If this cannot be achieved, that would mean that there be a period of transition between one group of workers and the next to ensure that there is continuity.

(c) Ecological model of sustainability

The ecological model posits that sustainability is concerned with the survival of individuals and cultures (Harris, 2000). While the economic model emphasizes the use of resources in efficient and productive ways, the ecological model focuses on preserving resources for future generations (Nkansa & Chapman, 2006). Within the ecological model perspective, sustainability requires that people understand the dynamics of natural systems and societies. There is need to consider environmental implications so that negative impacts on the environment are either avoided or mitigated during the life of the project

(d) Innovation-diffusion model of sustainability

The innovation-diffusion models developed by Rogers (1995) and Fullan (2001) posit that sustainability depends on community acceptance of the values and mechanisms associated with the innovation (Rogers, 1995 & Fullan, 2001). A project is sustained as those involved in it feel ownership of it and keep it operating. Hence, sustainability depends on the participation and ownership of key constituents in the program that planners want to have sustained (Rogers, 1995). Rogers suggested that sustainability is most likely to occur when an undertaking is consistent with the community's values, when it is a collective participatory effort, when dissemination is through social processes, when norms, beliefs, values are compatible and when there is effective leadership (Rogers, 1995). There should be continued community participation. In BTL, sustainability as far as innovation-diffusion model is concerned would be achieved if communities are in agreement with the translation, literacy and scripture use projects that are being carried out within their communities, and this would be achieved if they are involved from the initial stages.

(e) Synthesis model of sustainability

Nkansa and Chapman (2006) proposed a synthesis model of sustainability which draws on elements from each of the four preceding models. Their model posits that the sustainability of project elements is affected by both management and socio-cultural components. Management components include the extent of planning that took place at the community level as well as the transparency of project operations to community members. It also includes the strength of local leadership and participation, e.g. the extent to which community members were engaged, the availability of community resources, the skills of the community in creating and sustaining collective motivation and the extent that education was valued within the community (Dahl, 2001; Dempster 1998; World Bank 2010:7). Management components tend to be factors that can be influenced by external intervention e.g. training, planning workshops etc. Socio-cultural components tend to be more durable, underlying characteristics of communities.

2.3.2. Factors that determine Sustainability

Several factors are responsible for sustainability of programmes or lack of it. Some are within the control of the project management team, while others are external to the organization. Some of the factors can and should be taken care of at the design stage of a project, whereas others can be tracked and corrected during implementation. It is therefore important that the factors that affect sustainability be articulated and well incorporated at the design stage. The following factors should be assessed during the design and preparation stage of a project

(a) Relevancy of the project

This is the review of consistency or lack of it between the objectives of the proposed project and national, sectoral, provincial and district priorities (Lock, 2007). Today it can be said

that a project is relevant if it is in line with the Millennium Development Goals (MDGs). One of the MDGs is to achieve universal primary education. BTL contributes in a major way towards this MDG in that it is involved in Curriculum development for Early Childhood Development, in collaboration with the Kenya Institute of Education. Through its literacy classes and material development, it could also be said to contribute towards reduction of child mortality, improvement of maternal health, compacting HIV/AIDS and malaria as well as ensuring environmental sustainability. The organizational can therefore be said to be consistency with the national priorities in its programmes.

(b) Acceptability of the project

These are issues relating to the level and degree of acceptability of a project to the community, the local representatives, the executing agency etc. While acceptability by any one or more of these parties has the risk of compromising long term sustainability of a project, it is necessary. According to Khan from UNDP, there should be continued community participation (Khan, 2000). BTL has to involve the communities if these communities have to own the projects and run with them. In their planning, the organization has to involve the elders of the communities as well as the government representatives in those communities.

(c) Financial viability of the project

This refers to economic and financial profitability and stability of project induced products and services (Rogers, 1995). For social sector projects like those in BTL, there is no financial profitability as these are not meant to generate projects. However, financial stability of the project is crucial for its survival, and especially for projects that are fully supported by

donors. The organization should strive to keep the budgets stable except where it is beyond their ability to do so. Unnecessary increases in initial budgets should be avoided.

(d) Environmental viability of the project

This relates to the project induced environmental impact, both positive and negative. If negative impacts are foreseen, and no mitigating measures are planned, then ultimately the project may yield benefits at a reduced rate. Worse still, and depending on the extent of environmental costs, the negative impacts can lead to the net losses to the economy (Bhattarai & Adhikari, 2008), and lead to unacceptability of the project by the community.

(e) Implementation and Monitoring Strategy

It is the consideration of project management arrangements e.g. realistic implementation period, a well defined implementation plan with clearly defined functions and responsibilities and necessary provisions (Lock, 2007). Quite often weak management and inadequate monitoring provisions contribute to implementation problems which then weaken the project sustainability eventually.

(f) Post implementation operation and maintenance (O & M)

This refers to management support either by executing agency or the community or both, required after implementation of a project. Projects tend to experience problems due to weak or inadequate O&M. BTL language projects needs support from both the management, community and funders so that they can be carried out within the specified implementation period.

Considering all the above factors is key to sustainability of projects. Weakening of any one has the potential to jeopardize the sustainability of the entire project in the long run. Once the sustainability analysis has been done, a sustainability strategy should be done to indicate the way the various elements of sustainability are to be identified.

2.4. Labour Turnover

In any project, people are a fundamental key to success and provide the links which facilitate the achievement of the project objectives (cost, quality and time). The figure below shows the links between the project objectives and people. Bible Translation and Literacy workers are important in fulfilling the mandate of the organization. Their competencies, experiences and expertise will determine the quality of work as well as how timely project activities will be delivered.

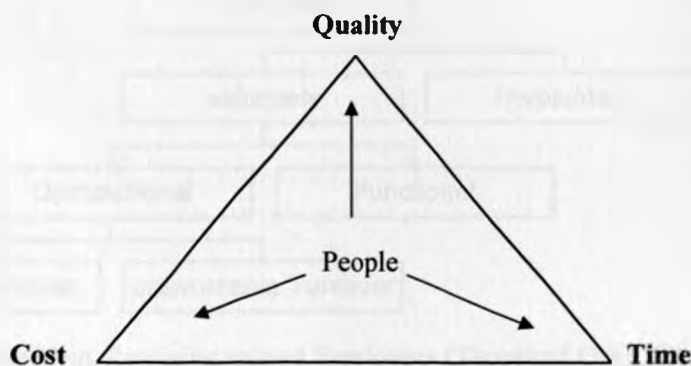


Figure 1: Triangle of objectives

In human resources context, staff or labour turnover is “the measure of the extent to which staff are voluntarily leaving an organization” (Martin & Smith, 1993, P. 141). However this definition leaves out the aspect of staff being laid off which also contributes to staff turnover. Besides staff leaving voluntarily, the employer can decide to lay off workers because of

indiscipline issues, financial matters and incompetence among other reasons. Labour turnover can therefore be defined as the rate in which an employer gains and losses employees.

To get a better view of labour turnover, it can be looked at from two different perspectives in which staff leave an organization. These are voluntary and involuntary resignations. Voluntary resignations can further be subdivided into functional and dysfunctional resignations. Functional resignation is when sub-standard performers leave while the dysfunctional resignation is when effective performers leave. Unavoidable resignations over which the employer and employee have little or no influence are excluded e.g. family move, serious illness or death among others. This then leaves us with avoidable resignation, under dysfunctional turnover (Loquercio & Hamersley, 2006). This is illustrated in the diagram below.

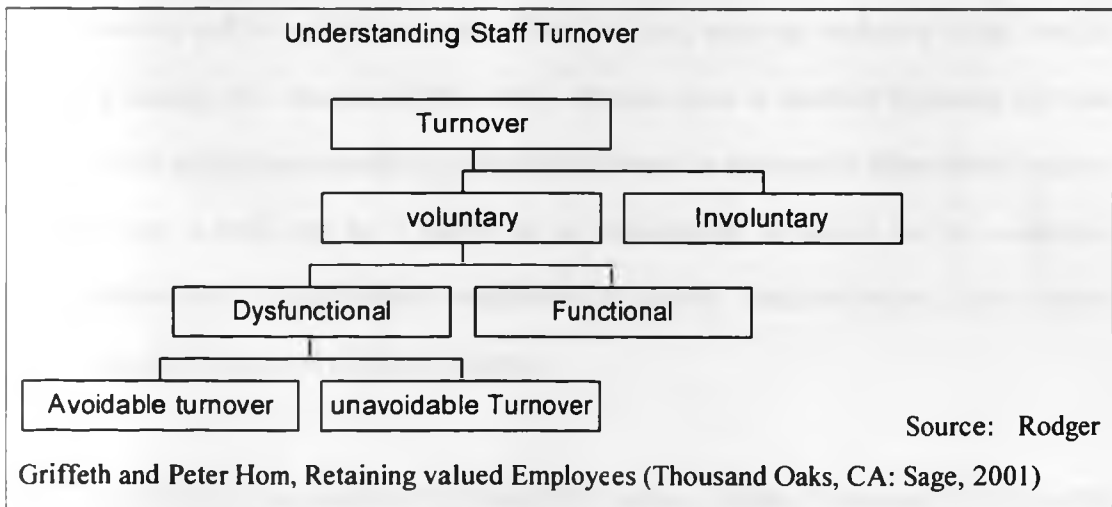


Figure 2: Understanding staff turnover

The focus of this paper is the type of turnover that is problematic to an organization which is the dysfunctional, avoidable turnover. When used therefore, labour turnover will mean the measure to which staff are voluntarily leaving an organization.

The UK based Chartered Institute of Personnel Development (CIPD) states that there is no such a thing as a universally applicable target for an ideal labour turnover rate. According to CIPD, in an industry where it is easy to find and train employees quickly, an organization can sustain quality levels of service even when there is high labour turnover. However, if the skills needed in an industry are scarce, knowledge important and relations important, then high labour turnover is a problem (CIPD, 2006). Based on CIPD argument then, we can deduce that an organization like BTL will have problems with high labour turnover since translation skills are rare and not easy to get specialists in the field.

2.4.1 Reasons for turnover

Functional turnover may happen as a result of organizational policies such as protecting staff from burnout, building up staff experience, disseminating knowledge within the organization and allowing staff to maintain an unbiased analysis and, adapting workforce to the level of funding among other reasons (CIPD, 2010). Projects have a specified beginning and end time. When projects are completed, staff can be released or deployed in other related project. Other times a staff may be a burden to an organization or project due to unrealistic expectations such as high salaries unaffordable by donors. Reduced activity in the project may also call for the need to lay off workers.

Several factors are responsible for dysfunctional turnover, some of which are related to the organization and others to the individual. Some are external and therefore out of control of the organization, while others are internal to the organization.

(a) Environmental factors

Environment may be external or internal to the organization. Within the organization, factors such as health, social environment, security conditions and other local stress factors can make employees leave an organization (Philips, 1990). The working environment can be a source of poor health. Majority of BTL projects are in the rural areas where access to health facilities to some may be a challenge. Other environmental related factors are poor lighting, continuous use of computers can affect eyesight leading to poor health, repetitive strain injury can also be caused by continuous use of computers and bad sitting posture. Dirt, noise and congestion can all lead to poor health, among other conditions.

Organizational politics make the work environment insecure to individuals who may not be politically correct and this may cause them seek employment elsewhere. This could arise from misunderstandings among employees as well as between supervisors and subordinates.

The above factors can make an employee either utilize their full potential, or facilitate their moving out of the organization. An employee who is contented with the environment that they are working in may change a decision to leave an organization despite other factors being unfavourable to them

(b) Organizational factors

These include values and management of staff, organizational culture, employees' terms and conditions of service (Weisberg & Kirschenbaum, 1991). The Leadership style is also key in the organization. If for instance an employee has values and goals that conflict with those of the organization, then the employee may choose to leave the organization and pursue their

goals elsewhere. If the management is not willing to support staff achieve their personal goals such as furtherance of career and education, employee may choose to leave. Organizational policies take precedence when the two conflict. An organization that values the development of their employees however may avoid such problems by helping staff identify their goals and see how they can match those with those of the organization and assist them in furthering their careers along those goals. This may influence the employee's decision to leave or to stay with the organization. For example, the work environment may be unbearable, and pay may be lower than the employee expectation, but if the organization allows the employee to pursue their goals while they work, they may change their minds about resigning from the organization.

Organizations have to be prepared with more competition and need to strengthen their competitiveness. Human capital is one of the major weapons that serve as driver for them to survive. According to Juhdi, Pa'Wan, Othman & Moxsin (2010), each employee is considered as an asset to produce more wealth. On the other hand, employees have to stay marketable given the uncertain economic conditions. They have to find employers and workplaces that offer both employment and career development.

Other organizational factor may be the leadership style. Some leadership styles may hinder staff progress or cause distress among staff. Autocratic, authoritarian, bureaucratic leadership styles are not desirable unless it is a military operation or where a particular situation calls for such. A leader needs to apply flexibility in their leadership to suit situations otherwise staff may find reasons to resign.

(c) Project factors

These include factors such as job insecurity induced by project-based funding, pressure on overheads and under-investment in training. In donor funded projects, donors may stop giving to a project due to economic factors and this will mean that there are no funds available to pay staff or run other project activities. A project may also come to completion and that would mean no more work for the project staff. This may trigger staff to leave the project since their job security may be threatened.

(d) Individual factors

These are individual factors such as excessive workload, career concerns, burnout, desire to start a family etc. Excessive workload may be due to understaffing or lack of knowledge among co-workers so that those who are knowledgeable end up doing much of the work. The willingness and the ability to switch to a similar or another job in another firm is also an individual factor, which also reflects the value of the workers' human capital in the labour market (Juhdi, Pa'Wan, Othman & Moksini (2010)

(e) External factors

These include better opportunities elsewhere in terms of salary, benefits or promotion. Global economic situations can lead to financial crisis especially for those depended on donor funds. These could lead to project closures and thus cause staff to leave the organization.

According to Khumalo (2001), a particular difficulty of local NGOs and CBOs in Africa is that of being able to recruit competent and skilled staff, when local NGOs are competing with international NGOs which offer generally higher salaries and better terms and conditions. To illustrate the magnitude of the challenge, a particular NGO conducted a training programme for 35 professional employees from different NGOs in 1999. During a follow up to the

participants' two years later, they observed that only 4 were still working with their original organizations. The rest had moved on. This observation was also made within the Malawian NGO sector by a study done to investigate the problem of professional staff turnover within the Malawian NGO sector (Malunga, 2001).

2.4.2. Costs of labour turnover

Although labour turnover can be accepted as inevitable, some organizations see this as unnecessary cost and develop strategies to encourage staff retention. Knowing how much staff turnover costs would cause an organization to make realistic decisions about the value of investing in a programme aimed at staff retention and how much they should consider investing in this area.

A research done in 2006 by Humanitarian policy Group (HPN) on “*Understanding and Addressing Staff turnover in humanitarian agencies*” states that over the past ten years, staff turnover has become a major concern for humanitarian agencies (Loquercio & Hammersley, 2006). Labour turnover has been blamed for reducing the effectiveness of programmes as a result of discontinuity in staffing and loss of institutional memory. Managers interviewed understood that turnover was costly, but felt that they did not have any way of measuring the impact on their turnover.

From the HPN research in 2006, it emerged that staff turnover is a very important issue within the humanitarian sector. Staff are expected to be highly qualified and experienced, with a high level of interaction with stakeholders, and finding suitable candidates is difficult.

Some of the costs that are incurred are direct and others are indirect. Some can be quantified in monetary terms, others are non monetary.

(a) Direct Costs

These are the primary costs incurred when staff leave the project or organization. They include separation, recruitment and induction costs. Direct consequences at individual level of those left in the organization are added workload, poor morale and job dissatisfaction, stress induced health issues among others. At the organizational level, consequences may include loss of organizational programmatic and operational knowledge (Loquercio & Hammersley 2006).

(i) Financial costs

While staff turnover is inevitable, high rates of turnover can be costly and disruptive (Martin & Smith, 1993). According to Hamilton (1996) losing an employee can cost an organization between 40-60% of the individual's annual salary. Continuing high levels of turnover undermine the efficiency and productivity of operations and, in some cases, may pose a threat to their long term survival. Every time an employee leaves and has to be replaced, an operation incurs a number of direct financial costs. These include administration of the resignation, recruitment costs, selection costs, and cost of covering during the period in which there is a vacancy. Others include administration of the recruitment and selection process and, induction training for the new employee. Many of these costs consist of management or administrative staff time (opportunity costs), but direct costs can be substantial where advertisements, agencies or assessments centres are used in the recruitment process.

(ii) Operational costs

In addition to financial costs, loss of key personnel may lead to low organizational effectiveness as new people coming to replace those who left may bring with them different or sometimes contradictory values and views. High turnover can adversely affect operational efficiency, especially for complex processes that require close teamwork and high amounts of held knowledge (Pinkovits & Moskal, 1997). Where there is continuing instability in the workforce, consequences include increased stress and tension amongst those remaining employees who have to fill the gaps left by departing employees.

New employees take time to reach full effectiveness and are likely to be more error-prone than their experienced counterparts. As far as translation is concerned, a new translator cannot be as efficient as an experienced translator. Translators usually take longer than other workers to be able to work independently without assistance. According to a study, staff turnover, acquisition, and assimilation rates can extend a project's cost and duration by as much as 60% (Abdel-Hamid, 1989).

(b) Indirect Costs

Indirect costs at the human resource level include lower engagement and motivation inefficiencies, mistakes and delays among others (Loquercio & Hammersley 2006). At the project level, this may mean lack of continuity and inferior programme quality. At the organizational or sector level, there is loss of talent, insufficient capacity to respond and weaker capacities for inter-agency cooperation among others

(i) Impacts on human resources/capital

Human capital is defined by Organization for Economic Co-operation and Development (OECD) (2001) as “the knowledge, skills, competencies and attributes that facilitate the control of personal, social and economic well being” of an organization. Companies can contribute to the growth of human capital by developing the skills and competencies of their employees. They can provide new entrants into the labour market with long term employment, ensuring a healthy and safe workplace and supporting education and training initiatives in the wider community e.g. through provision of scholarships to local schools.

Where there is on-going high labour turnover, human resource development is less likely to be a priority for management. Companies are not likely to invest in training and career development for staff if they believe that they cannot hold staff. This is unlikely for BTL, because if they have to get quality employees, they have to invest in their training, otherwise risk poor quality work. In addition, where there is high labour turnover human resource personnel are likely to be pre-occupied with the base level tasks of recruiting and training new staff. This, in turn, means that there will be fewer opportunities to implement staff development initiatives and other strategies that could enhance the skills and productivity of existing employees

Over the long term, on-going high labour turnover – especially if it is associated with people leaving a region or the industry – can contribute to huge shortage of skilled and experienced personnel within the sector (Brereton, Beach & Cliff, 2003).

(i) Health and safety implications

High rates of labour turnover have the potential to undermine safety standards. This is because there will be a greater proportions of new employees within the workforce. This means more consequent communications which can create more opportunities for error. The constant concern of human resources personnel with covering for and replacing departing employees reduces opportunities for advanced safety training and refresher training. It is inherently more difficult to build and communicate a positive safety culture of the composition if the workforce is constantly changing.

(ii) Impacts on social capital

According to the OECD (2001), the concept of social capital denotes “networking together with shared norms, values and understandings that facilitate co-operations within or among groups”. Communities with high levels of social capital are characterized by thick networks, high rates of participation in community activities and strong mutual support systems. Ways in which companies can make a positive contribution to social capital include among others, sponsoring community development initiatives and facilitating employee participation in community organizations and activities. On the other hand, companies undermine the development of social capital when they implement workforce management practices that discourage or hinder such involvement.

2.5. Conceptual Framework

The figure below shows the understanding of the researcher of the study variables.

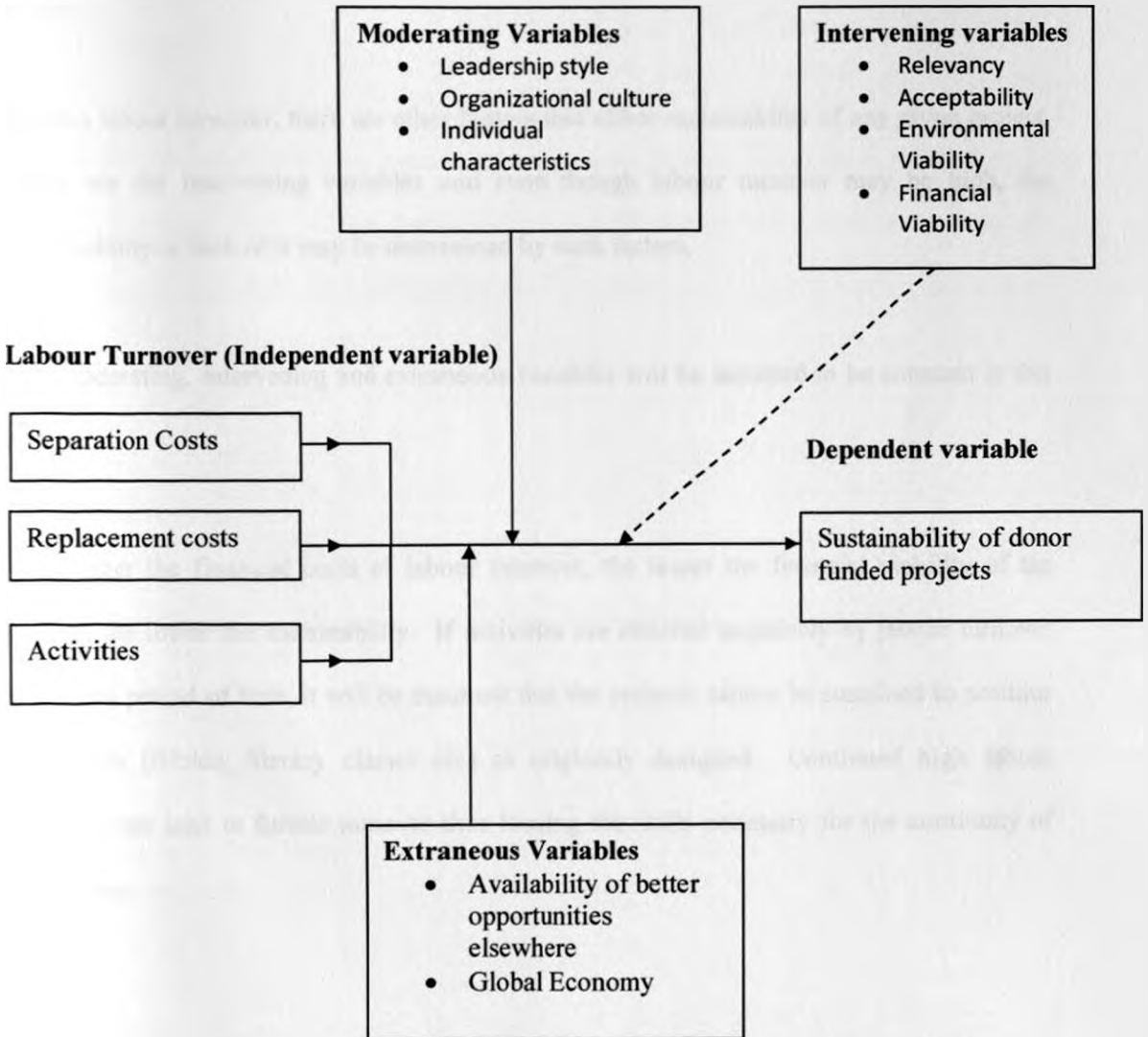


Fig.3: Conceptual Framework

2.5.1. Relationships among variables

In this research paper, sustainability is the dependent variable thus, sustainability is affected by the rate of labour turnover in a project. The independent variable is labour turnover.

Labour turnover is affected by other factors and these are the moderating variables in the study which act as other independent variables. These are the variables that are likely to influence an employee's decision positively or negatively, when deciding whether to resign or not.

Besides labour turnover, there are other factors that affect sustainability of any given project. These are the intervening variables and even though labour turnover may be high, the sustainability or lack of it may be determined by such factors.

The moderating, intervening and extraneous variables will be assumed to be constant in this research.

The higher the financial costs of labour turnover, the lesser the financial viability of the project, the lower the sustainability. If activities are affected negatively by labour turnover over long period of time, it will be assumed that the projects cannot be sustained to produce the goods (Bibles, literacy classes etc) as originally designed. Continued high labour turnover can lead to further turnover thus losing the skills necessary for the continuity of operations.

2.6. Summary

This chapter has given literature review of the two main study variables which are sustainability of donor funded projects and labour turnover. Sustainability has been defined as well as models of sustainability and factors that lead to sustainability or lack of it in a given project. Several studies on sustainability have been discussed, as well as their findings. A conceptual framework has been drawn showing the relationship between the dependent and the independent variable. Labour turnover has been defined, giving the factors that lead to labour turnover, as well as the impact of labour turnover.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section describes the type of research and the methodology that the researcher used in order to answer the research questions and achieve the stated objective of the study. It describes the research design, the universe of the study, the sample, sampling technique and attempts to justify why this sampling technique was chosen. The researcher also explains the data collection method and instruments of data collection that were used. In concluding this chapter, the researcher discusses how the data collected was processed and analyzed as well as the computer software that was used for analyzing. The last part of the chapter shows an operationalization table indicating the different variables and their indicators.

3.2 Research Design

The research was done through mixed mode approach which involved qualitative and quantitative methodologies. A collective case study method was used. This method involves studying two or more cases, often those that are different in certain key ways, in order to make comparisons and build theory (Leedy & Ormrod, 2010). The researcher studied all the Language projects in BTL as opposed to studying one project. The researcher's intention was to understand and interpret the situation. The researcher intended to capture the whole context of the subject matter that was being researched.

3.3. Target Population

The research was targeting all language projects in Bible Translation and Literacy organization. Currently, the organization has projects and programmes in fourteen language communities. These are the Sabaot (160,000 people), Samburu, Suba (129,000 people), Tharaka (140,000 people), Borana (96,000 people), Daasanach (35,000 people), Digo (360,000 people), Giryama (672,000 people), Ilchamus, Marakwet (100,000 people), Pokomo (71,000 people), Ilwana, Orma, Pokot and Waata. These are the population statistics in the BTL website as of March 7th 2011. Some of the projects have been going on for years while others are just starting. By the time a translation project is completed, several programmes will have been started and completed. The completed projects have taken between 15 and 27 years to complete a New Testament, a period within which several shell books have also been completed. With improved technology, a translation project can now take shorter time thus enabling the organization to achieve its vision.

3.4. Sampling procedure

The researcher used purposive or judgement sampling. This is a non-probability sampling technique. BTL has many projects some of which are administrative in nature, scholarship projects, as well as language projects. Since the organization's core business is translation and literacy work, the researcher was interested in the language projects since those are the ones that include translation and literacy activities, and thus the use of the purposive sampling. All the language projects were included in the study.

3.5. Methods of Data collection

The researcher used interview method to collect primary data that enabled answer the research questions. The researcher recorded responses from respondents, using both qualitative and quantitative data, with the realization that quantitative data only could not answer the research questions. The qualitative data was to help the researcher get the views of respondents involved in the projects as well as those of management from human resource perspective and regional language programme managers, as well as resource development manager's perspectives. This was to give a holistic picture of the situation.

3.5.1. Instruments of Data collection

Two instruments were used to administer the interview. These were questionnaires and personal interviews.

(a) Questionnaires

The researcher prepared two different questionnaires and sent one to the human resources manager and 2 regional language programme managers. The other was sent to the 14 project leaders and 2 other employees in the language programmes department. Those were a total of 19 respondents out of which 15 responded. The employees interviewed had to have worked with the organization for at least 3 years, were to have worked in the language department and had to have a direct responsibility over projects.

Because of the distance involved, the researcher used the electronic communication channel (E-mail) to distribute the questionnaires. Initial phone calls were however made to each respondent before sending the questionnaires. This was to familiarise the researcher with the respondents, as well as increase the response rate.

UNIVERSITY OF NAIROBI
KIKUYU LIBRARY
P. O. Box 30197
NAIROBI

3.5.2. Personal Interviews

In addition to the questionnaires, the researcher interviewed the resource development manager who is mostly in touch with the projects' donors and would give their views on what happens when there is turnover within the projects. The human resource officer also gave more verbal information in addition to answering her questionnaire. This brought to 16 the number of those who responded out of the 20 who were interviewed.

3.6 Validity and Reliability

The researcher send the questionnaires to two respondents to find out if the questionnaires would answer the research questions.

By using the questionnaires for some respondents and asking some of the questions to others who were to be interviewed face to face, the researcher was able to compare answers and see consistency or lack of it in the Responses.

Triangulation was also used in checking for validity. There were different sources of information and for the data to be valid all information had to point to similar themes. The sources of information were the regional language programme managers, human resource manager, project leaders, resource development manager and the two language programme workers.

3.6. Data Processing, Analysis and Presentation

3.7.1. Organization

The responses were printed and numbered and all answers to the different questions were grouped together. This was done in Microsoft Excel programme which was preferred since it

has build in tables, is structured and the researcher could manipulate the data to take different arrangements. As the researcher grouped the data, obvious errors such as typos were corrected. The researcher also noted down some of the themes that could be identified. The quantitative data was put in tables in Microsoft Excel program

3.7.2. Categorization of data

There were two major data categories and these were the qualitative and quantitative data. These were further sub-divided into data that concerned human resources and that concerned projects. General data category included gender, level of education and the number of years that the respondents had worked with the organization. The data was then categorized into meaningful themes which enabled the researcher concentrate on the most critical information required for the purpose of the study.

3.7.3. Interpretation of single instances

Data from human resources did not have to be put in frequency tables but additions were made to find out for instance how much of the human resource time would go towards interviewing candidates and bringing them on board. Qualitative data was examined so that the researcher would give meaning to the responses. Majority of the data was in prose and respondents could explain themselves.

3.7.4. Identification of patterns

The researcher identified themes that came from the qualitative data. Each theme was given a number, coded them and put them in SPSS statistics software to identify frequencies and relationships.

3.7.5. Synthesis and generalizations

Based on the themes that were identified, the researcher came up with frequency tables for the different themes. Relationship between labour turnover and sustainability of donor funded projects was analysed using the themes that emerged from the study. The data was then integrated and summarised for readers, describing relationships between labour turnover and sustainability based on the themes identified.

3.7.6. Quantitative Data analysis

This was analysed using mean (average) as a measure of central tendency and percentages for example of how much of human resource time would go towards recruiting if only one position fell vacant. Percentages were also used. The researcher also used correlation analysis to find out relationships among the two study variables. This was done using SPSS software. To get the relationship between labour turnover and sustainability of donor funded projects, the researcher used the frequencies from the themes that emerged as indicators of labour turnover.

3.7.7. Qualitative data analysis

The researcher used content analysis to analyse the qualitative data.

Triangulation was used by combining insights from both the qualitative and the quantitative data. In triangulation, multiple sources of data are collected with the hope that they will all converge to support a particular theory or hypothesis. The researcher looked for common themes that appeared in the data collected to analyse data and draw interpretations.

3.7.8. Data Presentation table

The quantitative data was presented using frequency distribution table, while the qualitative data was presented in frequency tables after drawing themes, as well as in narrative format.

Category	Indicators	Variables	Qualitative Data
Financial	<ul style="list-style-type: none"> Increased sales of products Increased profit of products Increased customer satisfaction Reducing cost of production 	<ul style="list-style-type: none"> Increased sales of products Increased profit of products Increased customer satisfaction Reducing cost of production 	<p>Financial data was presented in frequency distribution table. The data shows that the sales of products increased significantly. The profit of products also increased, and the customer satisfaction was high. The cost of production was reduced.</p>
Operational	<ul style="list-style-type: none"> Improved productivity Reduced waste Increased efficiency Reduced errors Improved quality control Reduced downtime 	<ul style="list-style-type: none"> Improved productivity Reduced waste Increased efficiency Reduced errors Improved quality control Reduced downtime 	<p>Operational data was presented in frequency distribution table. The data shows that productivity improved, waste was reduced, and efficiency increased. Errors were reduced, and quality control was improved. Downtime was also reduced.</p>
Human Resources	<ul style="list-style-type: none"> Increased employee satisfaction Reduced turnover Improved training and development Reduced absenteeism Improved communication Reduced conflict 	<ul style="list-style-type: none"> Increased employee satisfaction Reduced turnover Improved training and development Reduced absenteeism Improved communication Reduced conflict 	<p>Human Resources data was presented in frequency distribution table. The data shows that employee satisfaction increased, turnover was reduced, and training and development improved. Absenteeism was reduced, and communication was improved. Conflict was also reduced.</p>
Customer Service	<ul style="list-style-type: none"> Increased customer loyalty Reduced complaints Improved response time Reduced customer churn Improved customer feedback Reduced customer complaints 	<ul style="list-style-type: none"> Increased customer loyalty Reduced complaints Improved response time Reduced customer churn Improved customer feedback Reduced customer complaints 	<p>Customer Service data was presented in frequency distribution table. The data shows that customer loyalty increased, complaints were reduced, and response time improved. Customer churn was reduced, and customer feedback was improved. Customer complaints were also reduced.</p>
Marketing	<ul style="list-style-type: none"> Increased brand awareness Reduced marketing costs Improved marketing effectiveness Reduced marketing waste Improved marketing ROI Reduced marketing risk 	<ul style="list-style-type: none"> Increased brand awareness Reduced marketing costs Improved marketing effectiveness Reduced marketing waste Improved marketing ROI Reduced marketing risk 	<p>Marketing data was presented in frequency distribution table. The data shows that brand awareness increased, marketing costs were reduced, and marketing effectiveness improved. Marketing waste was reduced, and marketing ROI was improved. Marketing risk was also reduced.</p>

3.7.9. Operationalization table

Table 3.1 shows the indicators of the study variables, as well as the decision level in which conclusions of the study were made.

Concepts		Indicators	Variables
Labour turnover cost	Increased Separation costs	<ul style="list-style-type: none"> Increases in cost of exit interview Increased cost of paper processing Increased managerial covering cost for staff Training cost invested in staff 	<p>Positive figures mean reduced sustainability</p> <p>The higher the separation and re placement costs, the higher the likelihood that the project budget will be over and above the original budget, and thus less sustainable.</p>
	Increased Replacement costs	<ul style="list-style-type: none"> Increased advertisement costs More time spend in reviewing applications Additional time spend in preparing interview tools Amount of time spend on-the job orientation Increased cost of producing/printing informational literature Loss of employees who had received formal training 	
	Delayed project Activity timelines	<ul style="list-style-type: none"> Lost productivity Lost skill, knowledge and experience Loss of time due to supervisory disruptions Errors and wastage Loss of Staff morale 	<p>Reduced productivity will be interpreted to mean reduced sustainability.</p> <p>If the supervisory disruptions are significant then it will mean that timelines project timelines will not be met.</p>
Sustainability of donor funded projects	Increase in financial costs	<ul style="list-style-type: none"> Increased separation costs Increased recruitment costs 	If there are increases in financial costs, that will be interpreted to mean low sustainability of project over the long term
	Increase in project activity timelines	<ul style="list-style-type: none"> Lost productivity Loss of time due to supervisory disruptions 	If there are increases in project timelines, that may mean increase in financial costs, and in turn result to low sustainability in the long term.
	Low morale among remaining staff		Low morale among remaining staff may translate to low productivity leading to increased costs and thus low sustainability.

Table 3.1; Adapted from Kumar (2005)

3.8 Summary

This section has described the type of research and the methodology that the researcher used in order to answer the research questions and achieve the stated objectives of this study. It has described the research design, the universe of the study, the sample and the sampling technique. The researcher has also explained the data collection methods that were used. In concluding this chapter, the researcher has discussed how the data collected was processed and analyzed and interpreted using the operationalization table, as well as the computer software that was used for analyzing.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1. Introduction

This chapter seeks to present the descriptive data as per research questions and objectives. The chapter begins by giving the reliability and validity test results of the research instrument. The general information about the respondents is then presented and this includes gender, level of education and number of years that the employee had served in the organization, as well as number of years in their current positions. The study findings as per the research questions and objectives are presented and these include how separation cost affect sustainability as far as project quality, project budgets and activity timelines are concerned, how replacement costs affect sustainability as far as project quality, project budgets and activity timelines are concerned and how project activities are affected by labour turnover and in turn affecting project sustainability. The findings are presented in frequency distribution tables where necessary, as well as in narrative format for the qualitative data.

4.2. Reliability and validity test results

The questionnaires were looked at by two readers. This resulted in recommendations that some of the questions be left out and some be left open so that respondents could give objective answers. Majority of the answers in the two questionnaires were therefore open ended questions and the researcher categorised them after the data collection.

Triangulation was used and the different sources of information were compared. All the information sources i.e. the human resource manager, regional language development

managers, resource development manger and the two language development employees pointed to the same themes.

4.3. General information

The general information included gender of the respondents, their level of education, the number of years that they had worked with the organization as well as the number of years they had worked in their current positions.

(a) Table 4.1: Frequency table for Gender variable

Gender	Frequency	Percentage
Male	13	81.25
Female	3	18.75
Total	16	100

Out of the 16 respondents, 3 were females and 13 males. This is shown in table 4.1. Majorly, the male respondents worked as the project leaders and the females were in other administrative positions.

(b) Table 4.2: Frequency Table for level of education variable

Level of Education	Frequency	Percentage
KCSE	1	6.25
Technical (Certificate, Diploma, Higher diploma)	1	6.25
Bachelors degree	8	50
Masters Degree	6	37.5
Total	16	100

Table 4.2 shows the difference levels of education of the respondents. Out of the 16 respondents, Bachelor degree holders were the majority accounting for 50%. Two of the three females who respondent were masters' degree holders.

(c) Table 4.3: Frequency table for number of years in employment

Number of years worked in organization	Frequency	Percentage
0 – 2 years	2	12.5
3 -5 years	8	50
6- 8 years	3	18.75
9-11 years	2	12.5
12-14 years	0	0
15-17 years	1	6.25
Total	16	100

Table 4.3 shows the number of years that the respondents had worked with the organization. Those who had worked with the organization between 3-5 years averaged 8 and they were the majority. One respondent had worked with the organization for 16 years and one for 2 years.

(d) Table 4.4: Frequency table for number of years in current position

Number of years in current position	Frequency	Percentage
0 – 2 years	5	31.25
3 – 5 years	8	50
6-8 years	2	12.5
9-11 years	1	6.25
Total	16	100

Table 4.4 shows the number of years that the respondents had worked within the organization in their current position. Of all the respondents, those who had served in their current position for 3-5 years were the majority and averaged 8 respondents. The person who had served for 16 years in the organization had also served in the current position for ten years, and the one who had worked for 2 years had served in their current position for 1 year. Out of the 16 respondents, only 4 answered no to having received training from the organization. The others had received either formal training or in-house training through workshops and seminars. Two had received masters' degree training.

4.4. Data presentation as per research questions

Below are the costs that the organization incurred as a result of labour turnover and how they influenced projects sustainability.

(a) Human resource time

The organization's Human Resource Department carries out exit interviews for any employee leaving through resignation or retirement or even being laid off. As per the research, these usually last for 2-3 hours for those in the middle level management, and 1-2 hours for those in the lower level management. The regional programme managers also carry out exit interviews for lower level management workers and these can last up to an hour.

As per the research, any vacant position that is to be filled in the middle level management would receive on average 300 applications, and 500 applications for lower level management. It takes on average 10 minutes to go through each of the application on middle level management, and that translates to 50 hours. When added to the 5 working hours for the exit interview, this will translate to 8 days approximately. If the human resource person works for 7 hours a day (excluding breaks and lunches), that translates to 8 working days with some

overtimes. For lower level management positions, it takes about 5 minutes to go through each application. That would translate to 42 hours, which translates to 6 working days of 7 hours each.

The number of candidates shortlisted for middle level management is on average 5, and 6 for lower level management. These are the candidates that would be called for interviews. To interview each candidate for the middle level management, it would take the interview panel on average 1 hour twenty minutes and one hour for lower level management. This translates to about 6 hours 40 minutes to interview all candidates. For lower level management, it would take 6 hours to interview all candidates. This translates to approximately one full working day.

In total, to go through the exit interview, short listing and interviewing for only one position would take the human resource 9 working days. Assuming that one month has 22 working days, This is approximately 40.9% ($9/22 * 100$) of human resource time in a month. There is also the time that the human resource and department head will take to prepare contracts for the new staff, negotiate salaries etc. Once the staff is brought on board, 90% of the human resource person's time will be spend orienting the person for the first 2 weeks.

(b) Paperwork preparation

Paperwork has to be prepared for the exiting employee and this can take 2-3 hours of the human resources personnel's time, as well as the time they take consulting with the organizational leadership. The paperwork includes certificate of service and final payment details among others. The time taken to do exit interview and prepare paperwork by the human resource manager amounts to 5 hours on average, for only one employee.

(c) Table 4.5: Frequency table for loss of expertise and experience

Loss of Expertise and experience	Frequency	Percentage
Present	15	93.75
Absent	1	6.25
Total	16	100

Table 4.5 shows the frequencies for those answered yes or no to lost expertise and experience once employees resigned. Majority (93.75%) of the respondents said that once an employee leaves, they go with the expertise and experience that they had gained over the years, something that the organization cannot get from a new employee. Once this is lost, it would take the organization more time and resources to train someone else to work in the same capacity. From the respondents, it also emerged that institutional memory is lost when employees leave with information that no one else knew.

(d) Table 4.6: Frequency table for work overload

Work overload	Frequency	Percentage
Yes	14	87.5
No	2	12.5
Total	16	100

Table 4.6 shows how extra responsibilities affected the workload of remaining employees. Fourteen employees answered yes to having carried out extra responsibilities' as result of employees' resignation. The same group also answered yes to having had extra workload during the same period.

(e) Table 4.7: Frequency table for lost efficiency and effectiveness

Loss of efficiency and effectiveness	Frequency	Percentage
Yes	14	87.5
No	2	12.5
Total	16	100

Table 4.7 shows those who responded yes to having lost efficiency and effectiveness when staff resigned. When project staff carries out work on behalf of other staff, there is too much work for them, and their efficiency and effectiveness is affected negatively as per the research. They are behind schedule with their work plans, their work plans change and they do not meet deadlines. One of the staff said that “carrying out other people’s work makes one ineffective because it takes long to learn about the specifics of the other person’s work, at the same time their main work suffers. This causes one to cancel and reschedule some engagements because of the extra role. It makes it difficult for one to give his/her work an excellent touch because he/she will be driven by completing the work other than the quality of the output. When one has planned his/her work for the year well, it is difficult to take on another role without affecting his/her goals”. Another said, “both effectiveness and efficiency are compromised as one carries unreasonably big workload. You may also be forced to do what you have no sufficient training and /or experience in. At the end of the day, you do both your normal duty and the additional unsatisfactory work.” Staff concentrate on completing the tasks and thus compromising on the quality of work. When this happens, the end product may not meet the standards and this may force for a repeat or corrections thus taking more time and extending project timelines.

(f) Advertisement costs

Whenever there was a position to be filled out, it had to be advertised through the print media and that was the most expensive means of advertisement. An advert costed 5000 Kenya shillings and above.

(g) Higher salaries

It emerged from the study that when an employee left, new employees were likely to ask for higher salaries than their predecessors. The organization had a choice to compromise on quality of new employee and pay less or at the same level of the former employee, or pay a higher salary than existing employees and risk more resignations. If a new employee was paid higher than the existing employee, then that created conflict between the management and staff, as well as tension between the employees. It was a difficult issue that the organization had to grapple with and make difficult decisions.

(h) Table 4.8: Frequency table for Delays in project activities

Delays in project activities	Frequency	Percentage
Yes	16	100
No	0	0
Total	16	100

Table 4.8 shows that a 100% of those who responded to the questionnaires agreed that there were delays in projects as a result of resignations or any reduction in project staff for whatever reason. It took between 3 months and one year to replace an employee. The period was depended on the type of skills that the organization was looking for. As per the study, when a new employee joined a project, it took between 3 months to 3 years for the project

leader (or the person responsible for training them) to train them to a point where they could be able to work independently. The training period was depended on what position and thus the big gap on what period it would take to train. For literacy workers, the time was shorter, but for translators, the period could extend to three years. For some positions such as translation, the project activities related to the departing employee would halt if there was no other translator to carry out the work. If there was another translator to carry out the work then the work would slow until a replacement was found and trained to a point where they could work independently. That would translate to delays of at least a year.

(i) Table 4.9: Frequency table for completed programmes

Completed projects	Frequency	Percentage
Project completed on time	1	6.25
Project did not complete on time	6	37.5
Project not yet complete	9	56.25
Total	16	100

Of all the respondents, 43.75% had worked in projects where some programmes had been completed. Of this percentage, only 6.25% had completed on time or before the expected time. The rest of the 37.5 had completed after the projected time, some extending for years. Although the reasons for the extension were diverse some of them being beyond the organization such as insecurity in the areas, respondents indicated that staff turnover was one of those reasons. One of the respondents said, “any change in the number of staff, whether by way of resignation, retirement, retrenchment or redeployment, affected production of the remaining staff. The X project has had over 4 personnel at different time resigning and this in one way or another may have been a reason for the project to take longer to complete”.

(j) Table 4.10: Frequency table for Secondary resignations

Secondary resignations	Frequency	Percentage
Yes	10	62.5
No	6	37.5
Total	16	100

Table 4.10 shows the frequency for secondary resignations as indicated by respondents. Many (62.5%) of respondents indicated that when there were many resignations over a short period of time, there was a likelihood that the remaining employees got disillusioned and their morale went down. Remaining employees became suspicious, tension rose, and many could start looking for opportunities outside. This was because remaining employees became overburdened with responsibilities, staff overtime was not compensated and this led to reduced morale and fatigue. Many ended up thinking that they were in the wrong place hence planning to exit.

(j) Table 4.11: Frequency table for Problems with donors

Problem with donors	Frequency	Percentage
Yes	14	87.5
No	2	12.5
Total	16	100

Table 4.11 shows the frequencies of those who indicated that there would be problems with donors if there are resignations in projects. When there were delays in project activities, respondents said that some of the donors threatened to stop funding as they were strict with project timelines as well as level of productivity. The organization could lose credibility, and the funders felt that there was lack of commitment on the implementer's side. Some respondents said that the response sometimes was depended on the donor, and some when

given good reasons they would allow the project to continue, but it would have to stall for sometime as the organization sourced for a replacement.

(k) Table 4.12: Frequency table for Loss of credibility with the communities

Loss of credibility with communities	Frequency	Percentage
Absent	12	75
Present	4	25
Total	16	100

Table 4.12 shows those who responded yes to having lost credibility with communities due to staff resigning. Four out of the 16 respondents indicated that when there were resignations and thus delays in completing projects, communities became suspicious of the organization carrying out the project. They would question their intentions and the trust level would go down.

(l) Table 4.13: Frequency Table for Increased costs variable

Increased costs	Frequency	Percentage
Yes	12	75
No	4	25
Total	16	100

Table 4.13 shows the number of respondents who answered yes to increased costs. Costs would increase as a result of delays, which lead to commodity prices going up. New employees also requested for higher salaries. Advertisement costs added up to the increased costs. As long as the project was running, some fixed costs had to keep being paid such as rent, utilities and salaries of employees. When project activities were delayed, commodity

prices would go up leading to increased costs. Fixed costs had to be paid as long as the project was running and these included staff salaries, utility bills and rent among others. As a result of all the above, the original budgets would go up.

(m) **Table 4.14: Correlation between Labour Turnover and sustainability**

		depeded variable (labour turnover)	Independed variable (Sustainability of donor funded projects)
depeded variable (labour turnover)	Pearson Correlation	1.000	**-.1.000
	Sig. (2-tailed)	.	.000
	N	8	8
Independed variable (Sustainability of donor funded projects)	Pearson Correlation	**-.1.000	1.000
	Sig. (2-tailed)	.000	.
	N	8	8

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

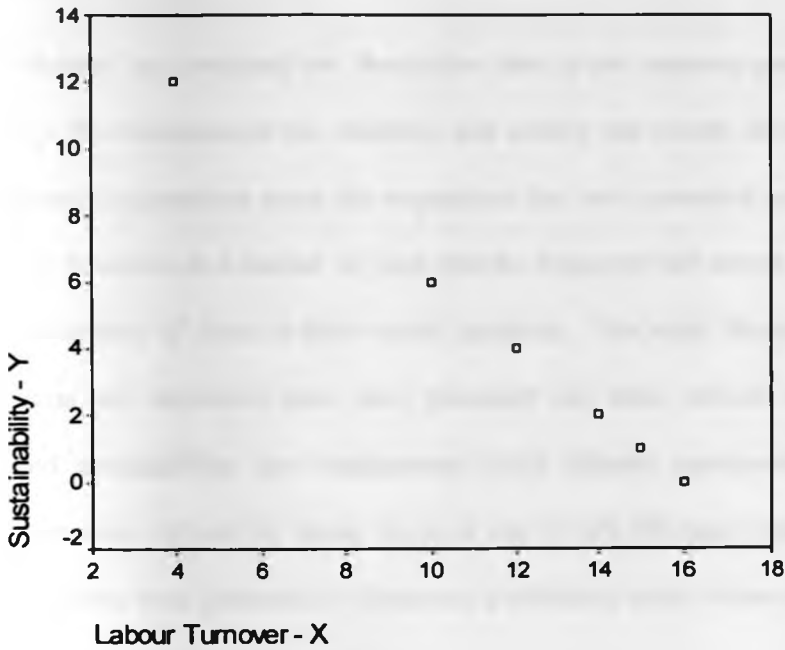


Fig 4: Scatter diagram

The values against X (dependent variable) are all the frequencies of the themes that came out of the study as the consequences of labour turnover. Increase or decrease of these would indicate whether the project is sustainable or not, as explained in the operationalization table. There is a perfect negative correlation between labour turnover and sustainability of projects as per the calculations. This means that the higher the costs, the less the project will be sustained.

4.5. Summary

This chapter has presented the descriptive data as per research questions and objectives. There is the discussion on the reliability and validity test results of the research instrument. The general information about the respondents has been presented and this includes gender, level of education and number of years that the employee had served in the organization, as well as number of years in their current positions. The study findings as per the research questions and objectives have been presented and these include how separations costs affected sustainability, how replacement costs affected sustainability and how project activities were affected by labour turnover and in turn affecting project sustainability. The findings have been presented in frequency distribution tables where necessary. Qualitative data is presented in narrative format.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter will discuss the findings of the research in relation to literature review.

The purpose of this study was to establish the impact of high labour turnover on sustainability of donor funded projects. The researcher intended to look into the three objectives of a project that are likely to be affected by staff turnover and these were quality of project (or fitness for purpose), costs (budget) and time to completion. The researcher intended to know the costs associated with employees leaving, recruitment costs and how activities would be affected.

5.2. Findings as per research questions

This section will discuss the research findings per the research questions and in relation to the literature review.

(a) Human resource time

The organization's Human resource department carries out exit interviews for any employee leaving as a way of resigning. They also carry out recruitments and for the short listing and interviewing process, it would take the equivalent of 40.9% of human resource in one month, to only fill out one vacant position. If this is continued over a long term, BTL human resource personnel will be involved in recruiting and training new staff and will not engage in staff development initiatives that could enhance development skills of employees. This will be in line with what OECD said on the impact of high labour turnover on human resources.

From the research, it emerged that the organization had lost at least 8 employees in the past 5 years. There could be more from departments that were not interviewed and from the entire organization. But for the 8 employees, that would translate to approximately 27.27% of her annual time doing recruitment and training of employees. It is also one of the direct costs that the organization will incur as a result of losing employees. The 27.27% of time does not include the time that the human resource personnel will take in doing orientations and negotiating salaries with the new employees. If that is added, the percentage time will be higher.

(b) Lost experience and expertise

The organization has in the last 5 years lost expertise of the employees that had served the organization in various capacities. One of the employees had been trained to a masters level and was in the process of being trained to a PhD level to become a consultant. The employee would have served a number of translation projects within the organization as well as partner organizations, as opposed to serving only one project. The replacement would only be able to serve the one project and would take the organization several years to bring him to a level of consultant. This is a loss to the project and organization as a whole. Lost expertise and experience lead to compromised quality of work and thus, at the end of a process, there may have been the need to repeat and rectify errors meaning that more time was taken to accomplish activities. What this meant for the project objectives was increased timelines as well as compromised quality of work. The costs also increased due to the extended timelines. It agrees with what OECD says about loss of human capital. When human capital is lost, the socio-political component of these are lost, the socio political model of sustainability will be compromised which is about knowledge, power and the transfer of skills, as initial project implementers will have left without having a transitional period with their successors.

Drucker (1974) argued that the first sign of a decline of an industry is its loss of appeal to qualified, able and ambitious people. When expertise is lost, it takes the organization time and more resources to train others to the same level. It also means that the quality of work that the expertise produced is lost and thus inferior programme quality.

(c) Work overload

Majority (87.5%) of respondents had carried out extra responsibilities as a result of employees resigning or leaving for other reasons. This is an indication that if the organization is experiencing turnover, then there is a level of exhaustion among the employees. They may experience fatigue due to extra workload, they get demotivated since there is no pay for the extra work (as per the research). The result will be grungy and complaining employees performing poorly. Their health may be affected as they may experience fatigue. The quality of work will be compromised. Delays had been experienced in the completed projects and these may be attributed to such work overloads among employees since they cannot stay on schedule as a result of the extra workload.

(d) Lost efficiency and effectiveness

New employees took time to be able to work effectively on their own and reach their full potential. Because of this, delays were experienced among the projects where there was turnover. This is in agreement with what Hamilton's says in chapter two on literature review. New employees are also more error prone as they learn their new jobs and this compromises on the quality of work, as Abdel Hamid posed in chapter 2. BTL translation workers would take as long as 3 years to be able to work without supervision while literacy workers took at least 3 months. Existing employees who worked to cover for the employees who had

resigned also experienced inconvenience because they were not very familiar with the work and in some instances were not trained to do it.

(d) Financial loss to the organization

As a result of losing at least 8 employees, the organization lost in terms of finances that were used to train these employees. The researcher could not get the exact cost of this since financial matters were sensitive to any organization. However, Hamilton asserted that an organization could suffer financial loss of between 40-60% of individual's salary. For BTL, these are some of the costs that the organization has had to suffer because of resignations.

Of all the respondents, 80% said that they had received training by the organization. This was in form of formal training, or seminars and workshops organized by the organization. 40% had attained a masters degree, the rest had received other training. Due to the nature of the work that the organization is involved with, it cannot stop training its staff as translation is a specialised field. As much as they may leave after training, it is a risk that the organization will have to shoulder so as to get qualified workers.

(e) Advertisement costs

The organization (BTL) lost in terms of advertisement costs for all the vacancies that had to be filled. Whenever there is a position to be filled out, it had to be advertised through the print media and that is the most expensive channel of advertisements. An advert costs from 5000 Kenya shillings and above. This could be seen as one of the direct costs of labour turnover discussed in chapter 2. Unplanned costs meant that the project costs increased making it financially constraining for the projects.

(f) Higher salaries

It emerged from the interview with the resource development manager that when an employee leaves, new employees are likely to ask for higher salaries than their predecessors. This means that for some of the 8 positions that fell vacant, the organization had to increase their salaries unexpectedly. The organization had a choice to compromise on qualifications and pay less or at the same level of the former employee, or pay a higher salary than existing employees and risk more resignations from existing employees. However if they chose to compromise on quality, they would take longer to train the person to an acceptable level. This in turn meant that they will delay project activities more, and prices would keep going higher, increasing project budget further. If they paid a qualified person, this would enable them to train the person for a shorter period.

(g) Delays in project activities

A 100% of those who responded to the questionnaires agreed that there were delays in projects as a result of resignations or any reduction in project staff for whatever reason. One of the respondents had worked in a project that was initially planned to take 15 years. It ended up taking 25 years, not solely because of resignations but other reasons also responsible such as insecurity in the area. The responded however indicated that four employees had left at some point and that would have contributed to the delay.

Of all the respondents, 43.8% had worked in projects where some programmes had been completed. For the projects that had completed, only 6.3% had completed on time or before the expected time. The rest of the 37.5 had completed after the projected time, some extending for years. It took between three months and one year to replace an employee. It emerged from the study that when a new employee joined a project, it took between 3 months to 3 years for the project leader to train them to a point where they could be able to work

independently without having to depend on the supervisor. The training period was depended the position For literacy workers, the time was shorter, but for translators, the period could extend to three years. For some positions such as translation, the project activities related to the departing employee had to slow since the number reduced and only the translators could do the translation work.

Pinkovits and Moskal agree that there is decreased productivity when employees leave due to loss of work-group synergy and this agrees with the findings in the study. Time is important in donor funded projects, and it is one of the main objectives of any project. Continued delays will cause commodity prices to go up and hence putting a strain on the finances of the project.

(h) Secondary exits

The respondents indicated that when there are a number of employees resigning in short intervals the remaining employees get disillusioned and their morale goes low. 62.5% of respondents indicated that employees became suspicious, there was tension and many would also start looking for opportunities outside. This was because remaining employees were overburdened with responsibilities and whenever there was a replacement, the new employee would most likely be paid higher than the existing employees. Overtime was also not compensated for the extra work that the employees had to cover. This is in agreement with what Pinkovits and Moskal said about consequences of continued high labour turnover.

(i) Problems with donors

High percentage (87.5%) of respondents indicated that when there were delays in project activities, donors were unhappy and some threatened to stop funding as they were strict with project timelines as well as level of productivity. Every donor has specific requirements

articulated in their funding agreement where the organization has to send in reports at specified times. The donors reasoned that there was lack of commitment from the organization. Some respondents said that the response sometimes depended on the donor, and some when given good reasons they would allow the project to continue, though the project would have to stall for sometime as a replacement was being sought. This is in agreement with Khan's assertion that sustainability is a major concern of majority of funders. If projects continue increasing costs, delays in timelines and poor quality project products, then funders will be inclined to pull out and engage in more promising projects. The concern is more today with the global economic situations

It however emerged that the organization (BTL) had traditionally had long-term relationships with some of the donors and there was an understanding and that is why they would continue to support projects even when there were problems. Some had at times offered to work with the organization to look for solutions for problems associated with staff sustainability especially at the consultant level. However, there are those who are especially strict and business like ones such as institutional funders who may not allow for any delays and would exit without much negotiations.

(j) Increased costs

Increased costs came as a result of the extensions as prices of commodities went up, as well as fixed costs that had to be paid as long as the programme was running. When new employees were hired they demanded for higher pay than their predecessors. The organization thus incurred higher cost in terms of salaries for new staff. The other costs that came in as a result of that were the recruitment costs in terms of advertisements and other recruitment related costs. The organization also incurred costs to train the new staff. These are the direct costs discussed under the costs of labour turnover in literature review.

(k) Loss of credibility with the communities

Four respondents indicated that sometimes the community became suspicious of the organization when employees left and the project (translated Bible) seemed to take longer. Loss of credibility from the communities makes the project loss acceptability which could pose a threat to its success. Innovation diffusion models by Rogers and Fullan suggest that sustainability depends on community acceptance of the values and mechanisms associated with the innovation. Community participation in these projects is paramount to their success. Once communities started expressing doubt with the implementing organization, it would be difficult to continue implementation as the community is a key stakeholder.

(l) Relationship between high labour turnover and sustainability of donor funded projects

The research results showed that there was a negative correlation between high labour turnover and sustainability of donor funded projects. The higher the presence of the consequences of high labour turnover such as increases in costs, loss of expertise, efficiency e.t.c, the lower the projects were likely to be sustained. There was also a causal relationship between the themes for example if there were delays in project activities, the costs would go up.

The researcher established that the two variables, sustainability and labour turnover cannot be looked at in isolation but the two go hand in hand. If there is to be sustainability of donor funded projects, labour turnover has to be kept at optimum level for the organization

5.3 Conclusions

BTL as an organization depends on the services of translators and literacy workers, who have skills that are not easy to get. It is necessary to have level of stability among workers. For the organization to have quality workers, they would have to continue training. However, sustaining the trained workers is necessary so that the organization does not have to keep incurring financial losses as a result of high labour turnover.

Labour turnover proved costly in terms of human resources time as well as others such as the regional managers and language programme managers who had to do exit interviews and recruit replacement staff. The time they took would have been used in carrying out activities that were planned for the year. This meant that majority of their time was used in recruitment and training and did not concentrate more on other development matters.

When an employee resigned, there was loss of experience and expertise that could not have been gotten from new employees. This was great loss to the project and the organization as a whole. It meant that financial resources were to be employed to bring others to speed, which took between three months and three years. This in turn lead to compromise of quality of project products, increased costs and delays in project timelines.

There was work overload on remaining employees and this caused fatigue, burnout and other stress related problems. New employees demanded more pay than their predecessors and this caused demotivation among existing employees. Remaining employees did not get pay for their extra responsibilities. All these factors combined lead to employees' desire to look for opportunities elsewhere.

Labour turnover also caused loss of efficiency and effectiveness among remaining employees. This was because sometimes they were expected to carry out extra work that they had no training on, at the same time carrying out their own responsibilities. Their focus was on finishing the task and not good quality work.

There were financial losses that were experienced when employees resigned and these were as a result of the training that the employee had been given, whether formal or in-house training. This meant that the finances were not used as planned and more funds were needed to accomplish other activities for the projects.

Project costs increased as a result of labour turnover and these costs were made up of recruitment costs that included advertisement costs, higher salaries for new employees as well as increased commodity prices due to extended timelines. Increases in costs destabilized the financial viability of the project that was needed for the project to be sustained.

Sometimes when there were delays and seemingly problems in the project that caused delays, the communities expressed doubt and loss of credibility of the implementing organization.

As a result of delays in project activities, compromised quality of work, financial losses, and increased costs, donors become uncomfortable and questioned the project or organization implementing it. For these reasons, some donors threatened to stop funding the project. Others understood and continued funding the project because of the long term relations that they had with the organization.

There is a negative relationship between labour turnover and sustainability of donor funded projects.

5.4. Recommendations

From the research, three common problems that employees mentioned as to why their colleagues resign were the lack of clear career development path, conflict between management and staff as well as poor pay.

The organization can provide individual development plan where employees know what is expected of them, as well as articulate where they would want to be in a number of years to come. The organization can then work along with the employees to have them realise their goals, at the same time employees ensuring that they meet the organizational expectations by meeting their targets and giving quality input to their work. Individual goals should not override those of the organization but a balance should be maintained.

Employees would like to be challenged, and therefore feel wasted when they work in the same position for years without upward movement, even after the organization has invested in their training. There is an expectation that once an employee has completed training that their salary be adjusted upwards, as well as a new assignment or a higher challenge be offered for them, moreso, with those training to be consultants. When that is not done, and they continue working in the same position, they will definitely feel obliged to look for employment where their skills can be challenged. The organization has to offer both employment and career development to their employees. The employees on the other hand have stay marketable given the competitive job market. It is therefore necessary for both the employee and the employer to work together to mutually benefit from each other.

An organizational management can be responsible for high labour turnover. If the management is continuously doing or saying things that annoy or undermine employees, then that would in turn create a sour relationship between the management and the employees. The management may also have unrealistic expectations on the part of staff. Employees need to be allowed to participate in determining their level of commitment, support and training needed in order to best contribute to the organization. The organization should rid itself of stress and tension-inducing attitudes and strife to get to know their employees' goals and interests and support them as they carry out their roles and responsibilities for the organization. Conflict resolution methods should be put in place so that proper procedures are followed to resolve conflict, and employees given the leeway to appeal to a different channel of authority should there be difficulties with solving problems with supervisors.

Management should solicit input and involvement from all employees and maintain an open door policy. Advancement opportunities should be availed to employees without discrimination. Non monetary rewards are necessary and employees must believe that they have a voice and are recognized for their contributions and loyalty to the organization.

The organization has to look for means of sustaining their employees and especially high calibre employees by compensating them at market rates. This could be done by negotiating with current donors to increase their giving towards the needs of the organization. Non cash rewards can also be used to motivate employees. These are such as alternative work schedules for employees. Flexible work schedules can be allowed to give the employees time to rest when feeling exhausted and work when they feel at their best. This however needs to be moderated so that the privilege is not abused. Non cash rewards are appreciated by

employees and these can reduce the financial costs of retaining employees. Some organizations have offered child care services to their employees, as well as fitness programmes at very reasonable rates. This way the employees will feel appreciated and even though the pay cheque may not be as big, some may opt to stay longer to enjoy such benefits.

To mitigate the issue of loss of institutional memory and knowledge, information can be captured and stored in a corporate database where it can be accessed by those needing it. This would prevent the loss of important information when an employee leaves. Even though there is much more that may not be captured, it would be better than letting employees leave with important information.

There is need for cross-training employees so that at any one point there are more than one employee who are capable of doing a task. This allows employees to diversify their skills and work experiences. When employees are cross-trained, there will be provisions for cover ups when others leave. Their morale will be boosted and this will also increase productivity.

During the planning phase of the project, it is important to allow for uncertainties and give reasonable timelines. This will take care of such unplanned happenings like resignations. When they happen, the initial timelines given will not be seen to be extended unnecessarily but those will be build within the time frames.

Contingencies should be planned into the initial budgets to take care of extra project costs. There should also be a margin build in the budget to allow for inconveniences. When these happen, it will not be seen as a diversion from the original budget but it will be within the

expectations. Price negotiations of project supplies should be done to ensure that the best prices are secured, so as to minimise project costs.

Finally, donor relations are important and this came out in the study. It is important for the organization to improve its existing donor relations so that there is continuous support for projects. The organization should keep its side of the bargain well and ensure that under normal circumstances, all donor requirements are fulfilled. It would also be necessary to increase the donor base so that the organization is not depending on only one donor, but a broad number of them depending on the nature of the projects as well as the capacity of the organization to deal with those. Clear and timely communication to donors is necessary. This will keep the donors updated on the progress of the project. The project team should not only report on the positive happenings, but also on the difficulties that the project may be facing. This will enable the donor to be aware of any upcoming trouble and thus be better prepared when uncertainties arise.

5.5. Recommendations for further research

The researcher recommends that further research be done to establish the views of the different funders, not just for BTL but for other organizations dealing with community or development work. This is because the perspectives of the funders established in this research were from project workers as well as the resource development manager, and no funder was interviewed.

APPENDIX 1: AN ACCOUNT OF THE ASPECTS OF THE TRANSLATION PROCESS

The purpose of this appendix is to provide a detailed account of the translation process. It is intended to provide a clear and concise summary of the key aspects of the process, including the challenges faced and the solutions found. The appendix is organized into several sections, each focusing on a different aspect of the process.

The first section discusses the initial stages of the process, including the identification of the source text and the selection of the target language. It also covers the initial consultation with the client and the establishment of the project goals and objectives. The second section focuses on the translation process itself, including the selection of the translator and the use of translation tools and techniques. It also discusses the challenges faced during the process, such as the need for cultural and contextual knowledge, and the importance of communication and collaboration between the translator and the client.

The final section discusses the final stages of the process, including the review and approval of the translated text and the delivery of the final product to the client. It also covers the importance of providing feedback and support to the client throughout the process.

APPENDICES

Appendix 1: Letters of Transmittal

Ruth Munguti
P.O. Box 44456 – 00100
NAIROBI

The General Secretary
Bible Translation and Literacy
P.O. Box 44456 00100
NAIROBI

Dear Sir,

**RE: PERMISSION TO DO AN ACADEMIC RESEARCH IN BIBLE TRANSLATION
& LITERACY ORGANIZATION**

I am a final year students at the University of Nairobi, pursuing a Master of Arts degree in Project Planning and Management. I am required to carry out a research on a topic of interest and present a report on the same as part of the requirements for the course. I have chosen to carry out a research on the **Impact of high labour turnover on the sustainability of donor funded projects.**

The purpose for this letter is to seek permission to carry out this research in your organization. I intend to collect data from the language projects through the project leaders and interview several other people such as the Regional Managers, the LPM, and HR among others. At the end of the study, a copy of the research report will be availed to the Bible Translation and Literacy Library.

I am looking forward to your favourable response.

Thank you
Ruth Munguti



Bible Translation & Literacy (EA.)

P. O. Box 44456, NAIROBI, KENYA. Tel. (254-2) 714704, 710811 Fax 718220
General Secretary: Peter Munguti

29 April 2011

Ruth Munguti
P.O. Box 44456 – 00100
NAIROBI.

Dear Ruth,

RE: PERMISSION TO DO AN ACADEMIC RESEARCH IN BIBLE TRANSLATION & LITERACY ORGANIZATION

Thank you for your interest to carry out an academic research on BTL on the topic; **The Impact of high labour turnover on the sustainability of donor funded projects.** I hereby grant you official permission to carry out this research with the understanding that you shall make available to BTL a copy of the final report.

It is my hope that your findings shall help BTL to strengthen donor funded projects and ensure low staff turnover. If there is any assistance you may need from my office in the course of your research, kindly let me know.

I wish you good speed in your research.

Sincerely yours,

Peter Munguti
General Secretary.

Appendix 2: Questionnaires

Questionnaire 1: Human Resource Personnel, Regional managers & LPM

Ruth Munguti is a student at the University of Nairobi pursuing a Master of Arts Degree in Project Planning & Management. She is currently undertaking a research project on the Impact of high labour turnover on donor funded projects. As part of the research, she is kindly soliciting for your input in order to consolidate her findings. The information given in this questionnaire will be treated with utmost confidentiality. Please Grant her the necessary support by filling in the questionnaire.

PART 1: GENERAL INFORMATION

1. Gender

Male

Female

2. Highest Level of Education attained

KCPE/CPE

KCSE

Technical (Certificate, Diploma, Higher National Diploma)

Bachelors Degree

Masters Degree

PhD

Other (specify)

PART 2: EMPLOYMENT DETAILS

1. How long have you worked with the organization? _____
2. What was your position when you were first employed? _____
3. What is your current position in the organization? _____
4. How long have you worked in this position? _____
5. Has the organization facilitated your formal training either financially or otherwise?

PART 3: WORK RELATED QUESTIONS

1. Do you do exit interviews when employees resign from employment?

Yes

No

2. If the answer to question one above is yes, do you have a standard tool for conducting exit interviews?

Yes

No

3. On average how long would an exit interview take for

a. Middle level management? _____

b. Lower level management? _____

4. How long would it take the Human Resource Manager to prepare paperwork (recommendation letters, certificate of service, etc) for employees after resignation?

5. How long after an employee resigns does it take to replace him/her? _____

6. What would you say is the loss to the organization when an employee resigns?

7. How does employee resignation affect projects?

8. How much would it cost to advertise for a vacant position? _____
9. Below 1000Kes
 1000-3000 Kes
 3000 – 5000 Kes
 Over 5000 Kes
10. On average, how many applications would be received for:
 Middle Management position: _____
 Lower management position: _____
11. How long would the Human Resource manager take to process each application for
 Middle level management position: _____
 Lower level management position: _____
12. How many candidates would be shortlisted for any position to be interviewed?
 Middle level management position: _____
 lower level management position: _____
13. How long does it take the managers involved to prepare for and invite candidates for interviews? _____
14. How long would it take for the interview panel on average to interview each candidate?
 Middle level management: _____
 Lower level management: _____
 Other (specify): _____
15. Once the selection process is completed, What percentage of human resource time will it take to bring the person on board? _____
16. How many HR hours per day would go towards orientation of the new staff on organizational policies and personnel related matters? _____

Questionnaire 2: Project Leaders

Ruth Munguti is a student at the University of Nairobi pursuing a Master of Arts Degree in Project Planning & Management. She is currently undertaking a research project on the Impact of high labour turnover on donor funded projects. As part of the research, she is kindly soliciting for your input in order to consolidate her findings. The information given in this questionnaire will be treated with utmost confidentiality. Please grant her the necessary support by filling in the questionnaire.

PART 1: GENERAL INFORMATION

1. Gender

Male

Female

2. Highest Level of Education attained

KCPE/CPE

KCSE

Technical (Certificate, Diploma, Higher National Diploma)

Bachelors Degree

Masters Degree

PhD

Other (specify)

PART 2: EMPLOYMENT DETAILS

1. How long have you worked with the organization? _____

2. What is your current position in the organization? _____

3. How long have you worked in this position? _____

4. Has the organization facilitated your training either financially or otherwise?

PART 3: WORK RELATED QUESTIONS

1. Do you do exit interviews when employees resign from employment/projects?
 Yes
 No
2. If your answer in the question above is yes, do you have a standard tool for contacting exit interviews? _____
3. On average how long would an exit interview take for?
 Middle Level management position: _____
 Lower level management position: _____
4. How long after an employee resigns does it take to replace him/her?

PART 4: PROJECT PERSONNEL INFORMATION

1. How many employees did you have in this project five years ago?

2. How many employees have resigned from the project in the last 5 years?

3. How long had they worked with the project before resigning?

4. Had the organization given them any formal training?
 Yes
 No
5. If your answer to question 2 above is yes, to what level had they been trained
 First Degree
 Master's degree

Different levels (Specify for more than one employee)

6. How long after their training had they worked with the project before resigning?

7. Were they replaced, and if yes, how long did it take to replace them?

8. Who carried out their responsibilities before the replacement

Project leader

Other line staff

Shared between line staff and project leader

Other (specify)

9. How long do new employees take before they can fully work effectively and efficiently on their own?

10. Have you at any one time carried out extra responsibilities as a result of an employee leaving?

Yes

No

11. If your answer to question 6 above is yes, how was your workload?

Just Right

Too much

Too little

12. Did having more responsibilities affect your output?

13. What would you comment about effectiveness and efficiency of work when carrying out responsibilities of other staff as well as yours?

14. What is your opinion on what happens to the remaining employees when others resign?

15. In your opinion, what is the main reason for the employee's resignation?

16. Other comments: Give any other remarks:

PART 5: PROJECT RELATED QUESTIONS

1. How many Programs have been completed in the last 5 years? _____
2. What was the projected completion Period? _____
3. What was the actual completion Period? _____
4. If there was a delay in completion, what would you say was the reason for the delay? _____

5. Were there any cost implications as a result of the delay?

6. How does employee resignation affect the timings of programs?

7. When an employee resigns, what happens to the work that they were doing?

8. How long does the manager/project leader/department head take to train a new employee on the job? _____

9. What would you say is the loss to the project when an employee resigns?

10. How do outside partners such as donors respond to activity delays in projects, for example, delayed reports? _____

11. Other comment: Give any other remarks:

REFERENCE LIST

- Abdel-Hamid, T. k. (1989). *A study of staff turnover, acquisition, and assimilation and their impact on software development cost and schedule*. *Journal of Management Information Systems*, 6 (1): 21-40
- Addressing Staff turnover in humanitarian organizations, (2011). Retrieved January 6 2011 from <http://fex.enonline.net/29/staffturnover.aspx>
- Armstrong, M. (Eds.). (2006). *A handbook of Human Resource Management Practice*. Philadelphia: Kogan Page Limited.
- Bhaltarai, S. & Adhikari, B.K. (2010). *Analytic hierarchy Process for Rural Micro Project Sustainability Monitoring in Nepal*. Retrieved December 10 2010 from <http://www.creativedecisions.net>
- Brereton, D. Beach, R., & Cliff, D. (2010). *Employee Turnover as a sustainability issue*. Retrieved December 10 2010 from <http://www.csr.uq.edu.au/docs/MCApaperTurnover1.pdf>
- Causes of employee turnover (2010). Retrieved December 10 2010 from <http://www.buzzle.com/articles/causes-of-employee-turnover.html>
- Chapman, D.W., & Austine, A.E. 2006. *What do we seek when we seek Sustainability?: (Paper presented at the 10th APEID International Conference 6-8 December 2006) Bangkok, Thailand*. Retrieved from www.unescobkk.org
- Chartered Institute of personnel Development. (2010). *Employee Turnover and Retention: Why do people leave organizations?* Retrieved December 10 2010 from <http://www.cipd.co.uk/subjects/hrpract/turnover/empturnretent.htm>
- Chartered Institute of Personnel Development. (2010). *Labour turnover 2003: A survey of Ireland and the UK*. Accessed from <http://www.cipd.co.uk/>

Cooper, D.R. & Schindler, P. S. (2008). *Business Research methods*. New York: McGraw Hill International Edition

Dahl, A.L. (1995). *Towards indicators of sustainability*. Geneva, Switzerland. United Nations Environment Programme. Retrieved February 20 2011 from <http://scholar.google.com>

Dempster, Beth M. 1998. A self-organizing systems perspective on planning for sustainability. <http://eserver.uwaterloo.ca/jjkay/grad/bdempster/index.html>.

Drucker, P. (1974). *Management: Tasks, responsibilities and Practices*. Oxford: Butterworth-Heinemann. Retrieved from <http://www.books.google.co.ke/books>

Employee Turnover and Retention: Dealing with the Real Reasons People leave. Harvard Management update, August 2005. Retrieved January 10 2011 from <http://blogs.hbr.org>

Goessl, L. (2008). The benefits of cross-training employees. Retrieved from <http://www.helium.com> in

Griffeth, R.W. & Hom P.W. (2001). *Retaining valued Employees*. Thousand Oaks California: Sage Publications. Retrieved from <http://books.google.co.ke/books>.

<http://www.btlkenya.org> (2011). *Projects information*.

<http://www.mppmm.com/project-management-methodology.php>

Juhdi, N., Pa'Wan, F., Othman, N.A., & Moskin, H. (2010. August 24). Factors Influencing Internal And External Employability of Employees. *Business and Economic Journal*, BEJ-11-1

Khumalo, (2011). Malawi Human Rights Resource Center. Cited in "An investigation into factors affecting staff turnover amongst professional staff in NGOs in Malawi by Malunga, C.W. Retrieved January 10 2011 from <http://uir.unisa.ac.za>

- Kumar, R. (2005). *Research Methodology: A Step-by-step guide for beginners*. London: Sage Publications Ltd.
- Lawrence, N. (2000). *Social Research Methods: Qualitative and quantitative Approaches* (4th ed.). Boston: Allyn & Bacon.
- Leedy, P.D. & Ormrod, J. E. (2010). *Practical Research: Planning and Design*. Boston: Pearson Education, Inc.
- Lock, D. (Eds). (2007). *Project Management*. Hampshire: Gower Publishing Company.
- Loquercio, D. & Hammersley, M & Emmens, B. (2006). *Understanding and Addressing staff turnover in humanitarian agencies: Humanitarian Practice Network Paper, (55)*. Retrieved from <http://www.odihpn.org/report>
- Loquercio, D. (2006). *Turnover and Retention: Literature Review by David Loquercio for People in Aid*. Retrieved from www.peopleinaid.org
- Loquercio, D. (2005). *Staff Turnover: how it affects humanitarian aid agencies, what can be done about it?*. Manchester: Retrieved from <http://www.peopleinaid.org>.
- Malunga, C.W. (2001) *An investigation into factors affecting staff turnover amongst professional staff in NGOs in Malawi*. Retrieved January 10 2011 from <http://uir.unisa.ac.za>
- Martin & Smith, (1993). *Planning for the future: An introduction to Business planning for Voluntary organizations*, London: NCVO Publications
- Nigam, S.B.L. & Singer, H.W. (1974). *Labour Turnover and Employment: Some evidence from Kenya*. Retrieved from <http://heinonline.org>
- Nkansa, G. A. & Chapman, D.W. (2006,). *Sustaining community participation: What persists after the money ends?* International Review of Education, Vol. 52, No. 6. Retrieved from <http://scholar.google.com>

- Organization for Economic Co-operation and Development. (2001). *The well-being of Nations: The Role of Human and Social Capital*. OECD. Retrieved from <http://www.oecd.org>
- Panthi, K. & Bhattarai, S (2008). A Framework to Assess Sustainability of Community based Water projects Using Multi-Criteria Analysis, First International Conference on Construction in Developing countries (ICCIDC-1), August 4-5) 2008, Karachi, Pakistan. Retrieved January 2011 from <http://www.neduet.edu.pk>
- Philips, J.D. (1990) The price tag on turnover. *Personnel Journal*, 69 (12), 58-61. Retrieved from <http://www.cipd.co.uk>
- Pinkovits, W.H., Moskal, J. (1997). How much does your employee turnover cost? Center for Community Economic Development, University of Wisconsin. Retrieved from <http://www.uwez.edu.ces.cced.publicat.turn.html>.
- Picard, L & Garrity, M. (1997). *Institutional development revisited*. In Louis Picard and Michelle Garrity (Eds.) *Policy reform for sustainable development in Africa: The institutional imperative*. Pp. 151- 168. Boulder, CO. Lynne Rienner Publishers.
- Planning for Sustainability (2010). Retrieved from <http://www.planningforsustainability.co.uk/sustainability.html>
- Rogers, E.M. (EDs) (1995). *Diffusion of Innovations*. New York: Free Press A Division of Simon & Schuster Inc. Retrieved from <http://www.books.google.com>
- Stevens, M.M. (2011). *Selected Qualitative methods*. Retrieved March 2011 from <http://symptomresearch.nih.gov>
- Strategic Insight: MissouriBusiness.net. *Your success is our business*. Retrieved 2011 June from <http://www.missouribusiness.net/sbtcd/index.asp>

Summer Institute of Linguistics, (2006). *Sustainability and Language Program Strategy:*

USA: Summer Institute of Linguistics

Sustainable Measures (2010). Retrieved December 2010 from

<http://www.sustainablemeasures.com>

United Nations Development Programme, (2010). *Planning For and Monitoring of project*

Sustainability: A guideline on Concepts, Issues and Tools. MandE News 2000: Khan

M.A. Retrieved from <http://www.mande.co.uk/docs/khan.htm>

Weinstein, B. (2002). Prevent high staff turnover with these tactics. Retrieved June 2011

from <http://www.techrepublic.com/article/prevent-high-staff-turnover-with-these-tactics/1048252>

Weisberg, J. & Kirschenbaum, A. (1991). *Employee Turnover Intentions: Implications from a*

National Sample. Retrieved from <http://www.google.co.ke>

<http://www.mpmm.com>