

**FACTORS INFLUENCING EMPLOYEE TURNOVER IN KENYAN MEDIA INDUSTRY:  
THE CASE OF NATION MEDIA GROUP NAIROBI COUNTY**

**BY**

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**DECLARATION**

This research project is my original work and has not been presented for any award in any other University.

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## **DEDICATION**

I dedicate this study to my precious son Kyle Allan who has been so supportive of me, in so many ways, throughout this journey. His unwavering belief in me and my ability to complete this MA program kept me always moving forward. I would also like to thank him again, for his constant support and encouragement and for keeping it fun. Thank you.

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## **ABBREVIATIONS AND ACCRONYMS**

|       |   |
|-------|---|
| CCK   | Communication Commission of Kenya                   |
| GoK   | Government of Kenya                                 |
| KBC   | Kenya Broadcasting Corporation                      |
| KUJ   | Kenya Union of Journalists                          |
| MMUST | Masinde Muliro University of Science and Technology |
| MCK   | Media Council of Kenya                              |
| NMG   | Nation Media Group                                  |
| OET   | Organizational Equilibrium Theory                   |

## ABSTRACT

The purpose of this research is to establish the factors influencing employee turnover in the media industry in Kenya. Specifically, the study assessed the influence of job security, organization culture and justice, working environment and reward system on employee turnover in the Nation Media Group (NMG). The research adopted a descriptive research design and target the employees in NMG categorized as senior managers, middle-level managers and general staff. Using a stratified random sampling technique, a sample size of 173 from the 347 employees were selected as the respondents. Data was collected using semi-structured questionnaires and drop and pick method. Quantitative data was analyzed using a Statistical software (SPSS) by running frequencies, cross-tabulations correlation to generate various relationships, frequencies and comparisons. Qualitative data was transcribed and summarized to back up quantitative data. The findings show that employees are satisfied with the job security at NMG and most of them are not worried by the job security in the organisation. Organizational culture was found to influence employee turnover and NMG, because of its high performing culture, produces excellent results, attracts, motivates and retains talented employees. In addition, NMG was found to have a good working environment which is favorable and good working. It therefore does not have high turnover intention among employees. The reward system was found to influences the turnover rate to a great extent as indicated by most of the of the employees. The study recommends that NMG improves the job security particularly of the employees who are worried about their job security. This can be done through better terms of the contract of employment, collective bargaining agreement or labor legislation that prevents arbitrary termination, layoffs, and lockouts. The second recommendations is that NMG formulates and implements appropriate procedures to ensure that officials do not allow personal biases to affect their decisions. Another recommendation is that communications channels should be enhanced to allow employees in NMG air the views on some company decisions.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Human capital is one of the key assets in the running of an organization. The importance of employees to the organisation has been highly acknowledged because of their central role in creating and sustaining competitive advantage (Boxall, 2008; Carpenter and Sanders, 2009; David, 2011; Grant, 2010). Employees are always at the forefront of business agendas and they ensure the competitive sustainability of the business. Thus, their talents must be well managed, developed and retained to ensure the organisation's ongoing competitive advantage (Cappelli, 2008; Cheese, Thomas and Craig, 2008; Lewis and Heckman, 2006).

Employee turnover rates are always a concern for businesses; both small and large (David, 2011). It may lead to interruptions in service and customer dissatisfaction. Employee turnover has proven to be expensive to the organization in terms of recruiting, hiring and training new employees (Barney and Hesterly, 2011). Organizations are therefore keen on keeping employee turnover in constant check by paying keen attention to how individuals can best be motivated through such means as career advancement, rewards, incentives, effective leadership and the context within which they carry out their work.

Igbaria and Greenhaus (2002) term employee turnover as one of the aspects most studied in organizational research. However, very little is known regarding the factors influencing or causes of turnover among different professionals. The stability of the organization is seen to have a high degree of correlation with low employee turnover and that employees are more likely to stay when there is a predictable and stable work environment (Ugboro, 2006). Organizations that have high level of inefficiency experience equally high levels of staff turnover.

Uncontrolled employee turnover has turned into a problem for many organizations globally (Koh and Goh, 2005). Organizations are constantly trying to maintain their highly-skilled employees and even encouraging them to improve their abilities. In addition, numerous corporations are now concerned about losing their experienced human capital due to the financial and operational implication that turnover brings to them (Gomez-Mejia and Balkin, 2012; Griffeth and Hom,

2005). The lack of retention ability in any organization leads to the loss of skilled and experienced employees. Hom and Emerson (2008) add that employee turnover decreases customer service levels, lowers company profits and causes training and expatriation losses.

In UK and Denmark, perceived threat on job security is usually related to external factors events such as downsizing, new technologies, and industry changes (Shropshire and Kadlec, 2012). In addition, employees' job security might be totally linked to the country economic conditions as noted by Kristensen and Westergard-Nielsen (2004). In Palestine, the economy is surrounded with much uncertainty and therefore lacks an unemployment insurance system that would otherwise be convincing to pay attention for job security as an employee retention facet. In Australia, work environment, in every organization either big or small the work places and organizations have become so much complex due to which it exists; work environment has significant effects over the employees' turnover and job performance (Anderson, 2003). Thus, most of the organizations are trying to cope with this scenario to stake organizational reputation and loss (Tett and Meyer, 2013).

In Bangladesh, the actual reasons of turnover across different industries are perceived as basic reasons like job security and salary beyond why employees stay in an organization are job security and salary (Shamsuzzoha and Shumon, 2007). Training, interesting work, innovative thinking, and job security are significant influencing motivational variables on employee retention in South Africa (Samuel and Chipunza, 2009). According to Chiboiwa et al. (2002), the factors attributed to increase levels of turnover intention among employees in Zimbabwe include poor reward system, working conditions, and job insecurity.

### **1.1.1 Media Industry in Kenya**

The Media in Kenya encompasses over 90 FM stations, 15 TV stations and an unconfirmed number of print newspapers and magazines (Communication Commission of Kenya, 2013). The publications mainly use English as their primary language of communication although a few media houses employ Swahili. Kenya Broadcasting Corporation (KBC), a state-owned institution, is the only broadcaster with countrywide coverage while Royal Media services is the largest private national broadcaster with countrywide coverage. The rest of private radio and

television stations have ranges that are limited to the Nairobi area only (Deloitte and Touche, 2012).

The industry is regulated by Media Council of Kenya (MCK); a statutory body that was started in 2007 as an independent national institution established by the Media Act (GoK, 2012). MCK is mandated with regulating the media; registering, accrediting and regulating conduct and discipline of journalists. The body also registers media establishments, handles complaints from the public and creates and publishes yearly media audit on the Media Freedom in Kenya. The media is also regulated by another state-owned corporation; the Kenya Film Classification Board. It regulates the creation, possession, broadcasting, exhibition and distribution of films in Kenya.

The Kenya media industry is unique in that it employs both on permanent and non-permanent basis. The business environment in the media industry has been constantly changing over the years due to technological innovation and diffusion coupled with revolution in journalism. New media platforms like blogs, chat rooms, websites and social media for example Facebook and twitter have overtaken the traditional forms of media. They are also demanding a different set of skills that can easily work in a multi-media environment. The Nation Media Group (NMG), one of the dominant players in the media industry, is no exception to these changes.

### **1.1.2 The Nation Media Group**

Nation Media Group (NMG) was founded by Aga Khan IV in 1959 and is the largest private media house in East and Central Africa with offices in Kenya, Uganda, and Tanzania. It is listed on the Nairobi Securities Exchange. In 1999, it launched NTV, a news channel in Kenya, and Easy FM. Currently, the group publishes The *EastAfrican*, Daily Nation, The Business Daily, Daily Monitor, The Citizen, NMG Investor Briefing, Taifa Leo and Zuqqa. The Daily Nation (Kenya's largest newspaper) and the Sunday edition of the same newspaper, the Sunday Nation, are currently celebrating their 50th anniversaries, branded by the Nation Media Group as 50 Golden Years. (NMG, 2013)

NMG owns a 76.5% stake in the Monitor newspapers and KFM (a leading FM station) in Uganda and 60% of the Mwananchi Communications Ltd in Tanzania. The two outfits have added a significant amount in the group's revenue, and Monitor Publications Ltd (including KFM)

returned handsome profits last year. Mwananchi Communications Ltd (including Mwananchi, Mwanaspoti and the Citizen) are on a path to profitability.

## **1.2 Statement of the Study**

The business world today is very competitive and only firms with the appropriate human resource can keep up with the competition. It is therefore considered to be an important task to manage employee turnover for any organization. Naturally, employees want diversity in their life. They are constantly seeking for new and challenging jobs and good working environment in any job place (Ghiselli et al., 2001). It is difficult to provide these things to the employees in an economic way. Still it is crucial for organizations to retain its talented employees for higher productivity and profitability (Wagner, 2008).

In the media industry, managing turnover successfully is a must for most of the players in the industry to achieve the above goals(Bureau of National Affairs, 2013). In NMG, it is very important to manage turnover given that the average annual turnover rate in 2013 was about 19% (Bureau of National Affairs, 2013). This rate is high compared to 15% in the UK average employee turnover rate is approximately 15% a yearand may be worsened by increasing number of players in the industry as well as the competition for the limited pool of skilled and competent employees. In addition, turnover costs in terms of recruitment, selection, and training of new employees for an organization are very high and significantly affect its financial performance (Robbins, 2003).

High staff turnover has been a persistent issue for both international and local organizations because of the difficulties in motivating their employees. Managers are faced with the dilemma of employeesseeking greener pastures because there is no motivation in their present organizations. Highly motivated employees will work hard towards achieving performance goals and are easily retainable by organizations(Yan, 2006). According to Samuel and Chipunza (2009), attracting, developing, continually improving and retaining the skill and knowledge of the organizations' employees are key to today's organizations' success.

Past studies relating to employee turnover have shown that organizational commitment and job satisfaction are regarded as two important antecedent variables that affect the turnover intention of employees (Karsh et al., 2009; Parker and Kohlmeyer, 2005). In fact, the findings of empirical studies on the relationship between organizational commitment, job satisfaction and turnover have confirmed that the two variables have significantly negative effects on turnover intention. Locally, employees with high job satisfaction levels have a higher level of work efficiency, organizational commitment, and willingness to sacrifice for the organization, making it more difficult for them to leave their jobs.

Mokaya and Kittony (2008) found that high turnover of engineers at Kenya Airways was attributed to poor remuneration, industry dynamics, competition and poaching, a non-responsive management and poor leadership. Njuguna (2006) concluded that career development opportunities, employment terms, working conditions and psychosocial factor like economic situation affect employee turnover in the oil industry in Kenya. Kuria, Odingi and Wanderi (2012) found that lack of balance between work and personal life was a major cause of employee turnover and employers need to create conducive work environment particularly flexi-hours in the hospitality industry. Their study also cited undefined rewarding system as another cause for high employee turnover rates in the industry. Limited research has been recently undertaken to establish the factors influencing employee turnover in Kenya; none has been conducted in the Kenya media industry. According to a survey by Deloitte and Touché Ltd, in 2012, about the *Best companies to work for in Kenya*, NMG was one of the best companies to work for in Kenya. This notwithstanding the company still experiences high employee turnover. This study sought to fill the knowledge gap by investigating the factors influencing employee turnover in NMG.

### **1.3 Purpose of the Study**

The purpose of the study was to investigate the factors influencing employee turnover at Nation Media Group, Nairobi County.

### **1.4 Objectives of the Study**

The study was guided by the following objectives:

- i) To establish the influence of job security on employee turnover at NMG

- ii) To determine how organizational justice influences employee turnover at NMG
- iii) To determine the influence of organizational culture on employee turnover at NMG.
- iv) To examine the influence of working environment on employee turnover at NMG.
- v) To establish how reward systems influences employee turnover at NMG.

### **1.5 Research Questions**

Based on the above objectives, the study was guided by the following research questions:-

- i) How does job security influence employee turnover at NMG?
- ii) To what extent does organizational justice influence employee turnover at NMG?
- iii) How is employee turnover at NMG influenced by organizational culture?
- iv) To what extent does working environment influence employee turnover at NMG?
- v) How does reward system influence employee turnover at NMG?

### **1.6 Significance of the Study**

The study may inform NMG and other media players' management on the importance of keeping in check employee turnover for profitability. The research findings will shed light on how to attract and retain talented staff, causes for employee turnover and corrective measures to curb high employee turnover. The study will also benefit employers in other sectors, government and private in formulation of policies and implementation guidelines for human resource management on matters to do with employee turnover.

Researchers who would wish to undertake further studies in this area may find the research more useful by gaining valuable background on employee turnover in organizations. The study is expected to help researchers and academicians to expand their research into the industry in Kenya as literature review and contribute to the existing knowledge, address and provide the background information to research organizations, individual researchers and scholars who will want to carry out further research in this area.

The study findings and recommendations may form a basis for appropriate formulation of policies, guidelines and implementation frameworks by the government, KUJ and MCK. The findings are expected to provide necessary input to existing laws and policies governing operation of the media industry in relation to human resource management.

## **1.7 Assumptions of the Study**

In carrying out this study, two assumptions were taken into consideration; that the respondents would agree to participate in the survey, and that they would be truthful – providing accurate information useful for the study. These assumptions were necessary especially because the information being sought is rather sensitive.

## **1.8 Definition of significant term used in the Study**

**Employee:** An individual who performs certain tasks and duties for the accomplishment of organizational goals.

**Employee Turnover:** refers to the ratio of the number of employees that leave a company through attrition, dismissal, or resignation during a period to the number of employees on payroll during the same period.

**Employee Motivation:** These are internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal.

**Employee Retention:** is an effort by a business to maintain a working environment which supports current staff in remaining with the company. Many employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff.

**Talent Management:** is an organization's attempts to recruit, keep, and train the most gifted and highest quality staff members that they can find, afford and hire. Talent management gives business managers an especially important role to play in recruiting, developing and retaining desirable staff members.

## **1.9 Limitations of the Study**

The study only targeted employees of Nation Media Group based at the Nairobi headquarters. This was motivated by the fact that the Nairobi office is the Headquarters with the most number of employees; therefore a good population size for the study.

The other limitation was that the Human Resource officials and the respondents thought that it was a deliberate act of benchmarking due to the stiff competition in the media industry leading to uncooperative respondents. However, the researcher made it clear that the study was purely for academic purposes. Also the resources for the study may not be enough to cover a large population of the company that is spread out in the East Africa region. The researcher therefore only focused on NMG Headquarters in Nairobi County.

### **1.10 Organization of the Study**

This project will contain five chapters. Chapter one, the introduction, examines the background of employee turnover and the current state in Kenya. The chapter briefly introduces the present study. Chapter two, the Literature Review, presents an overview of employee turnover around the world. It also discusses the concept of employee turnover as well as prominent theories related to the subject. The objective of this chapter is to review literature, theories and arguments about employee turnover and link existing studies to the present study. In Chapter three (Methodology), the research design, methods and process for the current study is described and explained. Chapter 2 outlines the rationale for each of the research tools in this thesis and elaborates the methods in analysing the data. This chapter focuses on illustrating the research design of the study and to report the research process of the study.

Chapter four (Analysis of Findings) presents the findings of the study collected with the research instrument. The chapter describes the findings of data related to employee turnover at the Nation Media Group and aims to present all the findings along with a preliminary analysis. The discussion section of this study contained in Chapter five begins with a summary of findings. It then compares and contrasts the present study with existing studies mentioned in Chapter two and attempts to identify factors underlying and contributing to the research findings. There is an attempt to address the main research questions directly; and to discuss the findings on employee turnover in Kenya. This chapter also speculates upon the implications for future research, and support some recommendations, in particular employee turnover in Kenya.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents a comprehensive review of relevant literature in an attempt to position the study in an appropriate conceptual framework. It discusses findings of related researches to this study from global, Kenyan and local perspectives.

#### **2.2 Concept of Employee Turnover**

Employee turnover may be defined as the ratio of employees a company loses to the average number of total employees. Grobler et al. (2005) defines employee turnover as employees who have left, are leaving and will leave an institution for various reasons. Morrel et al. (2001) terms it as voluntary cessation of membership of an organisation by an employee of that organisation. Abasi and Hollman (2000) in their study define employee turnover as the rotation of workers around the labour market, between different companies, occupations and jobs, and also between states of employment and unemployment. Generally, employee turnover therefore refers to both the entrance of new employees into the organisation and the departure of existing employees from the organisation. Thus, everytime a position is vacated, either voluntarily or involuntarily, the organization must hire a new employee, train and this replacement cycle is what makes a turnover (Ongori, 2007).

Three major forms of employee turnover exist. One is the voluntary turnover when employees leave an organisation at their own discretion (Dess and Shaw, 2006). This is mainly initiated by the choice of the employee. Shaw et al. (2008) state that an instance of voluntary turnover, or a quit, reflects an employee's decision to leave an organisation, whereas an instance of involuntary turnover, or a discharge, reflects an employer's decision to terminate the employment relationship. It is thus important to consider attractions such as alternatives when looking at voluntary turnover. However, voluntary turnover can be predicted and, in turn, be controlled.

The second type of employee turnover is described by Shaw et al. (2008) as an instance of involuntary turnover, or a discharge that reflects an employer's decision to terminate the

employment relationship. Ferguson and Ferguson (2006) cites retirement, death and dismissal as examples of such instances. Ferguson and Ferguson (2006) add that involuntary turnover may be initiated by the employee for example in scenarios where they are resigning to take care of a terminally ill family member or accompanying a spouse to another area. They term it as involuntary because it includes reasons over which the employee has no control. Capelli (2002) add that involuntary turnover may result from the employer's need to cut costs, restructure or downsize; this independent of the affected employees.

According to Van den Berg and Nelson (2005), the distinction between voluntary and involuntary turnover is important but not straightforward because often, the reasons for turnover may be misinterpreted. Most of the employees leaving an organisation may wish not to disclose the real reasons for leaving as they are dependent on the organisation for future reference, and this would of course only come to light during the exit interviews. However, Campion (2001) recognize that interviewers may not want to put the organisation or the employee in a bad light.

Finally, it is also important to consider the distinction between avoidable and unavoidable turnover because this determines the intervention needed to address the issue of employee turnover (Morrell et al. 2001). The latter results from life decisions that extend beyond an employer's control, such as a decision to move to a new area or a job transfer for a spouse. On the other hand, avoidable turnover is something organisations can prevent by hiring, evaluating and motivating their employees more effectively. Morrel et al. (2001) note that it is important to determine whether the organisation is dealing with voluntary turnover that could have been prevented. This is important as directs the organisation to the type of intervention needed to enhance employee retention.

The rate of turnover varies from company to company with the highest level normally found in private sectors compared to the public sectors (Rankin, 2006). In addition, the levels of turnover also vary from region to region; the highest rates are found where unemployment rate is lower and where it is easy for people to get alternative employment. According to Philips (2005), sometimes employee turnover is beneficial to organizations. This happens when a poor performer is replaced by a more skilled employee and when a retired employee replaced by a younger one.

Employee turnover occurs for various reasons. New job may attract employees and pull them to leave the old one. In other cases, employees are also pushed to leave job due to the dissatisfaction in their present workplace or by domestic circumstances when someone reallocates with their spouse or partner (Campion, 2001). Carsten and Spector (2007) cite poor relationship with the management as an important reason for the employees to leave their jobs. Rankin (2006) cites lack of proper training and development and job insecurity as other major causes for voluntary turnover. Employees have a preference for security of their jobs. It is relatively rare for employees to leave jobs in which they are happy even when they are offered by higher salary elsewhere.

Hutchinson and Purcell (2003) advise that employee turnover can be minimized through considering different preventive measures by the human resource management including; providing training to the line managers for an effective supervision before appointing or upgrading them; providing security of jobs with good working environment and offering re-training to the existing managers who have a poor record at keeping their staff happily. In addition, supervising managers should be made accountable for employee turnover in their teams. They add that maximization of opportunities for individual employees such as accommodate individual preferences on working hours, regular appraisals, providing as much job security as possible can help to reduce turnover.

According to Lee and Mitchell (2006), employee turnover can be extremely devastating for any organization as it makes the employers difficult to maintain a steady and successful operation. As such, organizations should have their own rating on employee turnover and measurement on how this affects organizations performance. Any organization that loses even a single key worker decreases their likelihood of success and this can reduce customers' confidence in them. Academic scholars point out employee turnover as the correlation between job dissatisfaction and decreased organizational commitment (Lazear, 2004; Price, 2007; Mobley, 2008). The stronger the feeling of discontent in one's job, the more likely one is to begin a search for an alternative job.

Information on employee turnover can help the planning, prediction and control of resources (Price and Mueller, 2007). Despite an enormous literature on turnover in organizations, there is as yet limited and universally accepted account or framework for why people choose to leave

(Abelson, (2007). Subsequently, the phenomenon of turnover is of interest to organizations and theorists because it is significant, potentially costly and relatively clear cut (Lazear, 2004; Price, 2007; Mobley, 2008). The goal of management of turnover dictates that a high level of sophistication and needs to be achieved by organizations in order to selectively influence the turnover process. However, the phenomenon has not so far proved amenable to prediction. Although some research has focused on potential predictors of turnover behavior, such as job tenure and locus of control (Clark-Rayner and Harcourt, 2000; Shaw et al., 2001).

### **2.3 Factors Influencing Employee Turnover**

High labor turnover can be attributed to a number of factors, from issues with pay scales to conflicts with company management. Despite these causes, it is important to reduce high turnover because it reflects poorly on the company's image. Moreover, high turnover can make it difficult to recruit new talent. Once you find the causes of high turnover in your company, take swift action to reverse course so that turnover doesn't affect productivity or the company's bottom line. Pay is not the only reason employees leave. Other reasons include, job security, management styles, physical working conditions, reward systems and organizational culture.

#### **2.3.1 Job Security and Employee Turnover**

Alterman et al. (2013) define job security as the probability that an individual will keep his or her job. They add that a job with a high level of job security is such that a person with the job would have a small chance of becoming unemployed. Factors cited to affect job security include the economy, prevailing business conditions, and the individual's personal skills (Johnny and Magnus, 2003). According to Magnus et al. (2001), job security also arises from the terms of the contract of employment, collective bargaining agreement or labor legislation that prevents arbitrary termination, layoffs, and lockouts.

Johnny and Magnus (2003) terms job security as one of the factors that influence employee turnover as it relates to exit and devotion reactions. In terms of exit, a striking pattern in their study showed that there exists a connection between job insecurity and employee turnover intention. Namasaka et al. (2013) found that staff turnover in organizations happens because of mismatch between the person and the job. According to Derek et al. (2008), any mismatch

between the employee and the job creates insecurity among employees and their eventual voluntary exit.

Bula (2012) in an exploratory study that aimed at establishing the reasons why workers leave Kenya's sugar industry found that most of employees joined their organizations because they wanted job security but stated that they would leave their organizations due to non-realization of their expectations in terms of job security. Bula (2012) notes in the study recommendations that while organizations find it hard to control the factors that affect job security, industry training and capacity building will provide employees with various skills for different jobs within the organizations.

### **2.3.2 Organizational Justice and Employee Turnover**

The concept of organizational justice regard to how an employee judges the behaviour of the organization and the employee's resulting attitude and behaviour (Tabibnia et al., 2008). In this study, organizational justice is conceptualized as a multidimensional construct with four broad components; distributive, procedural, interpersonal, and informational justice (Barsky et al., 2011). Employees' perceptions of justice influence many key organizational outcomes such as motivation and job satisfaction which results in employee turnover (Latham and Pinder, 2005; Al-Zu'bi, 2010; Parker and Kohlmeyer, 2005).

Many scholars favour organizational justice dimensions with regard to employees' satisfaction, commitment toward the organization and the intent to turn over (Hemdi and Mohd, 2007; Nadiri and Tanova, 2010). Fulford (2005) established that in hospitality and tourism management, job satisfaction, organizational obligation and turnover intentions are the results of organizational justice dimensions. This is consistent with Hemdi and Mohd (2007) and Ronra and Chaisawat (2010) who examined the impacts of job satisfaction on employee turnover within the Amari Hotels in Thailand and observed the relationship between employee satisfaction and their overall satisfaction help reduce the turnover rate.

Fields et al. (2000) also reveal that employees tend to discontinue their relationship with their organization if they perceive that there is low distributive justice; that distributive justice has a significant effect on the employees quitting intentions. Rastgar et al. (2012) add that procedural

justice is negatively related to actual turnover. According Loi et al. (2006), contrary is true, that there exists a negative relationship between turnover intention and both procedural and distributional justice. Elanain Abu (2010) disclosed that the perception of organizational justice has an influence on work outcomes and a low degree of turnover intention was observed on employees who showed positive feelings towards procedural and distributive justice.

Scholars of organizational behaviour have studied organizational culture with many different definitions and paradigms, and from a variety of employee related variables. Organizational culture has been explored as it relates to job satisfaction, organizational commitment, productivity, and turnover intention (Lund, 2003; Sims, 2002). The purpose of this paper is to contribute to the literature by exploring organizational culture in the context of job satisfaction and employee turnover intention.

### **2.3.3 Organizational Culture and Employee Turnover**

Organizational culture refers to the values and behaviors that contribute to the unique social and psychological environment of an organization. Sims (2002) defines it as the shared thoughts, feelings and behaviors of a group. Three components of organizational culture receiving attention related to effective knowledge management include, trust, clear organizational vision and goals and social networks (MacIntosh and Doherty, 2010). Scholars indicate that organizational culture is central to an organization's ability to manage its employees more effectively (Lund, 2003; Lee et al., 2004).

Organizational culture is an important factor having tremendous bearing on employees' turnover intentions (Denison, 1996). In its five dimensions; job challenge, communication, trust, innovation, and social cohesion, it influences employees' withdrawal behaviour and turnover intention (Zeitz et al. 1997). Organizations having a culture of providing challenging job reduce employees' burnout and thus diminishes their turnover intentions from job, organization, and occupation. Additionally, organizations providing a culture of innovation also has a decreased number of employees who intend to quit the organization (Carmeli 2005).

Egan et al. (2004) note that organizational culture influences employee's job satisfaction, and high job satisfaction is been associated with better job performance. Organizations with high

performing cultures produce excellent results, attract, motivate and retain talented employees. Thus, job satisfaction is inversely related to turnover intention and low turnover increases organizational productivity and performance. Their study established that job satisfaction is inversely associated with turnover intention and that organizational culture moderates the magnitude of this relationship (Egan et al., 2004).

A study by MacIntosh and Doherty (2010) also established that job satisfaction strongly and inversely influences intention to leave the organization for employees in the fitness industry and that the dimensions shown to impact job satisfaction, atmosphere appeared to be most meaningful. They concluded that a positive and friendly workplace is an important indicator of job satisfaction and low employee turnover rate. Therefore, the strength of the relationship between job satisfaction and turnover is dependent of the level of cultural satisfaction in the workplace. According to Knudsen et al. (2003) and Lund (2003), employees are likely to assess elements of job satisfaction more precisely when the workplace culture is harmonious and supportive. In this way, the components of culture, such as respectful treatment at work, are viewed as antecedents to job satisfaction.

Mokaya and Kittony (2008) found that high turnover of engineers at Kenya Airways was attributed to poor remuneration, industry dynamics, competition and poaching, a non-responsive management and poor leadership. Further, although issues of high labour turnover had been raised with management, no action had been taken on them; instead the company had opted for external servicing and maintenance of its aircrafts. They concluded that high turnover of engineers, was a major problem with Kenya Airways that needed immediate actions to reverse the trend. Labour turnover was factor of internal organizational issues of remuneration, working conditions and leadership.

#### **2.3.4 Working Environment and Employee Turnover**

Organization working environment is one of the high turnover factors within the workplace. It comprises of communication at workplace, political environment, colleagues and manager behavior will not satisfy the employee (Moore, 2000; Shah et al., 2010). Unfavorable and poor working conditions are cited as a major reason for high turnover intention among employees

(Rita-Negrin and Shay, 2004). The quality of supervision was a significant influence on intent to leave across settings. Little supervision and less support from manager in conducting the assignment will lead towards high level of stress and turnover intention (Shahu, 2008; Yahaya et al., 2009; Saks, 2006).

Silva (2006) terms organization working environment which comprise communication at workplace, political environment, colleagues and manager behavior as one among high turnover factors within the workplace. Milman (2002) adds that unfavorable and poor working conditions are a major reason for high turnover intention among employees. According to Diane et al. (2007), the quality of supervision is a significant influence on intent to leave across settings. This is supported by Yahaya et al. (2009) who found that little supervision and less support from manager in conducting the assignment will lead towards high level of stress and turnover intention.

Working conditions play very crucial role to increase job satisfaction and organizational commitment in the workforce community. The work environment includes factors or features that have all work conditions and situations for employees (Winter and Sarros, 2002). Fogarty et al. (2004) found that employee turnover increases due to individuals in offices who are at fault or make errors because the appropriate procedures to follow have not been provided or where they are ineffectually supervised. Relevant studies have pointed out that when the work environment is well regarded, employee work attitudes are better, and thus, job satisfaction is higher and employee turnover rate is low (Winter and Sarros, 2002; Sell and Cleal, 2011).

According to Poon (2003), working covers such matters as: the organization of work and work activities; training, skills and employability; health, safety and well-being; and working time and work-life balance. Thus, employees must have the necessary tools to perform their duties including; proper equipment, machinery and computer technology as well as adequate lighting, work space and ergonomically-correct seating. Poor working environment due to physical elements leads to low productivity, overall job dissatisfaction and subsequent increase in employee turnover. Bula (2012) found that employees join organizations expecting to receive

better working conditions. The employees further stated that they would readily leave their organizations due to non-realization of their expectations.

### **2.3.5 Reward Systems and Employee Turnover**

The rewarding system provides a good platform for increased employee motivation, job satisfaction and morale and decreases their overall turnover because it lets employees know they are valued members of the organization (Kinicki and Kreitner, 2007). Two main types of rewards, intrinsic and extrinsic exist. Intrinsic rewards do not have an external incentive and employees do not act to get a tangible reward. They do so because it feels good or provides some form of internal satisfaction (Westover and Taylor, 2010). On the other hand, extrinsic rewards are external rewards tied to certain employee behaviors, skills, time, or roles in an organization. Money, praise, awards and incentive prizes such as tickets to a concert or a game are all examples of extrinsic motivators.

Turnover appears to be a major issue for many organizations and a problem of considerable importance because of the costs associated with hiring and training new personnel. Thus, rewards such as interesting job and job autonomy have been found to be the major drivers of job satisfaction and low employee turnover rates (Westover and Taylor, 2010). Lincoln and Kallerberg (2008) argue that rewards offered by organizations may have a powerful impact on employees' attitudes towards their jobs and the company for which they work. These rewards impact on the level of satisfaction employees experience with their jobs. Hong et al. (2005) concludes that higher rewards and satisfied employees in work organizations play a major role both in the promotion of employee job satisfaction and consequently low employee turnover.

Shoaib et al. (2009) recognize that employee rewards are very important because they have lasting impression on the employee and continue to substantiate the employees' perception of their value to the organizations that they work with. Using intrinsic rewards to increase employee commitment and retention is achievable in all organizations. Sutherland (2004), demonstrates that reward is the basic element which indicates how much employees gain by dedicating their time and effort towards the achievements of company objectives, therefore employers have the

responsibility to designing an attractive reward package to attract and retain valuable employees. Shoaib et al. (2009), also attest that it is important for employers to know the value employees place in their reward systems and to formulate strategies that address equitable and adequate reward for their employees.

Greenberg (2006) and Ghiselli et al. (2009) suggested that most employees will choose to leave when the organization they are working for lowers their salaries. Folger and Konovsky (2009) pointed out that the salary level significantly affects the employees' organizational commitment that has a significant effect on turnover intention. Levine (2003) indicated that employees with relatively higher salaries are less likely to quit, and their organizational commitment level is higher. Motowidlo (2003) observed that pay has an influence over turnover only through its effect on pay satisfaction, which in turn, impacts turnover while Lum et al. (2007) noted pay satisfaction affect turnover intention both directly as well as indirectly.

However, based Herzberg's two-factor theory on motivation, rewards and remuneration in form of salary as hygiene factor does not have significant relationship between with employee turnover intention. This is evident in the study by Mutuma et al. (2013) who evaluated employee perception on remuneration scheme on staff turnover in Kenyan Private Universities with the Kenya Methodist University as the case study. Their study established that remuneration is key in retaining workers in any organization and it must be the purpose of any human resource management to design a competitive remuneration package which will serve to attract, retain, and motivate staff so as to ensure the ultimate organization's commercial and financial viability.

Bula (2012) undertook an exploratory study to establish the reasons why workers leave Kenya's sugar industry. The core objectives were based on the human resource practices in the sugar industry, the extent of labor turnover, the factors causing labor turnover and the possible solutions to labor turnover in the sugar industry. They found that labor turnover is spread throughout the year and that it frustrates and impacts negatively on the sugar firms. Salary was found to be the major factor causing labor turnover followed by training, promotion, performance appraisal and work condition. Other factors like recognition, job content, participation in decision making and leadership style did not feature prominently as causes of labor turnover.

## **2.4 Theoretical Framework**

Over the years, a significant amount of research has been done on phenomenon of employee turnover and several theories have been written and available to explain why employees decide to leave the current organization (Ongori, 2007). This study will be anchored on the Organizational equilibrium theory (OET) of employee turnover by March and Simon (1958). This theory has a big influence in the study of employee turnover. The theory states turnover occurs when individuals perceive that their contributions to an organization exceed the inducements they received from that organization. The inducements impacts on the intent to leave and employee's ease of movement and are more related to individual level factors (Hom and Griffeth, 1995). The theory further highlights the aspect of employees being faced two sided reactions; pull and push. Both impact on employees' turnover decision. Pull take the form of higher salary, better opportunity and organizational goodwill that attract employees and causes them to away from the organization. On the other hand, psychological forces always push employee towards new employment (Josefek and Kauffman, 2003).

Using the OET, Allen and Griffeth (2003) put forward a comparatively complete integrating research model for discussing the relation between employees' performance level and their withdraw tendency, and also voluntary turnover. They proposed the use of this model in three analytical routes: first, is employees' performance character in organizations will influence their job satisfaction and organization commitment; secondly, employees' performance character will influence their turnover behaviors through movement in the labor market with a definitive variable of apperceived mobility easiness; and the third concerns the different key degrees of employees' performance in organizations influencing their turnover behavior in a more direct way, so-called "short-circuiting" (Messersmith, 2007).

Barnard also used the same through but provided a systematic framework where he discussed human motivations that are involved in the decision to belonging, which is also known as the organizational equilibrium. He argued that the equilibrium of an organization means the capacity to maintain efficiency of an organization (Mano, 1994). Organizations are dependent on the continuity of participants' contributions and in order to maintain this, organizations have to offer equitable inducements. Thus Barnard's specific evolution is the decision to participate, in other

words balancing of burdens by satisfactions which results in continuance (Barnard, 1994). According to Barnard, if the personal sacrifice is bigger than the inducements he gets, then the person will withdraw his contributions and will leave the company.

Mano extended Barnard's theory into the Barnard-Simon Organizational Equilibrium theory, which builds on Barnard's observations. Simon argued that the achievement of organizational equilibrium contains the condition that the sum of contribution of all employees ensures the kinds and quantity of necessary inducements (Mano, 1994). However, he did not consider the functions of the organization, such as the process of creation, transformation or exchange of utilities where Barnard also placed his emphasis (Mano, 1994). The Organizational Equilibrium Theory indicates clearly that the movement desirability and perceived mobility by employees are the most important theoretical precursor variables for their turnover behavior.

## **2.5 Conceptual Framework**

A conceptual framework is a framework that is structured from a set of broad ideas and theories that help a researcher to properly identify the problem they are looking at frame their questions and find suitable literature (Smyth, 2004). The conceptual framework is defined as the result of when a researcher conceptualizes the relationship between variables in the study and shows the relationship graphically or diagrammatically (Mugenda and Mugenda, 2003). Fig.1 represents the conceptual framework on which the study is based. There are a number of factors influencing employee turnover that have been outlined. The study will focus on the factors influencing employee turnover at NMG services as the dependent variable and five independent variables which will include: job security, organizational justice, organizational culture, working environment, and reward systems.

As shown in Fig 1, the study will focus on the factors onfluencing employee turnover as the dependent variable and five independent variables which will include: job security, organizational justice, organizational culture, reward systems and the working environment. Other variables that will be considered, but are not discussed here include; organizational commitment. Teamwork and Supervisor Support ( moderating variable)

Fig.1 presents the conceptual framework on which the study is based.

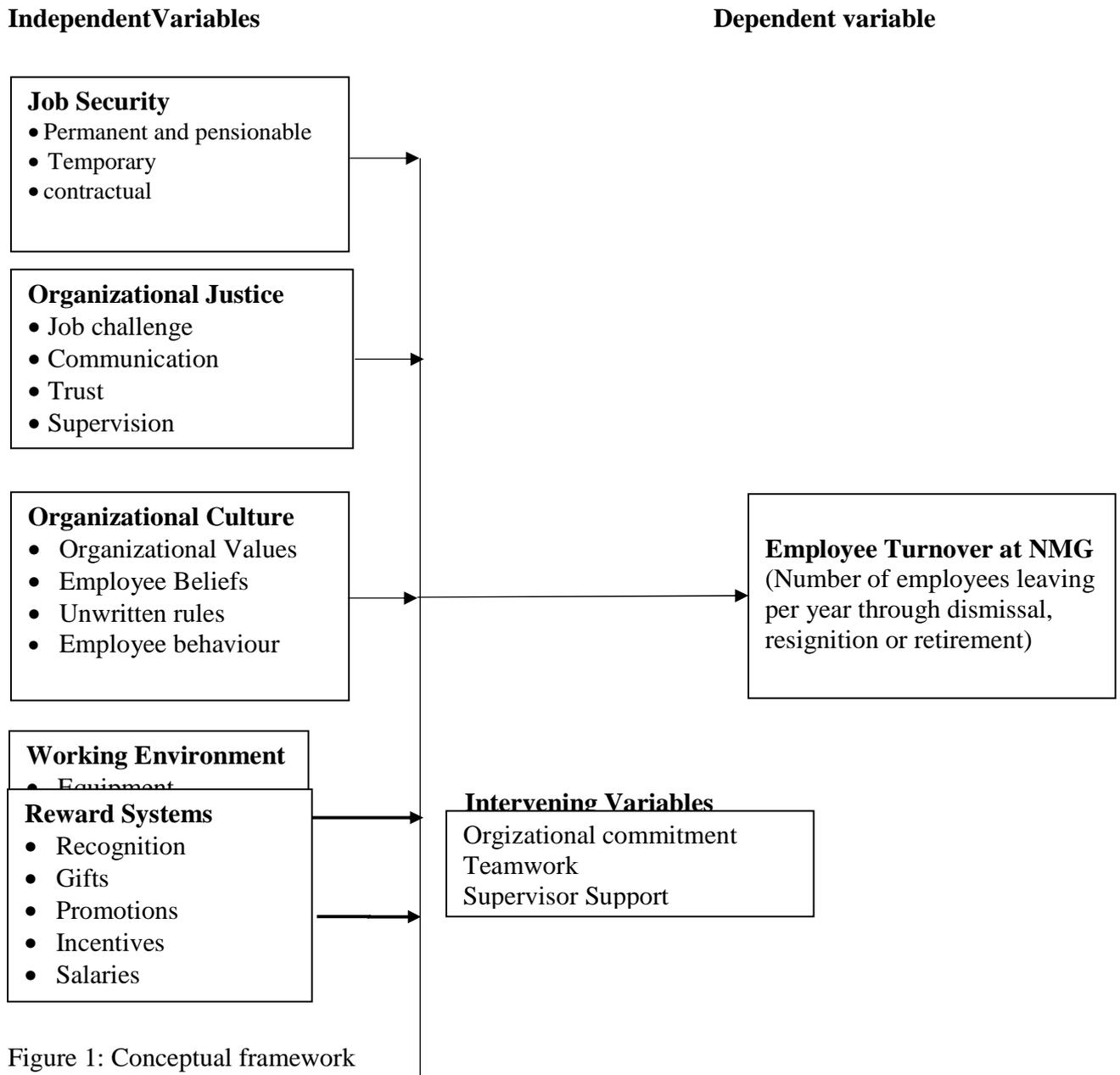


Figure 1: Conceptual framework

## 2.6 Knowledge Gap

Mokaya and Kittony (2008) found that high turnover of engineers at Kenya Airways was attributed to poor remuneration, industry dynamics, competition and poaching, a non-responsive

management and poor leadership. Njuguna (2006) concluded that career development opportunities, employment terms, working conditions and psychosocial factor like economic situation affect employee turnover in the oil industry in Kenya. Kuria, Odingi and Wanderi (2012) found that lack of balance between work and personal life was a major cause of employee turnover and employers need to create conducive work environment particularly flexi-hours in the hospitality industry. Their study also cited undefined rewarding system as another cause for high employee turnover rates in the industry. Limited research has been recently undertaken to establish the factors influencing employee turnover in Kenya; none has been conducted in the Kenya media industry. According to a survey by Deloitte and Touché Ltd, in 2012, about the *Best companys to work for in Kenya*, NMG was one of the best companies to work for in Kenya. This notwithstanding the company still experiences high employee turnover. This study seeks to fill the knowledge gap by investigating the factors influencing employee turnover in NMG.

## **2.7 Summary of the Literature**

This chapter presents a comprehensive review of literature in an attempt to position the study in an appropriate theoretical framework. Thus it discussed findings of related researches to this study from global, and local perspectives. The chapter covered some of the key factors that influence employee turnover and these include; job security, organization justice and culture and rewarding system. Finally, the conceptual framework is presented and outlines the dependent and independent variables as well as intervening, moderating and extraneous variables in this study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter provides an overview of the research methodology. It includes research design, target population, the sample size and sampling procedure, research instrument to be used, measures of validity and reliability of the research instruments, data collection procedures, data analysis techniques and ethical consideration.

#### **3.2 Research Design**

A research design is the framework or plan for a study used as a guide in collecting and analyzing data. To conclusively describe the factors influencing employee turnover in the Kenyan media industry, case of Nationmedia Group, this study adopted a descriptive survey design to help generate both qualitative and quantitative data. This design was appropriate because it helped collect information about people's attitude, opinion, and knowledge of certain phenomenon, beliefs and habits (Mugenda, 1999). The survey research involved asking questions using a questionnaire to senior managers, middle-level managers, and general staff, and obtaining objective data therefore help explain the relationship between the independent and dependent variables of the study.

#### **3.3 Target Population**

Target population refers to an entire group of individuals having common observable characteristics (Mugenda and Mugenda 2003). Target population is the universal or absolute population to which the researcher wants to generalize the results of the study . Therefore, the target population of this study wasthree hundred and forty seven (347) subjects from Nairobi Headquarters, comprising of thirty eight(38) senior managers,forty nine (49) middle-level managers and two hundred and sixty(260) Junior staff.The target population was distributed as shown in Table 3.1.

Table 3.1: Target Population

| <b>Category</b>       | <b>Population</b> |
|-----------------------|-------------------|
| Senior Managers       | 38                |
| Middle-level Managers | 49                |
| JuniorStaff           | 260               |
| <b>TOTAL</b>          | <b>347</b>        |

### 3.4 Sample Size and Sampling Procedure

Sampling is the technique of selecting a representative form a target population with the purpose of determining parameters of the whole population. (Kothari, 2007). Sampling procedures are methods that are used to select an element from the population that will be included in the sample.

#### 3.4.1 SampleSize

According to Kothari (2004), a sample is a representative group of the accessible population that is selected using various sampling methods. Kothari (2007) suggests that a researcher would have to use at least 30% of the total target population as a sample size for it to be accepted as a good representative sample. This study used30% of the target population as the sample. Thus, 104 repondents were selected from the target population as shown in Table 3.2.

Table 3.2: Sampling Frame

| <b>Category</b>       | <b>Population</b> | <b>Sample (30%)</b> |
|-----------------------|-------------------|---------------------|
| Senior Managers       | 38                | 11                  |
| Middle-level Managers | 49                | 15                  |
| Junior Staff          | 260               | 78                  |
| <b>TOTAL</b>          | <b>347</b>        | <b>104</b>          |

#### 3.4.2Sampling Procedure

Sampling refers to the selection of a subset of individuals from within a statistical population to estimate characteristics of the whole population. A stratified random sampling design wasused where the research will pick every third person in each stratum. This technique was deemed ideal for the study since the target population was heterogeneous and arrangable into strata as Senior Managers, Middle-level managers and Junior Staff. According to Dempsey (2003), stratified

random sampling is a probability sampling technique wherein the researcher divides the entire population into different subgroups or strata, then randomly selects the final subjects proportionally from the different strata. The selected sample composed of staff members that have at least six (6) months of work experience within NMG.

### **3.5 Data Collection Procedures**

After consent is given by the Nation media Group to collect data, the researcher coordinated data collection process after seeking permission from the Human Resource Office at the NMG Headquarters. The study involved two research assistants to help in distribution of questionnaires to the targeted respondents. The research assistants were taken through training to clearly understand the research instruments, purpose of the study and ethics of research. The questionnaires were administered to Senior Managers , Middle-level Managers ,and Junior staffwho had at least six (6) months of work experience within NMG. A period of two weeks was given to the respondents to complete the questionnaires.

### **3.6 Data Collection Instruments**

Data was collected using semi-structured questionnaires that consisted of open and closed ended questions. This method was deemed appropriate because the respondents were reached and were able to read and write independently (Creswell, 2002).

### **3.7 Pilot Testing**

The purpose of piloting of the research instrument was to test the appropriateness of the items to the respondents in order to improve the instruments reliability and validity. This assisted in refining the questionnaire, enhancing its readability, and minimizing the chances of misinterpretation of the questions. It was administered to one (1) senior manager, one (1) middle-level manager, and one (1) junior staff to help to check on the clarity and sustainability of the wording in the questionnaires.

#### **3.7.1 Validity of the Instrument**

Mugenda and Mugenda (1999) define validity as the accuracy and meaningfulness of inferences which are based on the research results. Validity is the degree to which results obtained from the

analysis of the data actually represent the phenomenon under the study. It is the correctness and reasonability of data. Validity was ensured by discussing the instruments with the supervisor. The accuracy of data to be collected largely depended on the data collection instruments in terms of validity. Items on the questionnaire must measure something and a good questionnaire measures what you designed it to measure. In this study, the instruments were reviewed by the research supervisors and other research experts to ensure content validity.

### **3.7.1 Reliability of the Instruments**

Reliability is defined as measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda, 2003). Reliability also means the similar results are obtained if the questionnaire is repeated soon afterwards with the same respondents. To establish the reliability of the instrument, the test retest technique was used. It involved testing the questionnaire with two (2) senior managers, two (2) middle-level managers and two (2) general staff ,selected randomly but not in the study population. Responses from the test retest were analysed using means, frequencies and percentages to produce score to help check whether the two processes give similar results. If the discrepancy in scores between the two tests is high, the instrument is said to yield data that has high test retest reliability.

A pilot study was conducted to pretest the validity and reliability of data collected using the questionnaire before the main study. The reliability of the questionnaire was tested using Cronbach's alpha value and the results were 0.72, 0.89, 0.78, 0.90, and 0.76 which averages to 0.81. This is rated as “Good” according to George and Mallery (2003) and is closer to 1.0 implying greater internal consistency of the items in the scale.

### **3.8 Data Analysis Techniques**

Data is a collection of facts and figures relating to a particular activity under study (Shuttleworth, 2008). In addition, for data to be useful, it has to provide answers to the research questions. Data

analysis is defined as the whole process, which starts immediately after data collection and ends at the point of interpretation and processing of results (Cooper and Schindler, 2000).

The data collected constituted both quantitative and qualitative data. Quantitative data was analyzed using a Statistical software, SPSS by running frequencies, percentages, and correlation to generate various relationships, frequencies and comparisons. Qualitative data was transcribed and summarized to back up quantitative data. This largely depended on the data collection methods and in line with the operationalization of variables table.

### **3.9 Ethical Considerations**

Permission to carry out the study was sought from the Nation Media Group Human Resource office and from the participants who participated in the study. The participants were assured of anonymity; confidentiality and their ability to withdraw from the study at any time. No names or person identification numbers were reflected on the questionnaires except the numbering of questionnaires, which was done for purposes of identification of data during data editing.

**Table 3.3: Operationalization of Independent Variables**

| Objective  | Variables                                    | Indicators  | Measurement Scale | Data Collection Type | Tool of Analysis  |
|--|--|---|-------------------|----------------------|---|
| To establish the influence of job security on employee turnover at NMG.        | Independent Variable: Job security           | <ul style="list-style-type: none"> <li>• Permanent and pensionable</li> <li>• Temporary</li> <li>• Contractual</li> </ul>                       | Ordinal,          | Questionnaire        | <ul style="list-style-type: none"> <li>- Descriptive statistics</li> <li>- Percentages</li> <li>- Frequency table</li> <li>- correlation</li> </ul> |
| To assess the influence of organizational justice on employee turnover at NMG. | Independent Variable: Organizational Justice | <ul style="list-style-type: none"> <li>• Job challenge</li> <li>• Communication</li> <li>• Trust</li> <li>• Supervision</li> </ul>              | Ordinal           | Questionnaire        | <ul style="list-style-type: none"> <li>- Descriptive statistics</li> <li>- Percentages</li> <li>- Frequency table</li> <li>- correlation</li> </ul> |
| To determine the influence of organizational culture on employee turnover.     | Independent variable: organizational culture | <ul style="list-style-type: none"> <li>• Values</li> <li>• Vision</li> <li>• Beliefs</li> <li>• Behaviour</li> <li>• Unwritten rules</li> </ul> | Ordinal,          | Questionnaire        | <ul style="list-style-type: none"> <li>- Descriptive statistics</li> <li>- Percentages</li> <li>- Frequency table</li> <li>- correlation</li> </ul> |

| <b>Objective</b>   | <b>Variables</b>                             | <b>Indicators</b>  | <b>Measurement Scale</b> | <b>Data Collection Type</b> | <b>Tool of Analysis</b>   |
|--|--|--|--------------------------|-----------------------------|---|
| To determine the influence of the working conditions on employee turnover. | Independent variable: working conditions     | <ul style="list-style-type: none"> <li>• Equipment</li> <li>• Hours of work</li> <li>• Safety</li> <li>• Amenities</li> </ul>            | Ordinal ,                | Questionnaire               | <ul style="list-style-type: none"> <li>- Descriptive statistics</li> <li>- Percentages</li> <li>- Frequency table</li> </ul>                        |
| To find out the relationship between reward systems on employee turnover   | Independent variable: reward systems         | <ul style="list-style-type: none"> <li>• Salaries</li> <li>• Gifts</li> <li>• Incentive</li> <li>• Bonus</li> <li>• Promotion</li> </ul> | Ordinal ,                | Questionnaire               | <ul style="list-style-type: none"> <li>- Descriptive statistics</li> <li>- correlation</li> <li>- Percentages</li> <li>- Frequency table</li> </ul> |
| Dependent variable: employee turnover at NMG                               | Dependent variable: employee turnover at NMG | No. of employees who have left the last 5 years  | Ordinal                  | Questionnaire               | <ul style="list-style-type: none"> <li>a) descriptive statistics</li> <li>b) percentages</li> <li>c) frequency tables</li> </ul>                    |

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATIONS AND INTERPRETATIONS

#### 4.1 Introduction

This chapter covers the data analysis, results and discussion of the study findings. The study sought to investigate the factors influencing employee turnover at Nation Media Group, Nairobi County. The presentation of the data analysis, results and discussion is based on the sequence of questions in the questionnaire used to collect data. The data collected in the field has been analysed and then presented in tables that show frequencies and percentages. The data has then been interpreted to offer the main findings of the study.

##### 4.1.1 Response Rate

The study targeted 104 members of staff working as Senior Managers, Middle-level managers and General Staff in NMG. As shown in Table 4.1, out of the 104 questionnaires that were administered, 68 filled questionnaires were collected. This translates into 66% return rate which is satisfactory according to Babbie (2002) who argues that any response of 50% and above is adequate for analysis. This response rate was made possible after several personal calls were made and visits to remind the respondents to fill-in and return the questionnaires as well as explaining the importance of their participation in this study. The response rate largely demonstrates a willingness of the respondents to participate in the study.

**Table 4.1: Response Rate**

| <b>Response</b> | <b>Frequency</b> | <b>Percentage</b> |
|-----------------|------------------|-------------------|
| Responded       | 68               | 66                |
| Not responded   | 36               | 34                |
| <b>Total</b>    | <b>104</b>       | <b>100</b>        |

Source: ResearchData(2015)

#### 4.2 Respondents' Background Information

In order to get the background information, the demographic data of the respondents was investigated in the first section of the questionnaire. They are presented in this section under the

respondents' age, gender, monthly salary, level of education and the years of experience in their current authority.

#### 4.2.1 Age of the Respondents

The study investigated the composition of the respondent in terms of age. As shown in Table 4.2, majority (43%) of the respondents were aged between 30 and 39 years, 19% of the respondents were aged between 21 and 29 years, 16% of the respondents were aged below 21 years. 11% were aged between 40 and 49 years, 7% indicated that they were between 50 – 59 years of age, while only 4% of the respondents were aged over 60 years above.

**Table 4.2: Age of the Respondents**

| <b>Age Bracket</b> | <b>Frequency</b> | <b>Percentage</b> |
|--------------------|------------------|-------------------|
| Below 21 years     | 11               | 16%               |
| 21 – 29 years      | 13               | 19%               |
| 30 – 39 years      | 29               | 43%               |
| 40 – 49 years      | 8                | 11%               |
| 50 – 59 years      | 5                | 7%                |
| 60 years and above | 2                | 4%                |
| <b>Total</b>       | <b>68</b>        | <b>100%</b>       |

The study findings show that more than majority of them were well distributed in terms of age and that they are active in productivity and hence can contribute constructively in this study.

#### 4.2.2 Gender of the Respondents

The study sought to find out the gender of the respondents. Table 4.3 shows a summary of the findings on the gender of the respondents.

**Table 4.3: Gender of the Respondents**

| <b>Gender</b> | <b>Frequency</b> | <b>Percentage</b> |
|---------------|------------------|-------------------|
| Female        | 45               | 67%               |
| Male          | 23               | 33%               |
| <b>Total</b>  | <b>68</b>        | <b>100%</b>       |

From the study, majority of the respondents were female staffs, shown by 67%, while 33% of them comprised of male staffs. The findings show that NMG employs both male and female members; however the majority of them are female. This implies that the views expressed in these findings are gender sensitive and can be taken as representative of the opinions of both

genders as regards to the employee turnover at NMG. As such, the views expressed in this study are gender sensitive and hence are likely to be supported by all.

#### 4.2.3 Respondents Monthly Salary

The study sought to establish the Respondents' Monthly Salary range at NMG. Table 4.4 shows a summary of the findings. Most (39%) of the respondents earn Kshs. 50,000 - 79,999 per month followed by 20% who earn Kshs. 80,000 - 109,999. Only 11% earn less than Kshs. 20,000 per month. A summary of the findings is shown in table.

**Table 4.4: Respondents' Monthly Salary**

| <b>Monthly Salary Range</b> | <b>Frequency</b> | <b>Percentage</b> |
|-----------------------------|------------------|-------------------|
| Below 20,000                | 7                | 11%               |
| Between 20,001 - 49,999     | 11               | 16%               |
| Bwtween 50,000 - 79,999     | 27               | 39%               |
| Between 80,000 - 109,999    | 14               | 20%               |
| Between 110,001 - 149,999   | 10               | 14%               |
| <b>Total</b>                | <b>68</b>        | <b>100%</b>       |

#### 4.2.4 Level of Education of the Respondents

NMG employs staffs in different departments with different academic qualifications. The study thus sought to establish the highest academic qualifications attained by the respondents. As shown in Table 4.5, most (66%) of the respondents had acquired a Bachelor's or undergraduate degrees level of education, 26% of the respondents indicated that they had acquired college certificates or diplomas, while 8% of them indicated that they had acquired post graduate level.

**Table 4.5: Respondents' Level of Education**

| <b>Level of Education</b> | <b>Frequency</b> | <b>Percentage</b> |
|---------------------------|------------------|-------------------|
| Certificate/Diploma       | 18               | 26%               |
| Undergraduate Degree      | 45               | 66%               |
| Graduate Degree (Masters) | 5                | 8%                |
| <b>Total</b>              | <b>68</b>        | <b>100%</b>       |

These findings show that most of the respondents had at least an undergraduate degree and hence understood the information sought by this study. In addition, the findings imply that all the respondents were academically qualified and also familiar with their duties and could dispense them effectively in terms of professional work ability and performance.

### 4.2.5 Length of Experience of the Respondents

The length of service and working in an organization determines the extent to which one is aware of the issues sought by the study. Table 4.6 shows a summary of the findings.

**Table 4.6: Time Spent at NMG by the Respondents**

| <b>Duration</b>   | <b>Frequency</b> | <b>Percentage</b> |
|-------------------|------------------|-------------------|
| Less than 1 year  | 5                | 7%                |
| 1 - 3 years       | 9                | 13%               |
| 4 - 6 years       | 23               | 33%               |
| More than 6 years | 32               | 46%               |
| <b>Total</b>      | <b>68</b>        | <b>100%</b>       |

The study findings on the length of time that the respondents had been working in NMG were as follows: 46% of the respondents unanimously indicated that they had worked with the county for over 6 years; 33% of them had been working in the county for 4 – 6 years, 13% of them had been working at NMG for 1 – 3 years while only 7% for less than one year. This implies that most of the staffs participating in this study had been operating for an ample time thus they were conversant of the information that the study sought pertaining to the employee turnover at NMG.

### 4.3 Job Security and Employee Turnover

The study attempted to establish how job security influences employee turnover at NMG. Table 4.7 shows findings on whether employees at NMG are satisfied with the current level of job security provided by NMG. Most (45%) indicated that they were satisfied, 29% were very satisfied while only 7% were dissatisfied. The findings show that most of the employees are satisfied with the job security at NMG. Job security may play a role in reducing employee turnover intention especially permanently employed workers. Bula (2012) found that it is easy to imagine that full time workers have better job security than part time workers and are therefore less likely to intend to leave their employer.

**Table 4.7: Level of Satisfaction with Job Security**

| <b>Level of Satisfaction with Job Security</b> | <b>Frequency</b> | <b>Percentage</b> |
|--|------------------|-------------------|
| Very Dissatisfied                              | 5                | 7%                |
| Neutral  | 13               | 19%               |
| Satisfied                                      | 30               | 45%               |
| Very Satisfied                                 | 20               | 29%               |
| <b>Total</b>                                   | <b>68</b>        | <b>100%</b>       |

The respondents were requested to indicate the extent to which they worried about their job security at NMG. As shown in Table 4.8, most (46%) are worried to a moderate extent, 28% are worried to a least extent while 7% are not worried at all. Only 18% are worried to a great extent.

**Table 4.8: Level of Worry about Job Security**

| <b>Level of Worry about Job Security</b> | <b>Frequency</b> | <b>Percentage</b> |
|--|------------------|-------------------|
| Not At All                               | 5                | 7%                |
| Least Extent                             | 19               | 28%               |
| Moderate Extent                          | 32               | 46%               |
| Great Extent                             | 8                | 12%               |
| Very Great Extent                        | 4                | 6%                |
| <b>Total</b>                             | <b>68</b>        | <b>100%</b>       |

The findings show that most of the NMG employees are not worried by the job security in the organisation. This could be attributed to the fact that most of the employees are permanently employed. However, NMG need to improve the job security of the 18% who indicated to be worried about their job security. According to Magnus et al. (2001), job security also arises from the terms of the contract of employment, collective bargaining agreement or labor legislation that prevents arbitrary termination, layoffs, and lockouts.

Further, the study attempted to determine the respondents' prospect with NMG upon contract expiry. Table 4.9 shows a summary of the findings. Majority (41%) of the employees expect to become permanently employed by NMG while 33% expect to sign a new fixed contract with NMG. Only 5% anticipate non-renewal of their contracts.

**Table 4.9: Prospect with NMG upon Contract Expiry**

| <b>Prospect with NMG upon Contract Expiry</b> | <b>Frequency</b> | <b>Percentage</b> |
|---|------------------|-------------------|
| a) Become permanently employed                | 28               | 41%               |
| b) Sign a new fixed contract with NMG         | 23               | 33%               |
| c) Non-renewal of my contract (job loss)      | 4                | 5%                |
| d) I don't know                               | 14               | 20%               |
| <b>Total</b>                                  | <b>68</b>        | <b>100%</b>       |

The findings show that most of the employees at NMG are satisfied with the organization's job security and are ready to extend their contracts in the future once the current one expires.

#### 4.4 Organizational Justice and Employee Turnover

Organizational justice refers to the extent to which employees perceive workplace procedures, interactions and outcomes to be fair. Another objective of the study was to establish whether organizational justice influences employee turnover at NMG. Table 4.10 show a summary of the findings on a statement that best summarizes their opinion on the organizational justice at NMG. Most (54%) of the respondents indicated that they sometimes look for a new job while 33% reiterated that they are likely to actively look for a new job in the coming years. Only 13% unanimously stated that they would leave NMG.

**Table 4.10: Summary of Organizational Justice at NMG**

| <b>Summary of Organizational Justice at NMG</b>                  | <b>Frequency</b> | <b>Percentage</b> |
|--|------------------|-------------------|
| a) I am likely to actively look for a new job in the coming year | 23               | 33%               |
| b) I sometimes look for a new job                                | 36               | 54%               |
| c) I will leave my organization soon                             | 9                | 13%               |
| <b>Total</b>   | <b>68</b>        | <b>100%</b>       |

These findings indicate that organizational justice influences employee turnover at NMG. These findings are consistent with those of Latham and Pinder (2005); that employees' perceptions of justice influence many key organizational outcomes such as motivation and job satisfaction which results in employee turnover. Fields et al. (2000) found that employees tend to discontinue their relationship with their organization if they perceive that there is low distributive justice; that distributive justice has a significant effect on the employees' quitting intentions. Rastgar et al. (2012) added that procedural justice is negatively related to actual turnover.

On a 5-point Likert scale where 1-1.499 not at all, 1.500 - 2.499 was little extent; 2.500 - 3.499 was moderate extent; 3.500 - 4.499 was large extent and 4.500 - 5.000 was very large extent, the respondents were required to rate the extent to which various aspects of organizational justice influence employee turnover at NMG. Table 4.11 shows a summary of the findings which show that organizational justice influences employee turnover at NMG to a moderate extent. However, formal procedures exist in NMG to ensure that officials do not allow personal biases to affect their decisions and there are formal means by which employees in NMG can challenge

decisions that they feel are erroneous. In addition, NMG has formal procedures to ensure that officials have accurate information on which to base their decisions.

**Table 4.11: Aspects of Organizational Justice influencing Employee Turnover**

| <b>Aspects of Organizational Justice Influence Employee Turnover at NMG</b>  | <b>Mean</b> | <b>Std. Dev.</b> |
|--|-------------|------------------|
| a) Employees' rewards accurately reflect their contributions to NMG  | 2.667       | 1.175            |
| b) NMG has in place formal channels that allow employees to express their views and opinions before decisions are made | 3.137       | 1.532            |
| c) Formal procedures exist in NMG to ensure that officials do not allow personal biases to affect their decisions      | 2.537       | 1.061            |
| d) There are formal means by which employees in NMG can challenge decisions that they feel are erroneous               | 2.271       | 1.033            |
| e) NMG has formal procedures to ensure that officials have accurate information on which to base their decisions.      | 2.533       | 1.246            |
| f) Actions of NMG supervisors show that they respect all the employees at NMG.   | 2.891       | 1.447            |
| g) Job decisions are made by managers in an unbiased manner.   | 2.733       | 1.583            |

The results contract those of Loi et al. (2006) who established that there exists a negative relationship between turnover intention and both procedural and distributinal justice. Elanain Abu (2010) on other hand disclosed that the perception of organizational justice has an influence on work outcomes and a low degree of turnover intention was observed on employees who showed positive feelings towards procedural and distributive justice.

#### **4.5 Organizational Culture and Employee Turnover**

The other objective of the study was to determine the influence of organizational culture on employee turnover at NMG. On a 5-point Likert scale where 1-1.499 not at all, 1.500 - 2.499 was little extent; 2.500 - 3.499 was moderate extent; 3.500 - 4.499 was large extent and 4.500 - 5.000 was very large extent, the respondents were required to rate the extent to which various aspects of organizational culture influenced employee turnover at NMG. The summary findings are shown in Table 4.12.

**Table 4.12: Aspects of Organizational Culture influencing Employee Turnover**

| <b>Aspects of Organizational Culture Influence Employee Turnover at NMG</b>                          | <b>Mean</b> | <b>Std. Dev.</b> |
|--|-------------|------------------|
| a) NMG is a very personal place that seems like an extended family.                                  | 2.533       | 1.302            |
| b) NMG is very results oriented.   | 4.067       | 1.033            |
| c) Employees at NMG are very competitive and achievement oriented.                                   | 4.000       | 0.845            |
| d) NMG is a very controlled and structured place where formal procedures generally govern operations | 3.468       | 1.506            |
| e) There is staff competency; staff have credentials, knowledge and positive attitude                | 3.867       | 1.246            |
| f) The atmosphere at NMG is welcoming and upbeat   | 3.333       | 1.496            |
| g) NMG possesses an organizational presence; long history and positive image.                        | 3.733       | 1.163            |

These findings show that organizational culture influences employee turnover as it is an important factor having tremendous bearing on employees' turnover intentions. According to Egan et al. (2004), organizational culture influences employee's job satisfaction, and high job satisfaction is been associated with better job performance. Organizations with high performing cultures produce excellent results, attract, motivate and retain talented employees.

#### **4.6 Working Environment and Employee Turnover**

The fourth objective of the study sought to assess the influence of work environment on employee turnover. The employees were requested to rate the general working environment at NMG. Table 4.13 shows a summary of the findings. Most (71%) of the employees rated NMG's working environment as 'Good' while 19% rated the working environment as 'Excellent'. Only 10% rated the working environment as poor.

**Table 4.13: Rating of Working Environment**

| <b>Rating of Working Environment</b> | <b>Frequency</b> | <b>Percentage</b> |
|--------------------------------------|------------------|-------------------|
| Poor                                 | 7                | 10%               |
| Good                                 | 48               | 71%               |
| Excellent                            | 13               | 19%               |
| <b>Total</b>                         | <b>68</b>        | <b>100%</b>       |

The results indicate that NMG has favorable and poor working conditions and may therefore not have high turnover intention among employees. Milman (2002) found that unfavorable and poor working conditions are a major reason for high turnover intention among employees and that the working environment play very crucial role to increase job satisfaction and employee retention.

The employees were further requested to rate the extent to which a number of factors related to working environment influenced employee turnover at NMG on a Likert scale of 1 – 5 where; where 1-1.499 not at all, 1.500 - 2.499 was little extent; 2.500 - 3.499 was moderate extent; 3.500 - 4.499 was large extent and 4.500 - 5.000 was very large extent. The findings are represented by Table 4.14.

**Table 4.14: Aspects of Working Environment influencing Employee Turnover**

| <b>Aspects of Working Environment Influence Employee Turnover at NMG</b>     | <b>Mean</b> | <b>Std. Dev.</b> |
|--|-------------|------------------|
| a) Employees’ ability to handle tasks at work with their own judgment        | 3.267       | 1.163            |
| b) Presence of necessary equipment and tools to facilitate the job           | 2.933       | 1.335            |
| c) NMG provides employees with suitable gear to facilitate their performance | 2.733       | 1.387            |
| d) NMG provides an independent and healthy work environment                  | 2.804       | 1.014            |

Working environment was found to influence employee turnover at NMG to a moderate extent. Past have also pointed out that when the work environment is well regarded, employee work attitudes are better, and thus, job satisfaction is higher and employee turnover rate is low (Winter and Sarros, 2002; Sell and Cleal, 2011).

#### **4.7 Rewards System and Employee Turnover**

The study also attempted to establish how rewards systems at NMG influences employee turnover. The employees were requested to indicate the extent to which NMG’s reward system influences the turnover rate of its employees. Majority (39%) of the employees rated NMG’s reward system as having a moderate influence on employee turnover; 33% reiterated that NMG’s reward system influences employee turnover to a great extent. A significant number (18%) of the studied employees indicated that NMG’s reward system influenced employee turnover to a least extent. Table 4.15 shows a summary of the findings.

**Table 4.15: Extent to which Rewads System influence Employee Turnover**

| <b>Response</b>   | <b>Frequency</b> | <b>Percentage</b> |
|-------------------|------------------|-------------------|
| Least Extent      | 13               | 18%               |
| Moderate Extent   | 27               | 39%               |
| Great Extent      | 23               | 33%               |
| Very Great Extent | 6                | 9%                |
| <b>Total</b>      | <b>68</b>        | <b>100%</b>       |

The findings imply that NMG must ensure proper rewarding system for its employees because rewards have been found to be the major drivers of job satisfaction and low employee turnover

rates (Westover and Taylor, 2010). Lincoln and Kallerberg (2008) argue that rewards offered by organizations may have a powerful impact on employees' attitudes towards their jobs and the company for which they work.

The employees were requested to suggest the type of rewards they thought would discourage them from leaving their job at NMG. Most of the employees suggested annual salary increment and bonus. In addition, a fair commission structure should be used to reward performance. Other suggestions included facilitation of mortgage loans access and incentives. These findings imply that employees at NMG appreciate the two main types of rewards, intrinsic and extrinsic because they want both internal satisfaction (intrinsic) and also get motivated by extrinsic motivators like; money, praise, awards and incentive prizes such as tickets to a concert or a game (Westover and Taylor, 2010).

The study attempted to establish the level of employees' level of satisfaction in terms of recognition from the NMG management for work done. Table 4.16 shows a summary of the findings. Only 26% of the employees were satisfied with the recognition from NMG management for work done while 32% expressed their dissatisfaction with NMG's management recognition for work done.

**Table 4.16: Level of Satisfaction with Recognition**

| <b>Level of Satisfaction with Recognition</b> | <b>Frequency</b> | <b>Percentage</b> |
|---|------------------|-------------------|
| Very Dissatisfied                             | 5                | 7%                |
| Dissatisfied                                  | 17               | 25%               |
| Neutral                                       | 28               | 42%               |
| Satisfied                                     | 18               | 26%               |
| <b>Total</b>                                  | <b>68</b>        | <b>100%</b>       |

These findings show that NMG's recognition of work done is not good and NMG's management must step up in proper rewarding of work done. Mutuma et al. (2013) found that recognition for work done is key in retaining workers in any organization and it must be the purpose of any human resource management to design a competitive remuneration package which will serve to attract, retain, and motivate staff so as to ensure the ultimate organization's commercial and financial viability. The findings are further confirmed by the results in Table 4.17 where only

30% of the employees indicated to be satisfied with their pay compared with other media companies.

**Table 4.17: Level of Satisfaction with Pay compared to other Media Companies**

| <b>Level of Satisfaction with Pay Compared to other Media Companies</b> | <b>Frequency</b> | <b>Percentage</b> |
|---|------------------|-------------------|
| Very Dissatisfied   | 4                | 6%                |
| Dissatisfied  | 13               | 19%               |
| Neutral   | 30               | 45%               |
| Satisfied   | 20               | 30%               |
| <b>Total</b>  | <b>68</b>        | <b>100%</b>       |

#### **4.8 Summary**

In this chapter, data analysis, presentation and interpretation has been outlined in line with the five study objectives.

The findings show that most of the employees are satisfied with the job security at NMG. Most (45%) indicated that they were satisfied, 29% were very satisfied while only 7% were dissatisfied. Only 18% are worried to a great extent about job security. The findings show that most of the employees at NMG are satisfied with the organization’s job security and are ready to extent their contracts in the future once the current one expires. On the organizational justice at NMG. Most (54%) of the respondents indicated that they sometimes look for a new job while 33% reiterated that the are likely to actively look for a new job in the coming years.

Most (71%) of the employees rated NMG’s working environment as ‘Good’ while 19% rated the working environment as ‘Excellent . Majority (39%) of the employees rated NMG’s reward system as having a moderate influence on employee turnover; 33% reiterated that NMG’s reward system influences employee turnover to a great extent. The study attempted to establish the level of employees’ level of satisfaction in terms of recognition from the NMG management for work done. Only 26% of the employees were satisfied with the recognition from NMG management for work done while 32% expressed their dissatisfaction with NMG’s management recognition for work done.

**CHAPTER FIVE**  
**SUMMARY OF THE FINDINGS,DISCUSSION, CONCLUSION AND**  
**RECOMMENDATIONS**

**5.1 Introduction**

This chapter covers summary of the study, conclusion and recommendations. The summary of the study entails an outline of how the study was conducted and findings. The conclusions and recommendations of the study are based on the study findings.

**5.2 Summary of the Findings**

The following findings are based on the independent variables of the study.

The first objective of the study was establish how job security influences employee turnover at NMG. Most (74%) of the employees are satisfied with the job security at NMG. As a result, most of the NMG employees are not worried by the job security in the organisation. This could be attributed to the fact that most of the employees are permanently employed. Still, a significant number of the employees, 26%, are dissatisfied with job security at NMG. This is also reflected by the significant proportion (28%) who are worried about their job security at NMG.

The second objective was to establish whether organizational justice influences employee turnover at NMG. The employees at NMG sometimes look for a new job, some are looking forward to active job search in the coming years while a significant number translating to 13% perceive that they would leave NMG once their contracts end. The employees are likely to discontinue their relationship with NMG if they perceive that there is low distributive justice; that distributive justice has a significant effect on the employees quitting intentions.

The third objective of the study was to determine the influence of organizational culture on employee turnover at NMG. These findings show that organizational culture influences employee turnover as it is an important factor having tremendous bearing on employees' turnover intentions. The culture at NMG influences employee's job satisfaction and enhances better job

performance. Organizations with high performing cultures produce excellent results, attract, motivate and retain talented employees.

The fourth objective of the study sought to assess the influence of work environment on employee turnover. Most (71%) of the employees rated NMG's working environment as 'Good'; 19% rated the working environment as 'Excellent' while only 10% rated the working environment as poor. Thus, NMG has favorable and good working conditions and may therefore not have high turnover intention among employees. Unfavorable and poor working conditions are a major reason for high turnover intention among employees and that the working environment play very crucial role to increase job satisfaction and employee retention.

The fifth objective of the study was to determine how rewards systems at NMG influences employee turnover. NMG's reward system was found to influences the turnover rate to a great extent as indicated by 42% of the employees. However, a significant number (18%) of the studied employees indicated that NMG's reward system influenced employee turnover to a least extent. NMG's recognition of work done is not good and NMG's management must step up in proper rewarding of work done because recognition for work done is key in retaining workers in any organization and it must be the purpose of any human resource management to design a competitive remuneration package which will serve to attract, retain, and motivate staff so as to ensure the ultimate organization's commercial and financial viability.

### **5.3 Discussion**

The following are discussions based on the summary of the findings and the relevant literature review.

Job security influences employee turnover at NMG. NMG however needs to give longer contracts to its workers so as to employee turnover intention. Employees who feel insecure are therefore more worried about their contracts at NMG.

Some of the employees at NMG are not satisfied with the organizational justice. The perception of organizational justice may therefore have influence on work outcomes and a high degree of turnover intention could be observed on employees who showed negative feelings towards procedural and distributive justice.

## **5.4 Conclusion**

Organizational culture influences employee turnover as it is an important factor having tremendous bearing on employees' turnover intentions. NMG therefore has high performing cultures that produce excellent results, attract, motivate and retain its talented employees. NMG's working environment is good and favourable. Since working environment influences employee turnover, well regarded work environment implies that employee work attitudes are better, their job satisfaction is higher and not likely to leave NMG.

Lastly, reward system influences employee turnover at NMG. The findings imply that rewards offered by NMG have a powerful impact on employees' attitudes towards their jobs and the company (NMG) for which they work.

## **5.5 Recommendations**

The study recommends that

1. NMG needs to improve the job security particularly of the employees who are worried about their job security. This can be done through better terms of the contract of employment, collective bargaining agreement or labor legislation that prevents arbitrary termination, layoffs, and lockouts.
2. The second recommendation is that NMG formulates and implements appropriate procedures to ensure that officials do not allow personal biases to affect their decisions.
3. Communications channels should be enhanced to allow employees in NMG air the views on erroneous decisions.

The study also recommends that NMG ensures proper rewarding system for its employees because rewards have been found to be the major drivers of job satisfaction and low employee turnover rates. NMG needs to annually increase the salaries and bonus of the employees. At the same time, NMG should ensure a fair commission structure should be used to reward performance.

## **5.6 Recommendations for Further Study**

This study focused on job security, organizational justice, organizational culture, working environment, and reward systems. More research studies should be carried out to find out other factors influencing employee turnover in NMG.

The focus of this study was on NMG, Nairobi. Future research studies should consider similar studies in other media organizations so as to give a wider representation of views of factors influencing employee turnover in organizations in Kenya.

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**APPENDICES**  
**APPENDIX I: INTRODUCTION LETTER**

**RUTH KWAMBOKA BOSIRE**

**P.O. BOX 49010-0010**

**NAIROBI**

Dear Sir/Madam,

**RE: RESEARCH PROJECT DATA COLLECTION**

I'm a Postgraduate student pursuing a Master of Arts degree in Project Planning and Management at the **University of Nairobi**. My research project topic is "Factors Influencing Employee Turnover in Kenyan Media Industry: Case of Nation Media Group Nairobi County".

You have been selected to form part of those to provide the necessary data needed for this study. You are therefore kindly requested to assist by granting an opportunity for the filling in of the attached questionnaire at your convenience when contacted for an appointment.

The information you provide will be treated in strict confidence and is purely for academic purpose. In no way will your name appear in the final research report. Your assistance and cooperation will be highly appreciated.

I kindly request you to fill in the attached questionnaire.

Thank you for your cooperation.

Yours Faithfully,

**Bosire Ruth Kwamboka**

## APPENDIX II:QUESTIONNAIRE

### FACTORS INFLUENCING EMPLOYEE TURNOVER IN KENYAN MEDIA INDUSTRY

Dear Sir/Madam

You are invited to participate in the above mentioned research project. The survey should only take 10 – 15 minutes to complete. To ensure confidentiality of all responses, you are not obliged to provide your name. The information you give in response to this survey will be purely used for academic purpose.

#### **Section A: Respondent's Profile**

1. Respondent's position in the organization?
  - a) Permanent Position [ ]
  - b) Contract Position [ ]
  - c) Intern [ ]
2. Age of the respondent
  - a) Below 21 years [ ]
  - b) 21-29 years [ ]
  - c) 30-39 years [ ]
  - d) 40-49 years [ ]
  - e) 50-59 years [ ]
  - f) 60 years and above [ ]
3. Gender of the respondents
  - a) Female [ ]
  - b) Male [ ]
4. Current salary per month (Kshs)
  - a) Below 20,000 [ ]
  - b) 20,001-49,999 [ ]
  - c) 50,000-79,999 [ ]
  - d) 80,000-109,999 [ ]
  - e) 110,000-149,999 [ ]
  - f) 150,000 and above [ ]

5. Highest Educational Qualification

- a) Certificate/Diploma [ ]
- b) Undergraduate degree [ ]
- c) Masters degree [ ]
- d) Doctorates [ ]
- e) PhD [ ]

6. Time spent in the organization

- a) Less than 1 year [ ]
- b) 1-2 years [ ]
- c) 2-3 years [ ]
- d) 3-5 years [ ]
- e) More than 4 years [ ]

**Section B: Job Security and Employee Turnover**

7. Are you satisfied with the current level of job security provided by NMG?

- a) Very dissatisfied [ ]
- b) Dissatisfied [ ]
- c) Neutral [ ]
- d) Satisfied [ ]
- e) Very Satisfied [ ]

8. To what extent do you worry about your job security at NMG?

- a) Not at all [ ]
- b) Very little extent [ ]
- c) Moderate extent [ ]
- d) Great extent [ ]
- e) Very great extent [ ]

9. When your contract comes to an end, what are your prospects with your current employer?
- a) Become permanently employed [ ]
  - b) Sign a new fixed-term contract with the same employer [ ]
  - c) Non-renewal of my contract will not be renewed (job loss) [ ]
  - d) My post to be made redundant [ ]
  - e) I don't know [ ]

**Section C: Organizational Justice and Employee Turnover**

10. Which of the following statement best summarizes your opinion on the organizational justice at NMG?
- a) I will likely actively look for a new job in the next year [ ]
  - b) I sometimes look for a new job [ ]
  - c) I will leave my organization soon [ ]
11. To what extent do the following aspects of organizational justice influence employee turnover at NMG? (Key: 1 = Very Little Extent, 2= Least Extent, 3= Moderate Extent, 4= Great Extent, 5= Very Great Extent).

| Statement  | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| a) Employees' rewards accurately reflect their contributions to NMG  |   |   |   |   |   |
| b) NMG has in place formal channels that allow employees to express their views and opinions before decisions are made |   |   |   |   |   |
| c) Formal procedures exist in NMG to ensure that officials do not allow personal biases to affect their decisions      |   |   |   |   |   |
| d) There are formal means by which employees in NMG can challenge decisions that they feel are erroneous               |   |   |   |   |   |
| e) NMG has formal procedures to ensure that officials have accurate information on which to base their decisions.      |   |   |   |   |   |
| f) Actions of NMG supervisors show that they respect all the employees at NMG.   |   |   |   |   |   |
| g) Job decisions are made by managers in an unbiased manner.   |   |   |   |   |   |

**Section D: Organizational Culture and Employee Turnover**

12. To what extent do the following aspects of organizational culture influence employee turnover at NMG? (Key: 1 = Very Little Extent, 2= Least Extent, 3= Moderate Extent, 4= Great Extent, 5= Very Great Extent).

| Organizational Culture   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| a) NMG is a very personal place that seems like an extended family.                                  |   |   |   |   |   |
| b) NMG is very results oriented.   |   |   |   |   |   |
| c) Employees at NMG are very competitive and achievement oriented.                                   |   |   |   |   |   |
| d) NMG is a very controlled and structured place where formal procedures generally govern operations |   |   |   |   |   |

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| e) There is staff competency; staff have credentials, knowledge and positive attitude, |  |  |  |  |  |
| f) The atmosphere at NMG is welcoming and upbeat                                       |  |  |  |  |  |
| g) NMG possesses an organizational presence; long history and positive image           |  |  |  |  |  |

**Section E: Working Environment and Employee Turnover**

13. How would you rate the general working environment at NMG
- a) Very poor
  - b) Poor
  - c) Good
  - d) Excellent

14. To what extent do the following aspects of working environment influence employee turnover at NMG? (Key: 1 = Very Little Extent, 2= Least Extent, 3= Moderate Extent, 4= Great Extent, 5= Very Great Extent).

| <b>Working Environment</b>  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|---|----------|----------|----------|----------|----------|
| a) Employees' ability to handle tasks at work with their own judgment.        |          |          |          |          |          |
| b) Presence of necessary equipment and tools to facilitate the job.           |          |          |          |          |          |
| c) NMG provides employees with suitable gear to facilitate their performance. |          |          |          |          |          |
| d) NMG provides an independent and healthy work environment.                  |          |          |          |          |          |

**Section F: Rewards System and Employee Turnover**

15. To what extent do you think NMG's reward system influences the turnover rate of its employees?
- a) Not at all
  - b) Very little extent
  - c) Moderate extent
  - d) Great extent
  - e) Very great extent
16. State the kinds of rewards you think would discourage you from leaving your job at NMG?
17. Indicate your level of satisfaction in terms of recognition from the NMG management for your work done
- a) Very dissatisfied
  - b) Dissatisfied
  - c) Neutral
  - d) Satisfied
  - e) Very Satisfied

18. How does your pay compare with similar job in other media companies?

- a) Very dissatisfied
- b) Dissatisfied
- c) Neutral
- d) Satisfied
- e) Very Satisfied

19. Any comments about employee turnover you would like to provide different from the areas covered above?

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**Thank you for your cooperation.**