

FACTORS THAT INFLUENCE STAFF TURNOVER IN
WORLD VISION INTERNATIONAL SOMALIA

PATRICIA M MULWA

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DECLARATION

This management research project is my original work and has not been presented for award of a degree in any other university or institution of learning.

Signature

Patricia M Mulwa

D61/P/8523/2005

Date

This management research project has been submitted for examination with my approval as the university supervisor.

Signature.....

S.N.M. Nzuve

Senior Lecturer and

Dean, School of Business

Date

DEDICATION

To my parents, Mr. and Mrs. Mulwa and my siblings for their support, prayers and encouragement.

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I thank the Almighty God, who enabled me, by His grace to undertake this course to completion. I give Him all the glory and honor.

To the Senior Leadership Team of World Vision International Somalia, I am truly grateful for allowing me to carry out this research within the organization. Appreciation goes to my colleagues who took their time out despite their busy schedule to complete the questionnaires in a timely manner enabling speedy completion of the project.

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ABSTRACT

The study sought to establish factors that influence staff turnover in World Vision International Somalia. The proposed research design for the project was primarily a case study. The study used data collected through a semi structured questionnaire that was administered through e-mail. In addition, secondary data from exit interviews conducted whenever staff left the organization was also used in the project. The respondents included senior leadership team, middle managers and non management staff. In total 37 respondents participated in completing the questionnaires.

The result of the study revealed that, 100% of the respondents were in agreement that there exist staff turnover in World Vision International Somalia. Some of the factors that influence staff turnover in World Vision International Somalia range from career growth for instance from an officer to manager and from national to international position offered within the wider World Vision Partnership, higher rate of pay, better management/supervision, better location, change of work environment and need for developmental focus experience, as World Vision International Somalia offered good relief and emergency exposure.

Majority of the respondents were of the opinion that staff turnover has affected the performance of World Vision International Somalia in all aspects, that is, business continuity in both projects and support functions resulting in, increased work load for remaining staff, inconsistency in coaching staff supervised and lack of proper handing over by previous incumbents. Increased work load for remaining staff was rated highly followed by business continuity in both projects and support functions. On the other hand, it was found that only three factors these are, career change, better management/supervision and better job duties were the main reasons why staff would leave the organization. The following recommendations were made to minimize staff turnover. Review of existing pension plan to address staff expectations, improve management and supervision of staff to reassure them of adequate support and improved working relationships, development of clear career progression strategies, regular salary reviews and creation of more training opportunities for all staff.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Employee turnover is of great concern to organizations. One reason for this concern is that employee turnover is very costly to companies. A second reason for the concern is that turnover can lead to personal tensions in other employees says Abelson (1987). This has the potential to further increase turnover and organizational ineffectiveness, because those who remain do additional work until the replacement performs to an acceptable level. Rankin (2003) argues that, first it is often far from easy to identify the nature of the problem, which is who is likely to leave, how large the staff turnover rate is, and what drives the resignations. Secondly even if armed with this basic information, it is not a simple matter to develop initiatives that can control staff turnover in a cost effective way. Armstrong (2006) contends that, the turnover of key employees can have a disproportionate impact on the business and the people organizations wish to retain are probably the ones most likely to leave.

Torrington et al (2005) notes that, the sheer cost associated with replacing people who have left, ranging from the cost of placing a recruitment advertisement, time spent administering and conducting the selection process, to expenses required in inducting and training new employees is rather an expensive process. There is also less easily measurable loss sustained as a result of poor performance on the part of less experienced employees. People who leave represent a lost resource in which the organization had invested time and money. The damage is all the greater when good people, trained and developed at the organization's expense, subsequently choose to work for competitors. Torrington et al (2005) further argues that turnover rates are symptomatic of a poorly managed organization. They suggest that people are dissatisfied with their jobs or with their employer and would prefer to work elsewhere. It thus sends a negative message to customers and helps create a poor image in the labor market, making it progressively harder to recruit good performers in the future.

Conversely, Loquercio et al (2006) observes that no matter how effective an organization is at reducing unwanted turnover, a certain level is inevitable and can be healthy as long as mechanisms are in place to ensure that learning continues to take place within the organization, and lessons are shared and used as a basis for continuous change and improvement. Carrell et al (1995) states that, a certain amount of turnover is expected, unavoidable and considered beneficial to the organization. New employee may inject fresh blood into the firm by introducing new ideas and methods and innovate, more effective ways of doing things.

1.1.1 Turnover

Turnover is, “The number of workers hired by an establishment to replace those who have left in a given period of time. The ratio of this number to the number of employed workers” as defined by www.TheFreeDictionary.com. Flippo (1984) defines turnover as the movement into and out of an organization by the work force. According to Armstrong (2006) high rates of attrition can destabilize a business and demotivate those who attempt to maintain levels of service and output against a background of vacant posts, inexperienced staff and general discontent. Recruitment, induction and training costs all arise with an increase in labor turnover. Chartered Institute of Personnel and Development (2000) notes that, turnover may be a function of negative job attitudes, low job satisfaction, combined with inability to secure employment elsewhere.

There are two types of employee turnover, involuntary and voluntary turnover. Shaw et al (1998) defines the two as follows. “Involuntary turnover is turnover initiated by the organization, often among people who would prefer to stay. Voluntary turnover is turnover initiated by employee, often whom the company would prefer to keep”. Despite a company’s best efforts in the area of personnel selection, training and design of compensation systems, some employees will occasionally fail to meet performance requirements or will violate company policies while on the job. When this happens, organizations invoke a discipline program that could ultimately lead to the individual’s discharge notes Noel et al (2006). There can also be zero labor turnover notes Nzube (2007) this happens when no one leaves the organization and there are no new employees

for a long period of time. When there is zero turnover, management may become complacent and uncreative, which is against good management principles.

Causes of turnover are a complex mix of factors both internal and external to the organization contends Carrell et al (1995). General economic conditions have an important bearing on the overall availability of jobs. Another factor that affects turnover is the local labor market, which is determined by both the local economic conditions and the supply-demand ratio for specific kinds of occupation and professions in the labor market. Personal mobility, or the extent to which one is bound to a particular area because of family or other social ties, is also a factor in deciding whether to leave a particular job. Employees who perceive a low degree of job security in their present jobs may be motivated to seek employment in organizations where they believe a greater degree of security exists. Employees with a propensity to quit are young employees with little seniority who are dissatisfied with their jobs.

The consequences of staff turnover can be positive and negative. Hinkin and Tracy (2004) mention some significant costs attached either directly or indirectly and the net result is a program of inferior quality. Direct costs include separation costs, recruitment costs and induction cost. Indirect costs include excessive workload leading to stress, poor staff morale and possibly health problems, unfilled positions and lack of handover, resulting in a lack of continuity, inefficiencies and mistakes, as well as delays in project implementation and loss of institutional memory.

To minimize high staff turnover organizations, have realized the importance of developing retention strategies. Employee retention as defined by Johnson (2000) is “the ability to hold on to those employees you want to keep longer than your competitors. Leighn (2002) defines retention as keeping those employees that keep you in business. Retention of quality staff is one of the single biggest factors affecting future success in today’s business world. The success of an organization is very dependent on their quality employees. Leighn (2002) contends that organizations know only too well that these are the employees that keep them in business.

Hascall, Hopkins and Hollman (1995) submit that, a good recruitment strategy is the key to employee retention. During recruitment, potential applicants must be given a realistic job preview as unclear and unrealistic expectations lead to employee turnover as a result of unmet expectations. Njoroge (2007) observes that, Organizational culture is the factor most considered to have the greatest influence on employee retention in the manufacturing industry in Kenya followed by job satisfaction. This same stance is shared by Harris and Joan (1999) who see the organizational culture as more important than the job itself because culture has to do with the way things are done in an organization.

We may thus conclude that the case for seeking to reduce staff turnover varies from organization to organization. Where replacement employees are in plentiful supply, where new starters can be trained quickly and where business levels are subject to regular fluctuation it is possible to manage effectively with a relatively high level of turnover. Indeed, it may make good business sense to do so if the expenditure required to increase employee retention is greater than the savings that would be gained as result. In other situations the case for taking action on turnover rates is persuasive; particularly where substantial investment in training is required before new starters are able to operate at maximum effectiveness submits Torrington et al (2005). Many employers conduct exit interviews with employees who are leaving the firm for any reason. Dessler (2008) states that interviews with employees who are leaving the firm, are conducted for the purpose of obtaining information about the job or related matters, to give the employer insight about the company. The assumption is that, because the employee is leaving, he or she will be candid. Information presented is used by management to correct any misperceptions for employees who stay with the organization.

1.1.2 World Vision International Somalia

World Vision International Somalia began its support to Somali communities in 1980 in collaboration with United Nations High Commission for Refugees. World Vision re-established itself in September 1992, in Baidoa, in response to the critical needs of the most vulnerable people in war torn Somalia. Since then, the organization has been operational for a total period of almost 20 years (1980-83, 1992 to-date). The

organization has worked in all four geographical “sections” of the country, namely Puntland in the northeast, Somaliland in the northwest, Bay and Bakool Regions in Central and Middle Juba Region in Southern Somalia. Its portfolio has been wide and varied, with humanitarian outreach in the following sectors: Refugees/Internally Displaced Persons, Emergency Feeding Programmes (Supplementary and Therapeutic), Water and Sanitation (primarily emergency relief), Distribution of Emergency Kits to the displaced, Primary Health Care, Emergency food distributions (free food distributions), Food Security Programming through Food For Work, Emergency and Agricultural Rehabilitation Programmes, Tuberculosis Treatment and Control, Civic Education/Grassroots Peace Building, Eradication of the Female Genital Mutilation practice, Anti Female Circumcision Advocacy and Primary Education Program. The organization’s strategic focus in the next five years is to shift from an emergency relief paradigm to position itself for Rehabilitation Programming.

Somalia’s political environment has changed drastically, over the same period (2004-2009) resulting in more conflict, insecurity and civilian displacement. In 2004, World Vision International Somalia program worked with traditional leadership which provided administrative support in the areas of operation in both Bay/Bakool and Middle Juba. In 2006 the Islamic Courts Union (ICU) a coalition of Sharia courts, united and helped restore peace and stability in the lawless and chronically insecure South Central Somalia. In 2007, came the Transitional Federal Government (FTG) force which had its own challenges as well. On 8th May 2009, Al-Shabaab reinforced by a faction of Hizbul Islam and former Islamic Courts Union advanced its claim towards the capital Mogadishu in an attempt to scuttle President Sheikh Sharif’s fragile National Unity Government. While the struggle continues, the protracted conflict has resulted in displacement of over one million people who have had to seek cover across borders in neighboring countries and as Internally Displaced People in various parts of Somalia.

Programming has also grown from small scale emergency relief to fully fledged emergency response and development across thirteen districts in South Central Somalia and Somaliland. Currently, projects address needs in the following main areas: Food

Security, Water Sanitation and Hygiene, Health and Nutrition, Education, Advocacy, Peace Building and Child Protection.

World Vision International Somalia Office became Principal Recipient for the Global Fund Somalia Tuberculosis Programme Round three Grant in June 2004. Following a competitive process, World Vision International Somalia was nominated from four candidates to replace World Health Organization, earlier envisaged as Principal Recipient. World Health Organization was found to be illegible due to possible conflict of interest. The above background provides a snapshot history of the complexity of the operational environment for the Somalia program. These changes have had an impact on the structure, leadership strategies, and programme implementation tactics, with a view to address the ever increasing needs of the Somali children, and their communities. World Vision International Somalia like any other organization has not been spared from experiencing staff turnover. This paper therefore, seeks to establish the main reasons why staffs leave the organization.

1.2 Statement of the problem

Recent work by Hiltrop (1999), Woodruffe(1999), Williams (2000) and Cappelli (2000), concentrates primarily on retaining high-performing key players. Each of these authors uses the expression “the war for talent” to illustrate the significance and difficulty faced by those competing for services of individuals who have the capacity to make a real difference to an organization’s competitive position. The turnover of key employees can have a disproportionate impact on the business and the people organizations wish to retain are probably the ones most likely to leave Leighn (2002). When an employee leaves the firm, there are certain costs that are usually involved these are, hiring costs, involving time and facilities for recruitment, interviewing and examining a replacement. Training costs, involving the time of the supervisor Human Resource department and trainee and the pay of a learner is in excess of what is produced. Accident rates of new employees are often higher, loss of production in the interval between separation of the old employee and the replacement by the new. Cost is not the only reason turnover is important states Mathis and Jackson (2000), lengthy training times, interrupted schedules,

additional overtime, mistakes and not having knowledgeable employees in place are some of the frustrations associated with excessive turnover. Greater appreciation of the significance of these costs has stimulated considerable managerial interest in the problem of labor turnover notes Flippo (1984).

A high rate of turnover is bad both for the worker and the industry. Hence, efforts should be made to reduce it states Mamoria and Gankar (2001). According to Loquercio et al (2006) staff turnover is a very important issue indeed within organizations, staff are expected to be highly qualified and experienced, with a high level of interaction with stakeholders and finding suitable candidates is difficult. Njoroge (2007) carried out research on factors influencing retention in manufacturing industries in Kenya. Njoroge recommended further research be conducted to establish strategies that organizations have put in place to retain employees. A survey conducted by Amamo (2005), on factors that attract and retain FM radio presenters in Kenya observed that basic pay ranked highest on factors that employees would consider while moving to another organization. Abuti (2006) in her survey of factors influencing employee turnover among Kenyan broadcasters cited lack of training strategies as a major cause associated with staff turnover. Loquercio et al (2006) notes that unplanned staff turnover is problematic and expensive, affecting not only learning and efficiency, but also the capacity of agencies to respond to new emergencies, or even sometimes just to continue existing programmes. Unless they have a strong loyalty to their organizations, those who stay behind might be tired of continuously training new staff, and their morale can be affected. In view of the above facts, there is sufficient evidence of the need to conduct research on factors that influence employee turnover in World Vision International Somalia.

1.3 Objective of the study

To determine the factors that influence staff turnover in World Vision International Somalia.

1.4 Importance of the study

This study is expected to be useful to the following: human resource policy makers, providing information towards crafting of human resource retention strategies aimed at mitigating against highly competent human capital turnover in organizations; important to line managers in World Vision International Somalia enabling them understand the importance of retention strategies as a means of minimizing staff turnover; scholars and researchers, the study will add to the body of knowledge in the human resource discipline and form a basis for further research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Turnover is “the movement of employees out of the organization” as defined by Carrell et al (1995). It results from resignations, transfers out of the organizational units, discharges, retirement and death. People are bound to join organizations for work and leave through resignation, dismissal, retirement or for some other reasons. These are normal actions, what is not normal is where there is employee mass exodus states Nzube (2007). Turnover always rises when the economy is strong and jobs are plentiful because there are more opportunities available for people to change employers notes Torrington et al (2005). Conversely, during recessions staff turnover falls because relatively few attractive permanent positions are advertised. According to Abelson (1987) not all turnover is bad. Turnover of some employees can be very positive. A staff member may not be performing at the company’s standards. If this person leaves, this is referred to as a functional turnover because it is positive for the organization. Only when high performing staff members leave is the turnover deemed negative or dysfunctional points Dalton and Todor (1979). Organizations with very low turnover may find that increasing turnover results in new employees with different, more creative, or better ideas according to Steer and Mowday (1981).

There is voluntary and involuntary turnover. Loquercio et al (2006) states that employees may choose to leave the job, or the employer makes the decision to separate with staff. Voluntary resignations are further distinguished between functional the exit of substandard performers and dysfunctional the exit of effective performers. Unavoidable resignations are those which the employer has little or no influence e.g. family move, serious illness or death, leaving avoidable resignations i.e. dysfunctional turnover as the key focus for the organization argues Griffeth and Hom (2001). Theory of progression of withdrawal suggest that, Job dissatisfaction is caused by personal disposition, tasks and roles, supervisors and co-workers, as well as pay and benefit. This results in Job withdrawal. Manifestations of job withdrawal are behavior change, physical job withdrawal and psychological job withdrawal attests Baruch (1994). Voluntary turnover

can be minimized by measuring and monitoring employee level of satisfaction with critical facets of job and organization, and then addressing any problems identified by such surveys observes Hulin et al (1985).

2.2 Turnover Decision

Abelson (1987) points to the fact that turnover decision follows a process. The most researched and accepted approach is the one developed by Mobley (1977). He suggests that people follow a fairly complex process that has five steps. First, people evaluate their existing job and determine their level of personal satisfaction with it. If they are dissatisfied, they progress to the next step thinking of quitting. During this step, they think about their present job circumstances and determine the personal benefits and costs of quitting. The third step includes the intent to search, the actual search, and the evaluation of alternatives. Work and non work factors now enter into the decision process. In the fourth step, the employee compares alternatives. The job incumbent may return to step three and renegotiate alternatives. The fifth step is the actual staying or leaving behavior. Although the decision is made in step four, actual behavior may not always closely follow that decision. One real challenge for organizations is to have an optimal level of turnover Abelson and Baysinger (1984). On an individual basis, this means that the cost of keeping people such as compensation, interpersonal dilemmas is equal to the benefit the organization receives from them. High performers may be allowed to leave if other organizations are willing to pay more than the current organization thinks they are worth.

2.3 Factors that influence staff turnover

McBey and Karakowsky (2001) argue that, regardless of the turnover model employed, much of the research done draws attention to four broad categories of influence on turnover. These are work-related attitudes (push factors), external environment factors (pull factors), individual characteristic factors and Job performance factors. ‘Push’ factors; motivate individuals to look for another job due to dissatisfaction with work or the organization, leading to unwanted turnover Torrington et al (2005). This can be as a result of insufficient development opportunities, boredom, ineffective supervision, poor

levels of employee involvement and straight forward personality clashes are the most common precipitating factors. If there is no opportunity to voice concern, employees who are unhappy will inevitably start looking elsewhere.

“Pull’ factors, draw employees towards another organization for higher salary or better benefits states Loquercio et al (2006). Employees leave in order to improve their living standards argues Torrington et al (2005). Influences which could “pull” an individual out of his or her present employment are such as personal and household income levels, wage earner status in the household, family commitments, as well as acceptable job alternatives Mobley et al (1979). Individual characteristics are education, age, tenure and marital status asserts Arnold and Feldman (1982). Highly educated workers keep their skill up to date or remain active in their profession and consequently might possess a higher level movement from one organization to another. According to Greenberger and Stienberg (1996) older workers are typically more satisfied than younger workers. Tenure is considered as a covariant of age states Bedeian et al (1992). As employee’s tenure increases, the formal benefits such as promotion and compensation and informal benefits such as status also increase. Given these issues, employees with higher tenure are less likely to leave their organization for fear of losing these benefits upon entry into a new organization notes Helleman (1997). Married employees are less likely to quit an organization than unmarried employees argues Cotton and Tuttle (1986). This stance is shared by Nzuve (2007) who says that, older and married employees who have been with an organization for a long time can be more stable because of their family responsibilities while the young and unmarried can be very mobile.

The practices a person experiences upon entering the organization, such as orientation and training and development also influence turnover decisions. Abelson (1987) argues that, orienting and socializing new staff members regarding the written and unwritten norms and rules of the organization allow them to interact more effectively. Orientation also helps employees feel that they are a part of the organization more quickly. Training and development programmes in which staff members learn to perform desired organization and job specific actions, further enhance an appropriate match between staff

and job needs. The more specific the training is, the less transferable it is to other organizations and the less the expected turnover Abelson and Ferris and Urban (1988).

The process used to appraise and reward individuals is related to turnover even more than is pay. A fair and honest appraisal process that effectively evaluates work outcomes contributes to less frequent turnover says Cotton and Tuttle (1986). The reward system itself must be viewed as fair and equitable contends Kerr and Slocum (1987). Turnover decreases when management allows employees to become actively involved and participate in various aspects of the job. Job design research has demonstrated that if the work is meaningful to the employee, the employee experiences an ability to make decisions regarding the work and the employee obtains feedback from the job itself. Positive outcomes, such as decreased turnover occur, notes McEvoy and Cascio (1985). Higher turnover can be expected when the task is routine or repetitious submits Mobley (1982). Management decision regarding organization design issues also influence turnover decisions. When decisions are made and action directed from a central administration or low levels of communication within the organization occur, higher levels of turnover can be expected contends Price and Mueller (1986). Administrations that are considerate of employees, on the other hand, have lower levels of turnover Mobley (1982). Management that promotes staff involvement in work and work-related decisions, end up with lowers turnover rates notes Ableson (1987). Turnover process begins when an employee begins to feel dissatisfied. Levels of satisfaction, commitment and uncertainty in the job all affect dissatisfaction and how an employee feels about remaining.

Labour turnover is strongly influenced by economic conditions contends Nzube (2007). During recession unemployment level is high, labour turnover goes down. High unemployment levels reduce labor turnover because people realize that jobs are hard to come by. People are reluctant to leave jobs unless they are very sure that another job is available. Milkovich and Boudreau (1988) suggest that decision to quit results from a variety of factors reflecting individual perceptions and attitudes, organizational policies, and external factors. These factors include pay, role clarity, satisfying work, improved

supervision, and improved co-worker relations. Personal factors, such as biographical data and education that are considered in selection decisions and attempts to provide more realistic job previews could affect quit decisions. Dismissals, on the other hand, may occur due to participation in strikes or union activities, misconduct, insubordination, and inefficiency. But dismissal is a lesser cause of labor turnover points Mamoria and Gankar (2001). Management decisions affect turnover through various organizational issues, such as how jobs and the organization itself are structured. In addition there are broader notions of career development, the wish to move into new areas of work for which there are better opportunities elsewhere and the chance to work with particular people. These factors can be categorized as environmental, programme, organizational and personal factors. The nature and context of emergency work gives rise to a wide range of potentially stressful environmental factors. Salama (1999) contends that security issues and difficult living conditions are common stress factors for aid workers.

Programme is another factor that influences staff turnover. There is a contradiction between donor's increased demands for reporting and accountability, and their reluctance to accept the increased overheads that this implies. Smillie (1999) has criticized the policy of short-term funding cycles, little donor investment in building the capacities of international Non Governmental Organizations and low overheads. He argues that this does not reflect the "cost of doing business". A reliance on short-term contracts linked to funding has meant that employees need to find a new position every year or so, possibly with a new employer, and the level of job insecurity implied can be discouraging. A number of factors related to the way an organization is structured and managed can increase turnover levels. This can be traced back to people management, organizational culture, workforce planning and recruitment practices notes Smillie and Helmich (1999). Specific aspects of employment, such as reward strategy also play a significant part. Regular review of pay and terms and conditions to ensure that they are competitive and equitable and that the reward system is transparent if this is not the case these factors may contribute to high staff turnover.

Complaints about managers are often related to a perceived lack of support. On the job training, support and capacity building do not always clearly appear as a responsibility of field managers and many often have a technical back ground. People are more likely to want to move on when they feel that they are not properly managed, respected, supported or developed by their manager states Clutterbuck (2001). Most field managers have technical background, in medicine or engineering for example rather than managerial experience submits Loquercio et al (2006). People are given managerial responsibilities, but without training necessary to cope with the additional tasks involved. Programme managers already have so much to do that mentoring or providing support is barely a possibility, let alone a priority. Other factors include size and recruitment practices. Size-wise, smaller organizations often find it harder to retain their staff because career prospects are more limited and there is less chance of finding a match between one's wishes and available positions. They also have fewer unrestricted funds, meaning that they have fewer resources at hand to build staff loyalty notes Henry and People in Aid (2004). In terms of recruitment, it is important that the selection process identifies potential employees that "fit" with the Organization's outlook and values. Failure to do so can result in the contract ending prematurely.

Personal factors are the most important factors influencing people's work decision such as desire to start a family, or existing family commitments. Loquercio and People in Aid (2006) notes that, family responsibilities are generally incompatible with being a humanitarian worker. Social life or the lack thereof is a strong influence in humanitarian workers to leave the organization, and the balance between private and professional life is another critical factor that leads to staff leaving the organization. Below average rate of pay is another contributing factor. Every industry has organizations that pay well and some that pay poorly. There will always be a few employers who try to get away with paying as little as possible and high staff turnover is the inevitable result. Loquercio and People in Aid (2006) attributes the following as factors that lead to high staff turnover. Asking someone to do a job but not giving them adequate training is demotivating. Weak leadership can lead to disagreement about purpose and direction, disharmony and employee discontent. Unreasonable expectations may lead to staff turnover. Some

managers expect too much from their staff, often because they do not know how to do the job themselves and do not understand why it takes longer than they think it should. This is often accompanied by the absence of positive feedback and encouragement. Poor supervision such as arbitrary, unfair or uninspiring management, lack of opportunities for training and development in exceptional cases poor pay are prime contributors to the weakening of the psychological or emotional contracts says Rankin (2003), they contribute to a large extent to someone's decision-making process about moving on. There has been a decline in job continuity and security over the past decade. All of the downsizing, layoff, mergers and acquisitions and organizational restructuring have affected employee loyalty and retention. As co-workers experience layoff and job reductions, anxiety levels of the remaining employees rises observes Gibbon (2000) prompting them to seek for secure jobs elsewhere. Dissatisfaction with the conditions of work, insufficient career development opportunities and bad relationships with employees' immediate supervisor are some other factors that contribute to staff turnover according to Torrington et al (2005). Labor turnover can also be caused by impatience, limited tolerance for frustrations, curiosity, lack of commitment and uncertainty as to what one wants to do states Nzuve (2007) this is especially true with the young and talented workforce.

2.4 Labor Turnover costs

Replacing an employee is time consuming and expensive. Snell and Bohlander (2007) submit that, costs can be broken down into three categories. Separation costs for the departing employee, replacement costs and training costs for the new employee. These costs are conservatively estimated at two to three times the monthly salary of the departing employee, and they do not include indirect costs such as low productivity prior to quitting and lower morale and overtime for other employees because of the vacated job. Consequently, reducing turnover could result in significant savings to an organization. The cost of labor turnover increases when employees are more specialized, more difficult to find and require more training. Components of labor turnover as presented by Graham and Bennett(1998) are lower production during learning period. Lost production while the employee is being replaced. Payment to other employees at

overtime rates while waiting for a replacement. Possible diversions of efforts of more highly skilled employees while waiting for replacement. Cost of scrap and spoiled work while job is being learned. Cost of recruitment, selection and medical examination, training cost, administrative cost of removing from and adding to payroll. Therefore, when the separation rate is high the employer can incur considerable costs which are not always immediately obvious.

2.5 Managing labor turnover

There are measures that management can take to minimize unplanned employee exits notes Nzuve (2007). During the recruiting process, the job should be outlined and a realistic preview of the job presented. So that reality of the job matches the expectations of the new employee. Employers benefit from ensuring that potential employees gain a “realistic job preview” before they take up a job offer. Realistic job preview is highly appropriate in situations where applicants have limited information on the job requirements. The importance of unmet expectations as an explanation for staff turnover is also stressed by Sturges and Guest (1999). It is important to provide a realistic job preview during recruitment that depicts the job in a realistic manner to eliminate unmet expectations.

A good way to eliminate voluntary turnover is to improve selection and to better match applicants to jobs by fine-tuning the selection process and hiring people who will not have disciplinary problems and low performance, employers can reduce involuntary turnover. Recruitment, selection, it is essential to ensure that selection procedures match the capacities of individuals such as skills, knowledge and experience to the requirements of the work they have to do Rankin (2003). Retention is affected by the selection process. While challenging work will compensate for pay, pay will never compensate for having to do boring; unstimulating work argues Sturges and Guest (1999). Good employee orientation also helps reduce turnover, because employees who are properly inducted into the company and are well-trained tend to be less likely to leave. According to Torrington et al (2005) induction has distinct purposes concerned with preparing new employees to work as effectively as possible and as soon as is possible in their new jobs.

Firstly, it plays an important part in helping new starters to adjust emotionally to the new workplace. Secondly, it provides a forum in which basic information about the organization can be transmitted. For instance information on the organization's mission, vision, core values and key issues it faces. Third, induction can be used to convey to new starters important cultural messages about what the organization expects and what employees can expect in return.

Compensation is also important. A fair and equitable pay system can help prevent turnover. Inadequate rewards may lead to voluntary turnover. Armstrong (2006), observes that pay problems arise because of uncompetitive, inequitable or unfair pay systems. Review of pay levels on the basis of market surveys is essential. On average employers who offer the most attractive reward packages have lower attrition rates than those who pay poorly Gomez-Mejia and Balkin (1992). A competitive compensation practices is key for staff retention this would include incentives and benefits. Meaning pay and benefits must be "close" to what other employers are providing and what individuals believe to be consistent with their capabilities, experience and performance. Hara (2001) notes that many managers believe that money is the prime retention factor, and many employees cite better pay or higher compensation as a reason for leaving one employer for another. Consensus among researchers specializing in retention issues is that, pay has a role to play as a satisfier, but that it will not usually have an effect when other factors are pushing an individual towards quitting. As far as they are concerned, while challenging work will compensate for pay, pay will never compensate for having to do boring, unstimulating work notes Sturges and Guest (1999).

Career planning and internal promotion can help an organization keep employees, because if individuals believe they have no opportunities for career development, they may leave the organization. Organizational Career development efforts can significantly affect employee retention. This factor is essential for technical professionals and those under the age of thirty, for whom opportunities to develop skills and obtain promotions rank above compensation as far as retention is concerned states Gibbon (2000). Career developments where employers allow employees to pursue additional education and

training and allow employees use new knowledge and capabilities inside the organization. Otherwise, employees are more likely to take their new capabilities to another employee because they feel their increased 'value' is not being recognized. Rankin (2001) argues that, Career planning, in organizations increases employee retention by having formal career planning efforts where employees and their managers discuss career opportunities within organization and what career development activities will enhance employee's future growth. These include mentoring programs whereby experienced managers and professionals serve as "career coaches" for younger or less experienced employees.

Improving the quality of line management. Torrington et al (2006) contents that, most voluntary resignations are explained by dissatisfaction on the part of employees with their supervisors. Organizations seem to assume that their managers are capable supervisors, without recognizing that the role is difficult and does not usually come naturally to all people. It is imperative to ensure continuous training of line managers on how to manage people effectively. Platt (2001) alludes to the fact that, a fundamental factor affecting employee retention is the nature of jobs and work done. Jobs should be designed to maximize skill variety, task significance, autonomy and feedback and they should provide opportunities for learning and growth Armstrong (2006). It is critical that employers wishing to retain employees monitor the workloads placed on employees. If these demands become too great, then employees are more likely to change jobs to reduce their workloads. Performance is another critical component. Armstrong (2006) argues that employees can be demotivated if they are unclear about their responsibilities or performance standards, are uninformed about how well they are doing, or feel that their performance assessments are unfair. The following actions can be taken. Organizations should express performance requirements in terms of hard but attainable goals. Employees and managers agree on those goals and the steps required to achieve them. Managers should be encouraged to praise employees for good performance but also get them to provide regular, informative and easily interpreted feedback. Performance problems should be discussed as they happen in order that immediate corrective action can be taken.

Employee recognition as a form of reward can be both tangible and intangible. Tangible recognition may come in many forms, such as “employee of the month” perfect attendance, or other special awards. Recognition also can be intangible and psychological in nature. Gibbon (2000) contends that feedback from managers and supervisors that acknowledges extra effort and performance of individuals provides recognition, even though monetary rewards are not given. Rankin (2003) states that recognition, apart from financial tokens of appreciation, is very often overlooked by employers, but this non-financial aspect of reward has the potential to have a dramatic impact on employee commitment. It is also an area where employers can be creative and focus reward practices towards areas where they can be most effective. Relationships that employees have in organizations affect retention. This may include supervisory/management support and co-worker relations. Many individuals build close relationship with co-workers. A supervisor builds positive relationships and aids retention by being fair and nondiscriminatory, allowing work flexibility and work/family balancing, giving employee feedback that recognizes employee efforts and performance and supporting career planning and development for employees Robert et al (2001).

Mathis and Jackson (2003) contend that, such areas as the reasonableness of Human Resource policies, the fairness of disciplinary actions, and the means used to decide work assignments and opportunities all affect employee retention. If individuals feel that policies are unreasonably restrictive or applied inconsistently, then they may be more likely to look at jobs offered by other employers. Flexible Human Resource policies such as casual dress, flexible work hours also have been useful as retention aids. This is especially true in the among the International Non Governmental Organizations notes Loquercio (2006). Work- life programs offered by employers can include a wide range of items some include work/job potions, such as flexible work scheduling, job sharing or telecommuting, flexible benefits, on site fitness centers, child care or elder care assistance and sick leave policies. Daniel (2001) notes that, the purpose of all these offering is to convey that employers recognize the challenges employees face when balancing work/life demands. Margaret (2001) concurs with the fact that, work flexibility leads to

higher work quality and productivity. Therefore, there is need to allow a certain level of flexibility for work hours to support staff that may require such support. The growth of technology, particularly the internet, has added to work flexibility by permitting some work to be done from almost anywhere points Judy (2001). Although this capability is beneficial in some ways, it also means that many individuals spend significant time away from work or while traveling on business checking e-mail messages, reviewing reports, preparing presentations, and attending to other work-related tasks. Organizational culture, Rankin (2003) stipulates that, each organization has its own distinct approach to “the way we do things around here”. During recruitment employers pay attention to ensuring a reasonable match between their culture and the interests, motivations and predisposition of potential new employees. For some reason, the culture may provoke a reaction that encourages employees to leave and work for an organization where the climate is more to their liking. Creating a culture that values people highly enables some organizations to successfully attract and retain employees contends Mathis and Jackson (2003). “Empowerment” is one term for an approach that aims to address both issues, by encouraging (or requiring) each employee to accept a certain amount of personal responsibility for making decision and resolving problems. Empowerment often means that each employee becomes their own trouble shooter and progress chaser (Rankin 2003).

Offering competitive benefits such as health insurance, pension, and other benefits commonly offered by competing employers is vital. Employers also are learning that having some benefits flexibility aids retention notes Kelly (2001). A number of employer use a wide range of special benefits and perks to attract and retain employees such as on-site recreation clubs, day-care centers, and other resource benefits for employees. Others offer dry cleaning pickup and drop off car maintenance services in company parking lots, subsidized cafeteria meals, Automated Teller Machines in break rooms etc Lawrence (2001). By offering these special benefits and perks, employers hope to reduce the time employees spend after work on personal chores and to be seen as more desirable employers where individuals will remain for longer stays. Individuals expect their rewards to be differentiated from others based on performance.

Organizations are using variable pay and incentive programs to achieve greater performance links to organizational and individual performance states Mulvey (2000). This may be in the form of cash bonuses or lump sum payments as a mechanism used to reward extra performance. Mamoria and Gankar (2001) argue that, organizations provision of an effective machinery of the ventilation and redressal of grievances of the workers is an important factor that contributes to the stability of employees. Development of a two way communication system between management and employees is another factor that helps in reduction of labour turnover. The other organizational components that affect employee retention are related to the strategies, opportunities and management of the organizations. Organizations with clearly established goals that hold managers and employees accountable for accomplishing results are viewed as better places to work, especially, by individuals wishing to progress both financially and career wise submits Mathis and Jackson (2003).

Programmes designed to enhance job satisfaction may reduce turnover because of the link between job dissatisfaction and turnover. Such programmes include fair wage and salary structures, competitive benefits packages, training and development for advancement and employee grievance procedures notes Grobler et al (2006). Close contact between supervisor and the new employee so that the supervisor can iron out early job problems and support the employee. Supervisory training and open lines of communication between the supervisor and the employee. Explaining benefits to employees and showing how their total wage and benefits package compares favorably to that of other firms in the area. Exit interviews and employee surveys to identify areas of discontent. It should be noted that, turnover may be linked to personal factors that the organization can not control. The employee may out of the geographic area or decide to stay home for family reasons or employee's spouse is transferred. Even though some turnover is inevitable, organizations must take steps to control turnover, particularly that caused by organizational factors such as poor supervision, inadequate training, and inconsistent policies. Human Resource activities should be examined as part of the turnover control efforts.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

This chapter provided the methodology of the study and covers the research design, sampling design, data collection methods, data analysis and validity and reliability of data. The research design for the project was primarily a case study. Cooper and Schindler (2007) state that case studies place more emphasis on a full contextual analysis of few events or conditions and their interrelations. An emphasis on detail provides valuable insight for problem solving, evaluation and strategy. This detail is secured from multiple sources of information. It allows evidence to be verified and avoids missing data. Case studies have a significant scientific role. It is known that important scientific propositions have the form of universals, and a universal can be falsified by a single counterinstance. To obtain primary data a structured questionnaire were administered to staff of World Vision International Somalia. This design was appropriate because the study was descriptive and required opinions of key informants, namely staff working in Nairobi and the field, to provide insight into the factors influencing staff turnover in World Vision Somalia. The researcher used World Vision International Somalia because the researcher works with the organization it would be easier to collect the data.

3.2 Sampling Design

The study used stratified sampling because it was easy to classify the population in three strata, that is, international, Nairobi and Somali national staff. Respondents were picked through simple random sampling method. This approach was considered appropriate since its use of simple random sampling ensured a survey of a representative sample. Further, considering the time and budget constraints it was considered an appropriate sampling strategy that yields representative results.

3.3 Data Collection

Primary and secondary data were collected. The main instrument for data collection was a semi-structured questionnaire. The research design for the project was primarily

a case study which was administered to respondents through email. The questionnaire was made up of two sections: Section one was used to obtain general information on demographic and respondents profile. Section two was used to collect information on factors influencing staff turnover in world vision Somalia. Secondary data was also gathered using exit interviews from staff that had left the organization during the last five years.

3.4 Data Analysis

The collected data was organized, coded and analyzed using descriptive statistics. Descriptive and factor analysis enabled meaningful description of the distribution of scores and data reduction with the use of means and standard deviation. Statistical Package for Social Science (SPSS) and excel spread sheet were used in analyzing the data.

3.5 Validity and Reliability of Data

The data collecting instruments (questionnaires) were designed so as to collect data that address the problem of the study and achieve the research objectives. Pilot testing was done to ensure validity was achieved. Also, randomization was used to ascertain consistency of responses in order to achieve reliability of data.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the results of the analysis of the data collected during the study survey. A total of 37 completed and useable questionnaires were obtained from the members for the survey. This represents 77% response rate, that is, 37 out of 48 questionnaires sent out. The chapter is divided into four sections: Section 4.2 gives a summary of the respondents' general information; section 4.3 reports on extent to which predetermined factors influence employees staying in the organization, section 4.4 gives information on Extent to which predetermined factors influence employees to leave the organization and section 4.5 reports on exist interview analysis.

4.2 General Information

The general information considered in this study for the members included gender, age, highest level of education and length of service at Somalia program.

4.2.1 Distribution by gender

The respondents were to indicate their gender. The findings in fig 1, shows that majority (76%) of the respondents were male while female made up of 24% of the respondents.

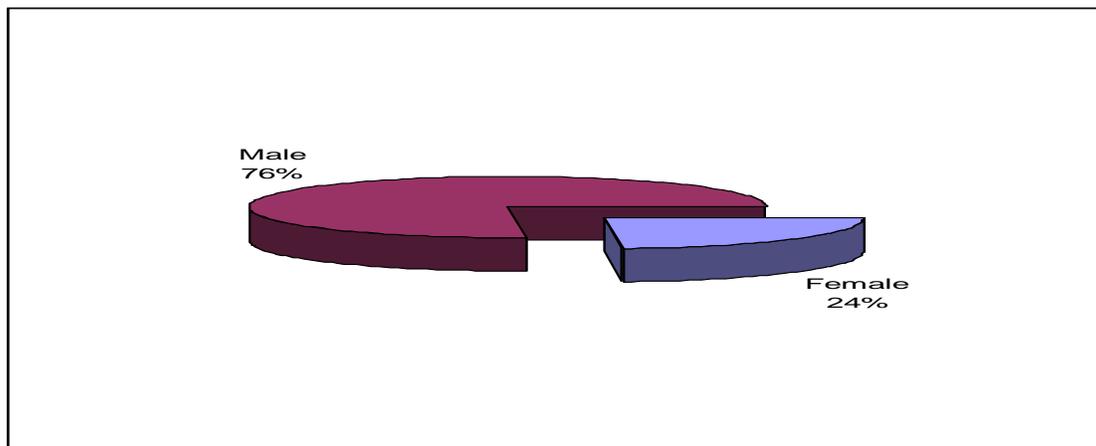


Figure 1 Gender of the respondents

4.2.2 Distribution by age

As can be observed, in Figure 2, 65% of the respondents were of age 26-39 years, 16% were in age bracket 19-25 years and 40-45 16% years and the remaining 3% were of age 50 years and above.

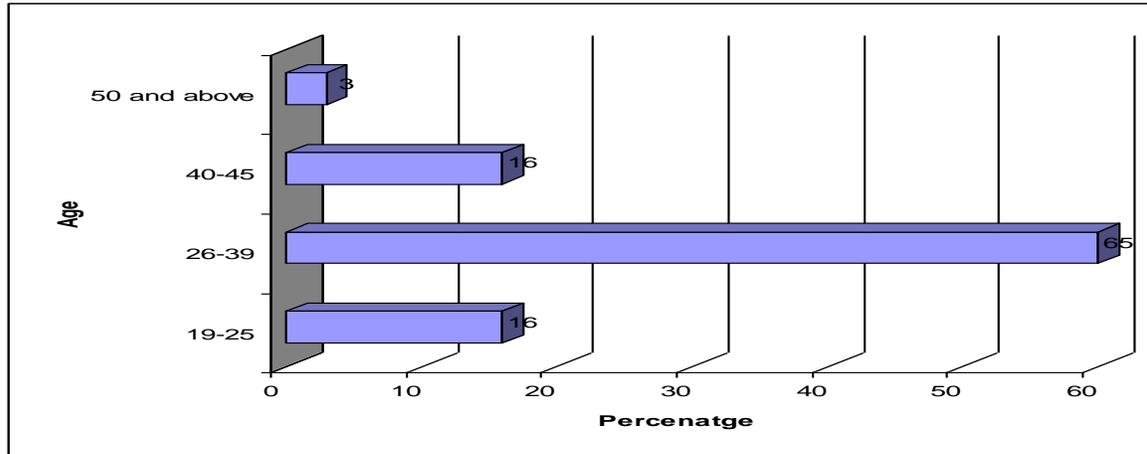


Figure 2 Age of respondents

4.2.3 Level of academic qualifications

The respondents were to indicate their academic qualifications. As shown in figure 3, 35% of the respondents had college and degree qualification, 27% had O-level certificate while only 3% were A-level graduates.

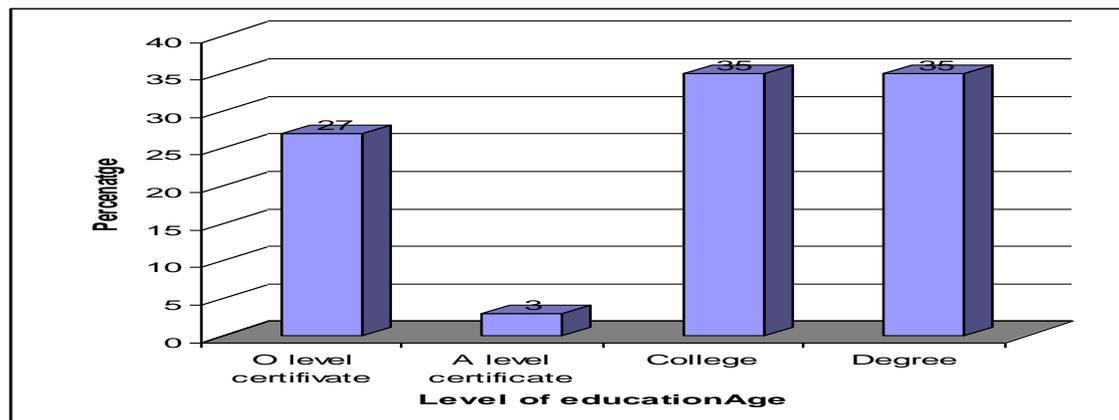


Figure 3 Level of academic qualifications

4.2.4 Level of service at World Vision International Somalia

The results presented in figure 4 shows that the number of years of service at World Vision International Somalia varies from a period of less than 5 years to 15 years. 65% of the respondents had worked at Somalia program for less than 5 years, 19% had worked for 5 to 10 years and 16% had worked for 11 to 15 years. High number of employees having worked for less than 5 years indicates the level of turnover.

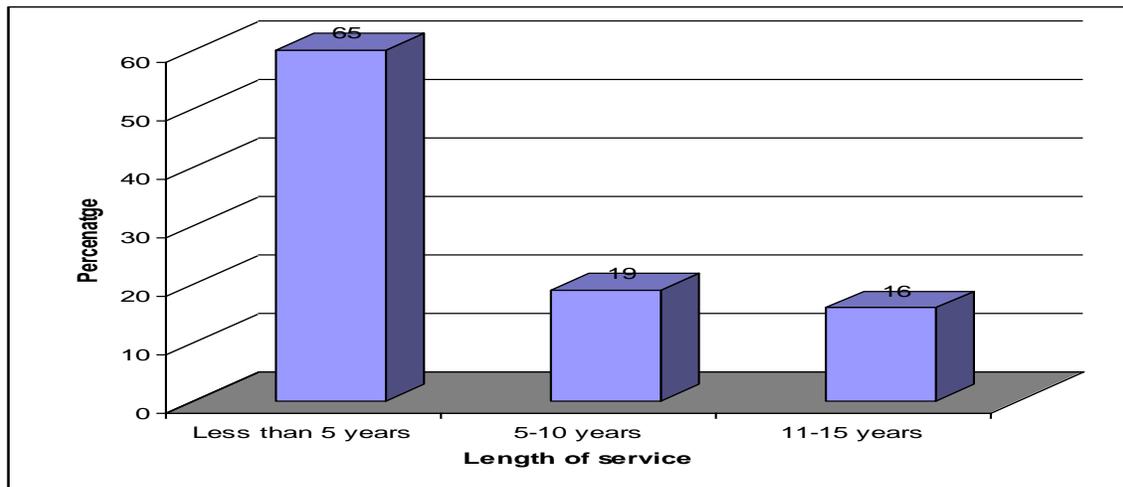


Figure 4 Level of service at World Vision International Somalia

4.2.5 Existence of staff turnover

The analysis in table 4.2.1 shows that all (100%) of the respondents were in agreement that there exist staff turnover at World Vision International Somalia program.

Table 4.2.1 Existence of staff turnover

	Frequency	Percent	Cumulative Percent
Yes	37	100.0	100.0
No	0	0	
Total	37	100	

4.2.6 Rate of staff turnover

The findings presented in fig 5 show that, 59% of the respondents were of the opinion that there is high staff turnover rate, 25% were of the opinion that the turnover was moderate while only 16% rated turnover as very high. On average there is high staff turnover at World Vision International Somalia.

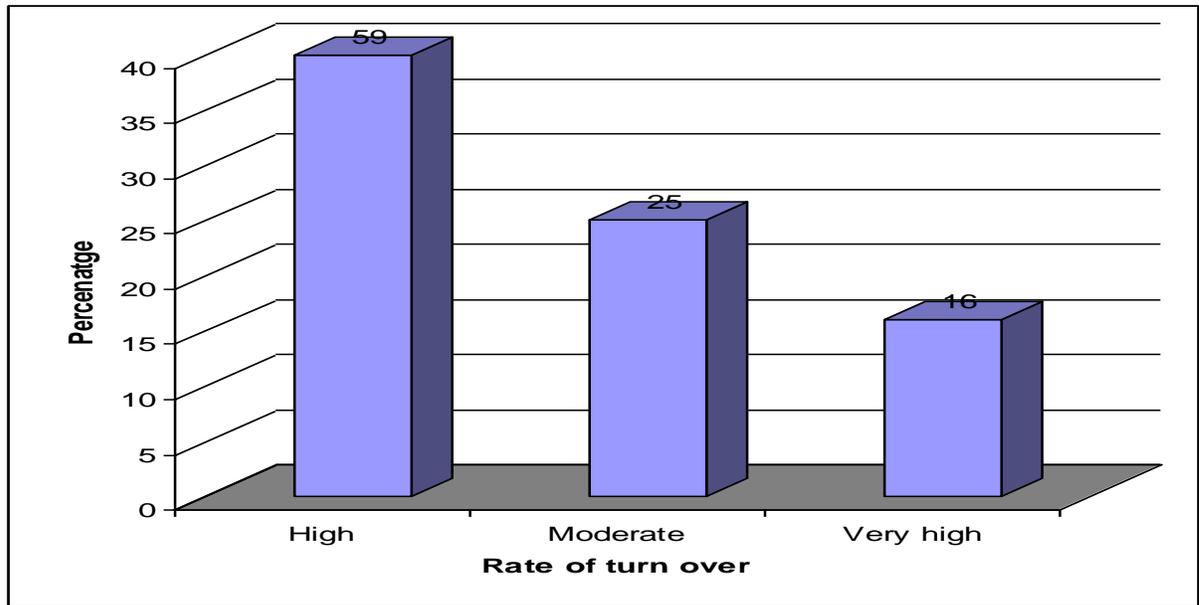


Figure 5 Rate of staff turnover

4.2.7 Impact of staff turnover on performance of World Vision International Somalia

The respondents were to state whether staff turnover had an impact on performance of World Vision International Somalia. As shown in figure 6, 89% stated that staff turnover affects the performance of World Vision International Somalia.

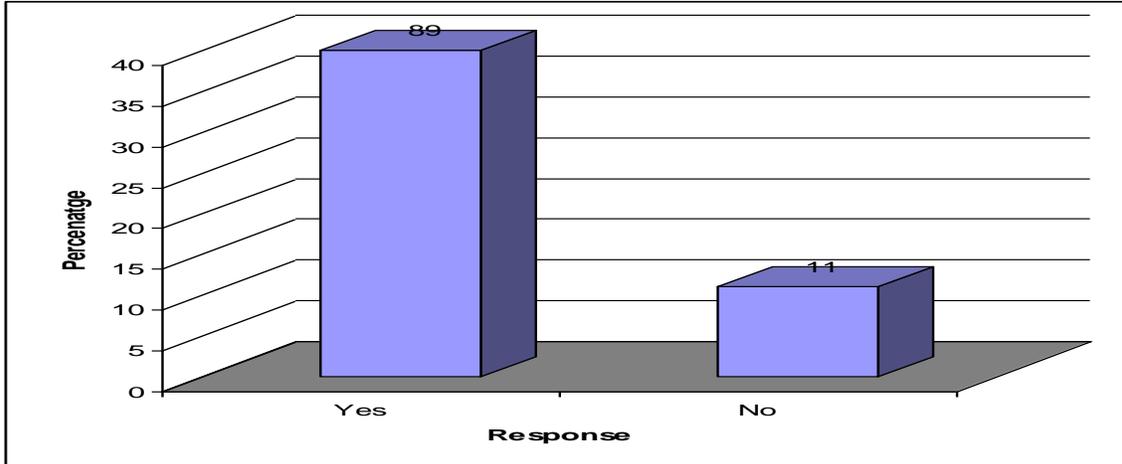


Figure 6 Impact of staff turnover on performance of World Vision International Somalia

4.2.8 How has staff turnover affected performance of World Vision International Somalia

As shown in figure 7, majority of the respondents were of the opinion that staff turnover has affected the performance of World Vision International in all aspects, that is, business continuity in both projects and support functions is affected, increased work load for remaining staff, inconsistency in coaching staff supervised and lack of proper handing over by previous incumbent. Individually increased work load for remaining staff was rated highly followed by business continuity in both projects and support functions.

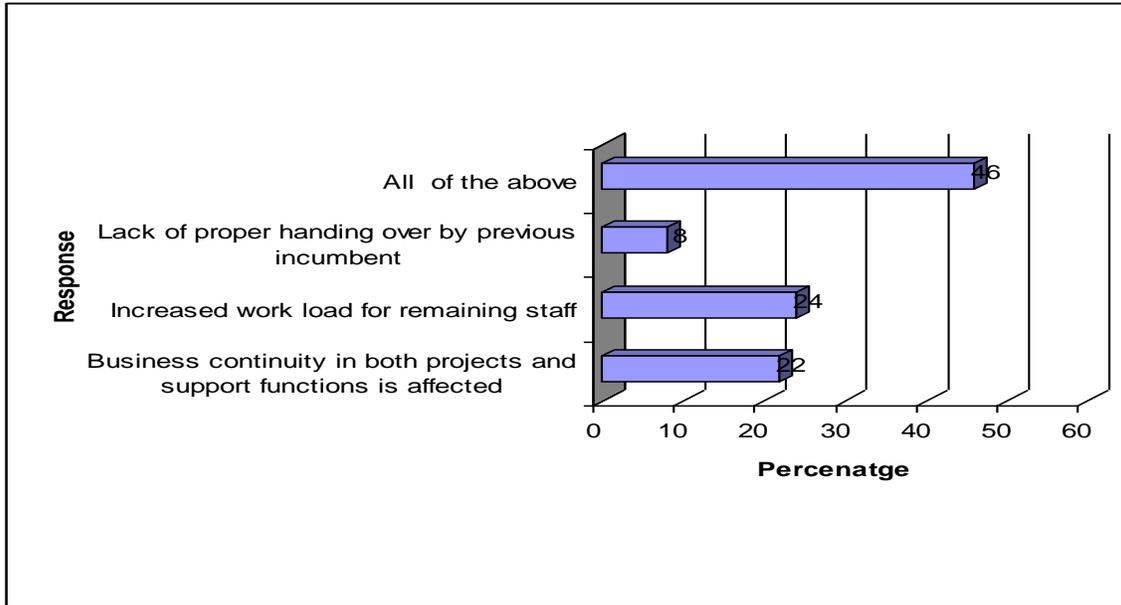


Figure 7 How has staff turnover affected performance of World Vision International Somalia

4.3 Extent to which predetermined factors influence employees staying in the organization

The respondents were to rate the extent to which predetermined factors influence employee staying in the organization. The range was ‘very great extent (1)’ to ‘never’ (5). The scores of very great extent and great extent have been taken to present a variable which had an impact to a large extent (L.E) (equivalent to mean score of 0 to 2.4 on the continuous likert scale ;($0 \leq L.E < 2.4$). The scores of ‘moderate extent have been taken to represent a variable that had an impact to a moderate extent (M.E.) (equivalent to a mean score of 2.5 to 3.4 pm the continuous likert scale ($2.5 \leq M.E. < 3.4$). The score of both little extent and not at all have been taken to represent a variable which had an impact to a small extent (S.E.) (equivalent to a mean score of 3.5 to 5.0 on a continuous likert scale; $3.5 \leq S.E. < 5.0$). A standard deviation of >1.000 implies a significant difference on the impact of the variable among respondents.

4.3.1 Extent to which predetermined factors influence employees staying in the organization

This section covers findings from the specific questions posed to the respondent's to determine the extent to which predetermined factors influence employees staying in the organization

Table 4.3.1 Extent to which predetermined factors influence employees staying in the organization

	Mean	Std. Deviation
Job satisfaction	2.2703	1.07105
Basic Pay	3.1081	.93642
Benefits offered by the organization	2.7297	1.21675
Working with my supervisor	1.9189	.86212
Work is appreciated	2.7568	2.32624
Reward offered whenever I meet performance expectations	3.4054	1.32202
Knowing where I will be in the next five years in the organization structure	3.5405	1.40623
I like the way the organization does business	2.5676	1.04191
I appreciate my colleagues and enjoy working with them	1.7838	.82108
I like the training programs offered by the organization	2.6486	1.29564
Job Security	3.2432	1.29969

The respondents were to rate the extent to which the above factors influenced their stay in the organization. From the findings to large extent respondents rated appreciation of colleagues and enjoy working with them (mean of 1.7838), working with my supervisor (mean of 1.9189) and job satisfaction (mean of 2.2703) as the main reason.

To a moderate extent the factors were, I like the way the organization does business (mean of 2.5676), I like the training programs offered by the organization (mean of 2.6486), Benefits offered by the organization (mean of 2.7297), Work is appreciated (mean of 2.7568), Basic Pay (mean of 3.1081) and job security (mean of 3.2432). On the

other hand the respondents rated reward offered whenever I meet performance expectations (mean of 3.4054) and knowing where I will be in the next five years in the organization structure (mean of 3.5405) as the least factors which makes them stay at World Vision International Somalia.

4.3.2 Factor analysis on the extent to which predetermined factors influence employees staying in the organization.

Table 4.3.2 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.038	27.616	27.616	3.038	27.616	27.616
2	1.627	14.791	42.407	1.627	14.791	42.407
3	1.582	14.381	56.788	1.582	14.381	56.788
4	1.268	11.531	68.319	1.268	11.531	68.319
5	1.002	9.112	77.432	1.002	9.112	77.432
6	.858	7.802	85.234			
7	.553	5.031	90.265			
8	.331	3.012	93.277			
9	.301	2.735	96.011			
10	.223	2.029	98.040			
11	.216	1.960	100.000			

Extraction Method: Principal Component Analysis.

The result indicates that eleven (11) variables were reduced into five (5) factors. The five factors explain 77.4% (Cumulative percentage) of the total variation, the remaining six (6) factors together account for 22.6% of the variance. The explained variation 77.4% is greater than 70% and therefore, Factor Analysis can be used for further analysis. The model with five factors may be adequate to represent the data.

Table 4.3.3 Rotated Component Matrix

	Component				
	1	2	3	4	5
Job satisfaction	-.182	.372	.246	.672	.279
Basic Pay	.122	.904	.037	.006	-.109
Benefits offered by the organization	.377	.455	-.007	.089	-.652
Working with my supervisor	.042	-.189	-.182	.874	-.037
Work is appreciated	.179	.052	.028	.094	.885
Reward offered whenever I meet performance expectations	.529	.541	.156	-.165	.131
Knowing where I will be in the next five years in the organization structure	.867	.197	-.135	-.124	.112
I like the way the organization does business	.715	-.076	.161	.487	-.207
I appreciate my colleagues and enjoy working with them	-.158	-.260	.718	.152	.126
I like the training programs offered by the organization	.068	.429	.728	-.099	-.082
Job Security	.488	.269	.638	-.251	-.028

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 12 iterations.

The rotated component matrix was used to extract the factors as shown below.

Factor one (Succession Planning) Knowing where I will be in the next five years in the organization structure.

Factor two (Compensation and Reward management) Basic pay and reward offered whenever I meet performance expectations.

Factor three (Working relationships) I appreciate my colleagues and enjoy working with them, I like the training programs offered by the organization and job security.

Factor four (Job satisfaction and supervision) Job satisfaction and working with my supervisor.

Factor five (Staff benefits and recognition) Benefits offered by the organization and work is appreciated.

4.4 Extent to which predetermined factors influence employees to leave the organization

This section covers findings from the specific questions posed to the respondent's to determine the extent to which predetermined factors influence employees to leave the organization.

Table 4.4.1 Extent to which predetermined factors influence employees to leave the organization

	Mean	Std. Dev
Unrealistic workload	2.9459	1.20060
Better Pay	2.8919	1.34956
Better benefits	2.7838	1.39712
Better training and development opportunities	2.4054	1.18929
When my supervisor does not appreciate me and the work I do	2.5135	1.07035
When the job becomes routine	2.6757	1.27048
When promotion is not forthcoming	2.8108	1.22106
Career expectations not met	2.5405	1.09531
When no clear guidance is offered by my supervisor	2.8378	1.32316
Job security	2.7838	1.31519
Career Change	1.5946	1.06340
Better Management/Supervision	2.3514	1.15989
Better Job duties	2.3784	1.20994
Better work environment	2.7027	1.39174

The findings in table 4.4.1 above show that only two factors had a mean ranking of below 2.4 (very great /great extent). These two factors were; career change (mean 1.5946), better management/supervision with a mean of 2.3514) and better job duties (mean of 2.3784). On the other hand, the results indicate that, unrealistic workload, better pay, better benefits, better training and development opportunities, when the supervisor does not appreciate individual's work, when the job becomes routine, unmet career expectations, no clear guidance is offered by the supervisor, job security and better work environment would influence the respondents decision to leave the organization to a moderate extent.

4.4.1 Factor analysis on the extent to which predetermined factors influence employees to leave the organization

Table 4.4.2 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.643	33.167	33.167	4.643	33.167	33.167
2	2.284	16.315	49.483	2.284	16.315	49.483
3	1.522	10.872	60.355	1.522	10.872	60.355
4	1.195	8.536	68.891	1.195	8.536	68.891
5	1.020	7.288	76.179	1.020	7.288	76.179
6	.700	4.998	81.177			
7	.666	4.754	85.931			
8	.593	4.235	90.167			
9	.401	2.862	93.028			
10	.287	2.053	95.081			
11	.223	1.596	96.677			
12	.195	1.395	98.072			
13	.174	1.240	99.312			
14	.096	.688	100.000			

Extraction Method: Principal Component Analysis.

The result indicates that fourteen (14) variables were reduced into five (5) factors. The five factors explain 76.2% (Cumulative percentage) of the total variation, the remaining nine (9) factors together account for 23.8% of the variance. The explained variation 76.2% is greater than 70% and therefore, Factor Analysis can be used for further analysis. The model with five factors may be adequate to represent the data.

Table 4.4.3 Rotated Component Matrix

	Component				
	1	2	3	4	5
Unrealistic workload	-.310	.159	.050	-.827	.058
Better Pay	.103	.319	.800	.212	-.074
Better benefits	.247	.042	.624	.302	.487
Better training and development opportunities	.020	.160	.797	-.146	.146
When my supervisor does not appreciate me and the work I do	.008	.081	.085	.039	.863
When the job becomes routine	.029	.830	.287	-.070	-.033
When promotion is not forthcoming	-.014	.650	.071	.564	.109
Career expectations not met	.372	.451	.181	.162	.483
When no clear guidance is offered by my supervisor	.011	.826	.220	-.085	.123
Job security	-.060	.220	.221	.712	.423
Career Change	.321	.549	-.087	.234	.369
Better Management/Supervision	.828	-.005	.055	.334	.077
Better Job duties	.912	.093	.077	-.054	-.142
Better work environment	.859	.073	.090	.039	.258

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 6 iterations.

The rotated component matrix was used to extract the factors as shown below.

Factor one: (Supervision) Better management/supervision, better job duties and better work environment.

Factor two: (Job enrichment and career progression) When the job becomes routine, when promotion is not forthcoming, when no clear guidance is offered by supervisor and career change.

Factor three: (attractive benefit) Better pay, better benefits and better training and development opportunities.

Factor four: Unrealistic workload.

Factor five: (lack of recognition) When my supervisor does not appreciate staff and the work they do.

4.5 Exit interviews

This section covers findings from the specific questions posed to employees when they leave the organization (exit interview form). It covers the primary reasons why

employees start looking for jobs with other organizations, overall company evaluation in terms of work environment, benefits and any other comments.

4.5.1 Primary reason for leaving organization.

The respondents were to indicate the reasons why they leave the organization in terms of another opportunity and personal reasons. The findings show that the reasons for leaving with respect to another opportunity were varied these included, higher rate of pay, better location, career growth from an officer to a manger and from national staff to international staff, change of work environment and need for developmental focus experience as World Vision International Somalia offered good relief and emergency exposure and better management/supervision, were some of the factors that contributed towards staff leaving the organization. Conversely, personal reasons included health, better advancement opportunities and relocation.

4.5.2 Overall company evaluation.

It is a requirement of World Vision International Somalia, to have every staff that leaves the organization have an exit interview and to complete an exit interview form, as part of the separation process. Five of the exit interview forms were used for the purpose of this research. The results are as shown.

Table 4.5.1 Work Environment

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I had a clear understanding of my job responsibilities	0	0	20	20	60
My workload was unreasonable	0	60	20	0	0
I was able to use my skills and capabilities in my position	0	0	0	80	20
I did not receive credit for my contributions and ideas	0	60	20	20	0
My co workers were supportive and collaborative working well in a team environment	0	0	20	80	0
During my employment with WV there were frequent opportunities for personal growth and development	0	20	60	20	0
I was satisfied with the quality of the trainings I received	0	20	20	60	0
My manager was not interested in employee growth and development	0	40	20	0	20
My manager was sensitive to my work/life balance	0	20	20	20	40
My manager failed to communicate frequently with employees in my area	0	60	0	20	0
There was adequate opportunity for advancement within the company	0	60	40	0	0
Job stability was a concern for me during my employment	0	40	20	20	20
I was fairly compensated for my duties and responsibilities	0	40	20	20	20
I did not perceive a sense of passion about WV ministry within the organization	0	20	60	0	0
My manager encouraged employees to share new ideas and innovations	0	0	40	40	20
World vision valued diversity	0	20	20	60	0
I would consider another position with world vision in the future	0	0	0	60	40

The findings indicated that the respondents strongly agreed with the following statements; the manager was sensitive to individual staff work/life balance and that staff had a clear understanding of their job responsibilities. The respondents agreed with the

following statements; they did not perceive a sense of passion about World Vision ministry within the organization, World Vision valued diversity, they would consider another position with World Vision in the future, they were satisfied with the quality of the trainings they received, co-workers were supportive and collaborative working well in a team environment and they were able to use their skills and capabilities in their positions. On the other hand, the respondents disagreed with the following statements, that their workload was unreasonable, they did not receive credit for individual contributions and ideas, their manager failed to communicate frequently with employees in their area, there was adequate opportunity for advancement within the company, job stability was a concern for them during their employment and they were fairly compensated for their duties and responsibilities.

Table 4.5.2 Benefits

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Medical benefits	0	0	0	40	60
Annual leave	0	20	20	60	0
Pension	0	0	40	20	40

As shown in table 4.5.2 above majority (60%) of the respondents strongly agreed that they were satisfied with the medical benefits provided by World Vision International Somalia, 60% agreed with the annual leave plans. However, there was difference in opinion concerning pension, that is, 40% strongly agreed while 40% neither agreed nor disagreed with the current pension plan offered to staff.

CHAPTER FIVE: DISCUSSIONS, CONCLUSIONS, RECOMMENDATIONS, LIMITATIONS AND FURTHER RESEARCH

5.1 CONCLUSIONS

In summary, the study shows that there exist staff turnover at World Vision International Somalia program. The turn over was rated as high with 59% and very high at 16%. It was apparent that turnover affected the performance of WVI in all aspects, that is, business continuity in both projects and support functions, there is increased work load for remaining staff, there is inconsistency in coaching staff supervised especially field staff and lack of proper handing over by previous incumbent. Individually increased work load for remaining staff was rated highest.

It was noted that to a great extent; supervisors encourage team work, individual jobs have responsibilities and accountability, existing relationship with staff supervisor's is good, supervisor supervises work well, staff appreciate the content of their jobs, the organization presented them with job descriptions that indicate their roles and responsibilities, staff were given information on the organization mission, vision and values upon employment, they have clear objectives and targets and occasionally they carry out different jobs requiring different skills, jobs have variety of activities to be performed and the work load is reasonable. The above factors have resulted in job satisfaction among staff. The study shows that exiting relationships with colleagues, staff enjoying the work they do and working with their supervisor and Job satisfaction were the main factors which influenced their stay in the organization. On the other hand to a moderate extent the factors that influenced the respondents stay in the organization were, the fact that they liked the way the organization does its business, staff appreciates the training programs offered, benefits, work is appreciated, basic pay and job security.

Factor analysis indicated that eleven (11) variables (statements why staff would stay in the organization) would be reduced into five (5) factors explaining 77.4% (Cumulative percentage) of the total variation, the remaining six (6) factors together account for 22.6% of the variance. The model with five factors was adequate to represent the data the reasons why staff would stay in the organization.

It was found that only three factors these are, career change, better Management/Supervision and Better Job duties were the main reasons why staff would leave the organization based on information from exit interviews conducted. To a moderate extent, the results indicate that: Unrealistic workload, better pay, better benefits, better training and development opportunities, when the supervisor does not appreciate staff or the work they do, when the job becomes routine, unmet career expectations, when no clear guidance is offered by the supervisor, job security and better work environment would influence the respondents decision to leave the organization. The result of factor analysis indicated that fourteen (14) variables showing why staff would leave the organization were reduced into five (5) factors. The five factors explain 76.2% (Cumulative percentage) of the total variation, the remaining nine (9) factors together account for 23.8% of the variance. The model with five factors would be adequate to represent the reasons why staffs leave the organization.

Staff exit interview indicated the reasons why staff leaves the organization. These were the reasons presented. For better management/supervision, higher rate of pay, better location, career growth from an officer to a manger and from national staff to international staff, change of work environment and need for developmental focus experience as World Vision International Somalia offered good relief and emergency exposure. Personal reasons cited were health, better advancement opportunities and relocation. Respondents strongly agreed that managers were sensitive to their work/life balance and they had a clear understanding of their job responsibilities with respect to the work environment at World Vision International Somalia.

Of those who had left World Vision International, exit interviews indicated that they were satisfied with the medical benefits and annual leave plans provided by World Vision International Somalia, however there was difference in opinion concerning pension plan.

5.2 RECOMMENDATIONS

The following recommendations are given to both the policy makers and researchers;

5.2.1 Recommendation on review of existing pension plan.

As a result of the indifference shown with respect to pension provided to the employees there is need for the organization to review its pension policy in order to address staff expectations adequately.

5.2.2 Recommendation on staff supervision

Emphasis needs to be placed on management and supervision of staff. This came out as one of the reasons why some staff leaves the organization. There should be proper guidance and management of staff to reassure them of adequate support and improved working relationships with direct supervisors.

5.2.3 Recommendation on career path

Staff should be informed of their career progression within the organization to enable them prepare adequately by developing skills and competencies required for such moves.

5.2.4 Recommendation on improvement of remuneration

There is need for the organization to keep reviewing its remuneration package after every two years to ensure alignment with the local labor market and to retain staff.

5.2.5 Recommendation for more training opportunities

Being a Relief and grant funded program there has been limited opportunities for training due to the tight schedule presented for project implementation. Management needs to be intentional in ensuring staff have adequate training opportunities to hone their skills.

5.3 Limitations of the Study

Time constraint was a major factor due to conflicting work and study priorities. It was also not easy to administer questionnaires via e-mail, as majority of respondents were in Somaliland and South Central Somalia. As a result ten questionnaires from Somaliland were received much later after the data analysis had been completed. To mitigate the time constraint, Regional Coordinators based in these two locations were requested to allow their staff time off to fill out the questionnaires.

Those who assisted in collecting data included two staff members, one from Somaliland and the other from South Central Somalia who happened to be traveling to Nairobi as a result some questionnaires were hand delivered.

5.4 Suggestion for Further Research

There is need to carryout further research to establish the relationship between management/ supervision of employee and staff turnover among organizations operating in a similar environment as World Vision International Somalia.

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APPENDICES

Appendix 1: Introduction letter

September 23, 2009

Dear Respondent

RE: RESEARCH PROJECT

I am a student of Master in Business Administration at the University of Nairobi, specializing in Human Resources Management.

I am conducting a study on: Factors That Influence Staff Turnover In International Relief Organizations and Mitigation Strategies Employed: A Case Study Of World Vision Somalia.

This study is being conducted as a requirement in partial fulfillment of the degree of Master in Business Administration however, will also benefit our organization in that results obtained will be shared with the Senior Leadership Team with a view of addressing factors that have facilitate high turnover in WVI Somalia.

I am kindly requesting that you spare a few of your precious minutes to fill in the given questionnaire for purpose of gathering data for this research project.

To enable me complete my project in time, I will pick up the questionnaire a week after presenting it to your firm.

Information provided will be treated in strict confidence and is strictly for academic purposes. The name of your firm will not appear in the final report. All information will be coded to maintain confidentiality.

Your cooperation will be highly appreciated

Yours faithfully

Patricia Mulwa

Student - MBA

S.N. M Nzuve

School of Business - UoN

PROJECT SUPERVISOR

Appendix 2: Questionnaire

SECTION A: General Questions

Please tick where appropriate

1. Name (Optional)

2. Gender : male female

3. Age: 19-25 26-39 40-45 46-50 50 and above

4. Highest level of Education

O level certificate

A level Certificate

College diploma

Degree or higher

Others (specify) _____

5. How long have you worked for Somalia Program?

Less than 5 years

5 – 10 years

11- 15 years

6. Current work station (department)

SECTION B: RATE OF STAFF TURNOVER

7. Is there staff turnover in WVI Somalia

Yes No

If yes to what extent

Very High High Moderate Low Very Low

8. Has staff turnover affected the performance WVI Somalia?

Yes No

9 How has staff turnover affected the performance?

Business continuity in both projects and support functions is affected

Increased work load for remaining staff

Inconsistency in coaching staff supervised

Lack of proper handing over by previous incumbent

Any other -----

10. If No explain

.....

11 Rate the extent to which the following factors have influenced your stay in World Vision International Somalia

1= To a very great extent 2= To a great extent 3= Moderate 4= To a less extent
5= Never

Variables	1	2	3	4	5
Job satisfaction					
Basic Pay					
Benefits offered by the organization					
Working with my supervisor					
Work is appreciated					
Reward offered whenever I meet performance expectations					
Knowing where I will be in the next five years in the organisation structure					
I like the way the organisation does business					
I appreciate my colleagues and enjoy working with them					
I like the training programs offered by the organisation					
Job Security					

12 Rate the extent to which the following factors would influence you to leave World Vision International Somalia

1= To a very great extent **2=** To a great extent **3=** Moderate **4=** To a less extent
5= Never

Variables	1	2	3	4	5
Unrealistic workload					
Better Pay					
Better benefits					
Better training and development opportunities					
When my supervisor does not appreciate me and the work I do					
When the job becomes routine					
When promotion is not forthcoming					
Career expectations not met					
When no clear guidance is offered by my supervisor					
Job security					
Career Change					
Better Management/Supervision					
Better Job duties					
Better work environment					

Others (please explains) _____

Thank you for your cooperation.