

**FACTORS INFLUENCING INTENTION TO QUIT AMONG EMPLOYEES IN
SPORTPESA COMPANY LTD IN KENYA**

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THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER
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DECLARATION

I declare that this thesis is my original work, and to the best of my knowledge has not been presented in any university for examination or any purpose. The research does not contain any content previously published except in cases where due reference has been acknowledged.

Signature..... Date.....

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D61/64633/2013

This thesis is hereby submitted as part of the requirement for the award of the degree of Master of Business Administration, University of Nairobi.

Signature..... Date.....

Dr. Medina Twalib

Supervisor

DEDICATION

I dedicate this to my wife Dorcas Wanjiku and children Lawrence and Olivia.

ACKNOWLEDGEMENTS

Foremost, I am very grateful to my Heavenly Father for grace and strength. I further extend gratitude to my family who have been with me through this journey up to completion. I thank my parents for encouragement, support, guidance and prayers. I am also grateful to New Life Mission Church, for encouragement and prayers. I take this opportunity to thank Rev. Kelly Johnson and Rev. Carl Erick. Most grateful to my moderator Professor Peter K'Obonyo and my supervisor Dr. Medina Twalib.

May God bless and reward you most abundantly.

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ABSTRACT

The goal of this study was to determine the factors that influence intention to quit among workers in a company in Kenya. Through a probability sampling technique, 80 employees from the company were identified to participate in the study by filling out a questionnaire. The workers' demographic data, job experience and turnover intentions were obtained through the questionnaire. Descriptive statistics were then used to analyze the data. From the fifteen factors that were being investigated, only four came out as having a higher impact on turnover intentions, though none of them was singled out as having direct or positive influence on intention to quit. The four factors that elicited a strong response from the participants were leadership style, compensation, job satisfaction and perceived organizational support. On leadership style, 28% indicated intention to quit while 14% intended to quit due to compensation. Workers' job satisfaction was set at a 13% of the workers intended to quit. Those intending to quit as a result of lack of perceived organizational support came in with 10%. For those with no intention to quit, leadership style contentment garnered 38%, while compensation came up with 30% of those with no intent of quitting from the two factors. Perceived organizational support had the highest percentage in those with no intention to quit at 45%. Job satisfaction came in second at 43% averse to quitting from dissatisfaction. Of the four factors with the highest components, none can conclusively be termed as a factor that influences workers intent to quit at the SportPesa Company Ltd.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The intention of employees to quit working for a company depends on the level of dissatisfaction with the job as well as the chances or lucrative opportunities available outside the organization (Gómez-Mejía et al., 2004). Turnover happens when employees decide to quit their organization permanently. In the United States, intention to quit, with subsequent turnover rates, vary from one industry to another depending on the economic conditions. Among Fortune 500 companies, higher turnover rates happen in retail and technological companies. Considering Amazon and Google, employees remain in the firms for one year on average. On the other hand, employees at General Motors, a manufacturing firm, remain for more than ten years. In general, these figures represent both controllable turnover (controllable by the firm) and uncontrollable turnover.

Controllable turnover is said to be voluntary on the part of the employee, while uncontrollable turnover is involuntary and comes in as retirement, death, or relocation. Turnover is either considered functional or dysfunctional, depending on whether the employee's exit is beneficial to the organization or the employee is someone the company would like to keep. Turnover over costs, represented by separation, replacements and training costs are as critical to an organization just like costs of hiring, training, and developing employees (Cascio, 2016). To curb the turnover rates, factors that influence the intent to quit among employees in an organization must be addressed (Gómez-Mejía et al., 2004).

This research is anchored on three theories: Organizational Commitment Theory, Maslow's Theory of Needs, and Alderfer's ERG theory. Organizational commitment is defined through the identification of individual members to particular groups and the willingness to working ardently on behalf of their groups. This requires the individual to derive most of his individual identity from the group and uphold relational values with the group. This concept transcends organizational identification and motivation rather than being limited to them. Self-definition in itself is a component of the larger concept of Commitment (Johnson, 2017).

Abraham Maslow's hierarchy of needs remains one of the most intuitive theories for HR professionals. According to this theory, motivational tension is created when a need arises and then channelled in response to the need. Thus, the intensity of the effort applied depends on the strength of the need. Alderfer's ERG (Existence, Relatedness and Growth) theory is comparable to Maslow's Hierarchy of needs in terms of the needs comprised. While Maslow's theory suggests that one climbs to the next level of needs after the current level is gratified, Alderfer insists that the absence of gratification of any need at a particular time will result in compensation or concentration on the other needs (Grobler et al, 2006).

1.1.1 Intention to Quit

According to Ecem (2013) intention to quit talks of the conscious and deliberate willfulness to leave an organization. Employees within an organization will intend to quit their jobs at some point in time. When employees feels that the organizations they work for no longer meet or fulfil their needs, then the intention to quit may come to mind (Maslow, 1943). Intention to quit and turnover intention are two terms used to describe

employees who are considering quitting from their organizations (Mxenge et al., 2014). The term intention depicts an employee's deliberate or willful desire to leave an organization. The process to quit is considered to have three distinct stages that start with the thought to leave the organization, then comes the intention to look for another job and finally the actual intent to leave the organization (Yamazakial & Petchdee, 2015).

Intention to quit is however distinct from turnover intent in that it is chiefly voluntary, while turnover intent can be voluntary or involuntary. Voluntary turnover describes the act of someone quitting their job at will, while involuntary encompasses the termination of employment through expulsion or death (Newth, 2018). Turnover can be considered as the moving of employees from an organization. Resignations, transferring from one organizational unit to another, being discharged from duty, retirement and lastly death are all exit movements that result to turnover (Grobler et al, 2006).

1.1.2 Research Factors

There are 15 factors employed in this research. They are listed as follows:-

Role ambiguity, role conflict and compatibility, Glissmeyer et al., (2007). Job Satisfaction, Masum et al., (2016), Applebaum et al., 2010; Cowin et al., (2008), Han & Jekel, (2011). Age, financial benefits, remuneration or employee compensation, level of responsibility, duration of work, type of employment, marital status, recognition and gender (Kacel, Miller & Norris, 2005; Mrayyan, 2005; Frank, 2018). Styles of leadership and Leadership, (Robertson, 2013). Motivation, (Pinder and Latham, 2005; Kosi et al., 2015). Perceived Organizational Support, (Eisenberger et al., 1986). Job Stress and challenges, (Sauter et al., 1999). Age, (Mwendwa, 2017; Bernthal & Wellins, 2000;

Dawson, 2006; Scholes, 2002). Recognition, (Heathfield, 2018; Andriotis, 2018; Mwendwa, 2017; Lancaster, et al., 2002). Responsibility, (Hartman, 2018). Work-life balance, (Moen and Yu, 2000; Stone 2007; Stone and Lovejoy 2004).

1.1.3 Betting Industry in Kenya

The betting/gambling industry comprises of casinos establishments, bingo rooms or facilities, online betting, sports pools and lotteries. It includes on course and off course bookmakers Barnes, (2010). Casinos are gaming houses established for people to indulge in all manner of betting or gambling. Around the world, casinos rake in high returns with gross gaming projections back in 2016 expected to reach 115 billion U.S. dollars and then rise to 130 billion U.S. dollars in 2019. Macau, China, stands as the leading casino market globally after relegating Las Vegas to second position in 2016. The gross gambling revenue in Macau soared to 32 billion U.S dollars in 2017 up from 10.5 billion U.S. dollars in 2007. In the United States of America, gambling, the act of staking something valuable on the outcome of a game or an event still faces many legal restrictions. It also brings in 137.5 billion U.S. dollars into the American economy every year while employing 730 thousand people (Statista, 2018).

SportPesa is a betting company owned and operated by Pevans East Africa. It allows its subscribers to bet using their mobile phones and win money on correct predictions of sports matches (Chweya, 2016). Since its launch in 2014, SportPesa has grown to establish itself as the leading Sports Betting Company in Africa. It has significantly changed the betting industry in Kenya over the years. At one point, SportPesa boasted of being the official sponsor of Gor Mahia and AFC Leopards, the two most popular football clubs in Kenya. The move to withdraw all sponsorship from local and national teams,

followed an unsuccessful legal tussle against the government's decision to increase taxes on profits accrued from betting (Gathara, 2018).

1.2 Research Problem

In 2017, a Finance Bill imposing a uniform 35 per cent tax on all gambling revenue was passed into law in Kenya. Initially, licensed sports betting operators were required to submit a 7.5 per cent betting tax. As a result of this move by the government, the SportPesa Company threatened to shut down their Kenyan operations and move to either Tanzania or the United Kingdom should the law requiring the 35 per cent tax for the industry remain in force (Okoth, 2017). With the law expected to be effected in January 2018, the Chairman of the Association of Gaming Operators Kenya (Agok) pointed out that the betting industry will not be sustainable with the revised 35 per cent tax on gross profit and another 30 per cent corporate tax. This would lead to loss of jobs and sponsorship deals directly affecting more than 10,000 people (Ngunjiri, 2017). This study is a result of the above forecasted unrest in the betting industry. Thousands of workers directly employed by the firms were left in limbo facing the uncertainty of their jobs. This study seeks to bring out the main factors that influence their intention to quit employment.

SportsKenya and PanoramicDon (2016) describe sport betting as a phenomenon that is rapidly gripping Kenya. Describing the industry as a multi-billion dollar sport betting industry, they consider it to be a firm establishment here in the country and steadfastly rising as a viable source of employment and revenue generation. From the above articles, four major significant players are involved in the industry, the betting companies, the government, the betting population, and the firms' employees (Chweya, 2016; Wandera,

2017). This study is geared to the employment segment of the industry, and particularly on the intention to quit among the SportPesa Company employees. With all the factors noted in this study, significant steps need to be put in place to ensure that the employee's welfare is not neglected in the cash crazed melee that may describe the sport betting industry (Shawiza, 2016). As such, there is a need for the organization to put in place measures that will curtail the intention of quit among its workforce. On the other hand, the government should also be keen in matters relating to employees in the industry as it seeks to formulate policies related to the industry (Fred, 2016).

Masum et al., (2014) conducted a study on job satisfaction and the intention to quit. The study sought to find the different aspects of job satisfaction that influenced intention to quit among nurses in Turkey. It found a negative relationship between job satisfaction and intention to quit, while supervisor support came out as the significant reason for turnover intent in relation to gender, age, marital status, education, and experience. While the study was beneficial to hospital management in relation to providing better healthcare services, it still leaves a gap in that it was conducted on nurses in Turkey while this study is on betting firms' employees in Kenya.

Suadicani et al., (2013) conducted a study on job satisfaction and intention to quit in a Danish hospital and found out that Psychological work conditions, or rather, meaningfulness of the job were independently associated with intention to quit work if it was economically viable and was relevant in different job categories. While this study brought out the impact of negative psychological work conditions in influencing the

motivation of workers in keeping to their work, it does leave a gap in that it was conducted to a hospital and not in Kenya.

Yi (2012) conducted a study on factors influencing intention to quit among bank employees in Malaysia and identified four factors. While the study established that organization justice, empowerment, perceived alternative employment opportunities and occupational stress as the factors influencing intention to quit in bank employees in Malaysia, it leaves a gap for betting firms' employees in Kenya, hence the necessity of this study. Mwendwa (2017) conducted a case study of KCB Bank Kenya on the determinants of employee intention to quit their jobs at commercial banks in Kenya. The study revealed that organization commitment was the only factor that had significant effect on intention to quit in KCB Bank Kenya Limited. This study, while conducted in Kenya, leaves a major gap for further studies in other industries apart from the banking sector.

Ochieng (2015) conducted a study on employee engagement on staff intention to quit Compassion International projects. The study found out that employee engagement through career growth, recognition and treating employees with respect was a determinant on workers intention to quit. This study however was limited to only one factor and was conducted projects under Compassion International. While employee engagement may be a factor in the Compassion Projects, it may not be applicable to the gaming industry, hence the necessity of this study.

Okiko (2014) conducted a study on perceived factors influencing intention to leave among the sales agents in CFC Life Assurance. The study revealed that rewards and compensation, organizational support, and product knowledge were the factors that influenced intention to quit the organization. While the study was conclusive in the insurance industry, it still leaves a gap on the particular factors that do influence intention to quit among betting companies in Kenya. This study addressed the following research question: What are the factors that influence workers intention to quit SportPesa betting firm?

1.3 Research Objective

To determine the factors that influence employee's intention to quit at the SportPesa betting company in Nairobi County.

1.4 Value of the Study

The significance of this study will look at the four stakeholders outlined in the study, namely the betting company (SportPesa), the employees, the betting regulation and policy making arm of the government and lastly the betting population.

Employees in betting industry will benefit from the findings of this study as it seeks to identify and recommend policies that will address the factors that influence their intention to quit employment. This will improve their motivation as well as raise their self esteem, leading to better performance and productivity.

The study will also be of benefit to researchers and scholars in Human Resource Management seeking to highlight or delve into the plight of workers in the face of economic changes and uncertainties within organizations and their industries. Findings from this study will contribute to the current literature on factors that influence employees to quit from their organizations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature on the theories and factors that influence intention to quit among employees in the sports betting companies. The chapter is divided into theoretical framework and empirical review based on the objectives.

2.2 Theoretical Foundation

The theoretical foundation of this study is based on relating the relevant theories that deal with the factors influencing intention to quit among employees. This study will discuss the Organizational Commitment theory, Maslow's Hierarchy Theory and Alderfer's ERG Theory.

2.2.1 Organizational Commitment Theory

When the government announced the intended changes in tax remittal from the gaming companies, there was panic across the stakeholders in the industry, (Wandera, 2017). SportPesa was swift to announce its closure of the Kenyan base and move to neighboring country Tanzania (Okoth, 2017). Such a move or announcement must have had an impact on the workers employed by the firm. This, in turn, brings to question on the firm's commitment to its workers in the event of a shift in the playground.

Organizational commitment model relates the employee's sense of attachment and allegiance to an organization. It highlights the attitudes and intentions of an employee towards the company he works (Eisenberger & Stinglhamber, 2011). It is considered as an effective ways in determining the commitment of an employee by looking at the efforts of the individual towards the meeting of the organization's goal and also his

willingness to remain in the organization (Kessler, 2013). The key to the success of an organization is in the organizational commitment of its members. This theory focuses on the individual's psychological connection to an organization (Arshadi, 2011).

It plays a major role in determining the continuity of a member in an organization and his level of contribution to the goals of the organization (Giorgi, et al., 2016). This theory embraces three unique components referred to as affective commitment, continuance commitment and normative commitment. The affective commitment looks at the emotional commitment of the employee towards the organization, while continuance commitment considers the value attached to an organization. Normative commitment deals with the level of attachment to the organization. These three components determine to a high level the decision to stay or quit from an organization as well as the work performance and satisfaction of a member (Shawn, 2014)

2.2.2 Maslow's Hierarchy of Needs

Maslow's hierarchy theory describes five basic human needs as being organized into a hierarchy of relative supremacy. Beginning with the most basic need at the bottom of the pyramid and rising step by step through the intermediate needs to the fifth need at the top of the hierarchy. The five needs outlined are the physiological needs, safety needs, social belonging, esteem, and self-actualization. Maslow considers the physiological needs as the most powerful of all needs. This means that in the absence of all the needs, food, clothing becomes the major motivation for gratification at the expense of the other needs (McLeod, 2018).

Once the need has been met the individual is motivated towards the attainment of the next need in the hierarchy. With a need satisfied, a new dissatisfaction and agitation will kick in. In case there is absence of a promising and conducive environment for the realization of the new need, then job dissatisfaction will result, leading to employee intention to quit. There are peculiar conditions which become immediate requirements for the satisfaction of the basic needs as they develop and as individual goes through one stage of fulfillment to the next (Cherry, 2018; Maslow, 1943). These factors have been outlined in this study as necessary in addressing intention to quit among employees.

2.2.3 Alderfer's ERG Theory

Clayton Alderfer proposed the ERG (Existence, Relatedness and Growth) theory and made an extensive development to Maslow's hierarchy of needs by grouping the hierarchy into three categories, Existence, Relatedness and Growth. In the existence group, he combined Maslow's physiological and safety needs. He then combined the social and esteem desires into the Relatedness group. Interaction with others becomes the prerequisite for satisfaction in this second group. With self-realization, Alderfer relates the need to growth (Tom and Benjamin, 2018; Alderfer, 1969). Three major differences can be noted from Maslow's theory by Alderfer's motivation theory.

While Maslow states that a lower need has to be met first before advancing the hierarchy of needs, Alderfer notes that someone may satisfy a present need regardless of a lower unmet need. The theory also states that if there is failure to gratify a pressing or significant need, the urge to gratify a lesser need increases. This means that a person regresses back

to a lesser need that is readily gratified. Lastly, Alderfer's theory maintains that the order of needs may vary from one person to another. This explains why an artist will starve himself at the expense of growth or self-actualization. It is therefore important for managers to recognize their employees multiple concurrent needs. According to Alderfer's theory, it is futile to try and focus on one need at a time (Tom and Benjamin, 2018)

2.3 Factors Influencing Employee Intention to Quit

In a study conducted on Law Enforcement Officers in the U.S., by Glissmeyer et al., role ambiguity and role conflict emerged as the main factors that contributed to employee intention to quit. Role ambiguity is a scenario where employees lack clear definitions of the expectations required of their roles and the procedures or systems required to accomplish their tasks. This often results in communication breakdown where instructions are given out but fail to be carried out as required. It also results in failure to apply the necessary skills or expertise to a specified situation. Role conflict is another factor closely related to role ambiguity that contributes to the intention to quit among employees. Role conflict is considered as the incompatibility between the requirements of a role and the expectations of the role.

Compatibility is derived from several conditions that have a direct relation to the performance of the role. The effects of role conflict can be felt more in situations or jobs that require abstract thinking and decision making (Glissmeyer et al., 2007). Another study was conducted on nurses in Turkey on Job Satisfaction as a factor by Masum et al.,

(2016). Job satisfaction is described as the level of tranquility experienced by an individual in relation to their work. A previous study (Applebaum et al., 2010; Cowin et al., 2008) had negatively portrayed job satisfaction among nurses as the major factor in their intention to quit employment. It is therefore important for the management of an organization to consider ways in which the working environment could be more conducive to the satisfaction of their employees.

This can be achieved through the policies of the organization, the work requirements of the employees, working environment, the professional status of the company, support amongst workers as well as the administrative style of the organization (Han & Jekel, 2011). Other factors that would influence job satisfaction among workers were identified as age, financial benefits, remuneration, level of responsibility, duration of work, type of employment, marital status, recognition and gender (Kacel, Miller & Norris, 2005; Mrayyan, 2005). Worthy of note as it could be a replica in the betting industry, earlier research, described a logical sequence of turnover in the nursing industry in relation to job dissatisfaction.

The research pointed out a tendency for nurses quitting from their units, subsequently from the hospital and lastly pulling out of the nursing occupation (Iliopoulou & While, 2010). One of the chief expenditures of a firm, according to Frank (2018), is accounted to employee compensation. Employee compensation denotes the benefits or remuneration given to an employee in return for their services to their employer. Compensation can either be in cash, wages or salaries, or in kind, retirement benefits, paid leave, insurance policies and gratuities. Styles of leadership in a study by Robertson (2013), is portrayed as being significant in influencing intention to quit among the

pastors. The study noted that intention to quit contributes to negative influence towards an organization and its goals and objectives. Long term consequences to both individual and organization can also be an effect resulting from the intention to quit.

Leadership, a major aspect in employee development and faithfulness, can help an organization to realize its goals and objectives (Robertson, 2013). Job satisfaction, according to Smith et al., (1969) is regarded as the feelings that workers have towards their jobs. It can also be termed as the satisfaction employees have regarding their jobs (Hopkins, 1983). Two major aspects, affective and cognitive job satisfaction combine together to bring out the extent to which job satisfaction can be used to describe an employee's attitude to their job or workplace. Affective job satisfaction describes enjoyable emotional feelings concerning related to a job by an employee, while cognitive job satisfaction describes the degree of satisfaction in regards to various features of the job such working hours, salary and allowances (Thompson & Phua, 2012).

Pinder and Latham (2005), defined motivation as the combined active influences from within an individual as well as from without, working in initiating job conduct and setting the standards that dictate the course, method, period and concentration towards the job (Kosi et al. 2015). Perceived Organizational Support is the perception employees' have about how the organization values their input and is concerned to their welfare in general. This factor focuses on a two way relational commitment between the managers and their employees.

Eisenberger et al. (1986) noted that when managers were concerned about the commitment of their employees' towards the organization, the employees in return were able to pay attention to the organization and its commitment to them. They further held that with increased perceived organizational support, employees felt that their needs for approval, esteem and affiliation were met. The employees could further evaluate the benefits that came from their input or extra contributions to the firm. In general, employees feel obligated to help the firm attain its goals and objectives with the assurance that better-quality performance will be rewarded.

Job Stress is the one factor that comes with a health threat to the worker and in turn, to the organization. Job stress, according to Sauter et al. (1999), refers to the negative physical and emotional responses resulting from an imbalance between the work requirements and the needs, resources and competence of the worker. Job stress eventually proves injurious to the health and well-being of the worker. On the other hand, a similar notion and often confused with job stress is challenge. While job stress is negative energy that saps out the morale of the worker, challenge on the other hand is considered as positive energy that infuses someone psychologically as well as physically.

Challenge further motivates the individual to learn and acquire new skills so as to better handle their jobs. Once a challenge is overcome it brings tranquility and contentment which greatly contributes to health and an industrious work life. In a research conducted by Mwendwa (2017) on the relationship between age and intention to quit, Chris (1957) pointed out the different phases that people go through to maturity as having an influence in the intention to quit by employees. His emphasis, based on a continuum of development, encompasses workers into three distinct categories of young, older, and

middle aged workers. Each of these categories exhibit characteristics of varying influence on the intention to quit. Young workers (Bernthal & Wellins, 2000), despite being positioned at the peak of turnover risk, actually have high expectations from their jobs. In a comparison between the newer workers to the more experienced ones, Dawson (2006) noted the likelihood of the mature workers feeling more contented with their new work places in regards to salary and benefits.

On the other hand, (Scholes, 2002) middle aged workers valued job security at a higher degree compared to the fresher workers. The middle aged and older worker category were at par in relation to job security as a priority. Recognition, a simple yet effective method to demonstrate appreciation (Heathfield, 2018) promotes a vigorous and innovative organizational culture that enhances workers' self-esteem. This in turn reflects in their input and contributions the organization. Andriotis, (2018) considers recognition as a way to acknowledge exemplary work done among workers and embolden explicit feats and behaviors.

The same study by Mwendwa (2017) revealed that recognition in the workplace followed the same trend of younger workers versus older workers with the middle aged workers caught in between. Career achievements are the basis for recognition in younger employees, while long term accomplishments serve for the more mature employees. The Generational Cohort Theory notes that, the midcareer workers when it comes to recognition are normally left out lost amidst the multitude that makes up an organization. However, it is with the extreme sides of the recognition balance that the major influences are exhibited on intention to quit by workers (Lancaster, et al., 2002).

Responsibility defines the functionality of a workstation when embraced by both the employers and their employees. Levels of responsibilities vary from the formal and comprehensible to the more demanding in terms of conception and enactment. To ensure fit and industrious personnel, a thorough comprehension of the workstation responsibilities is necessary for the required effort to be exacted to fulfill them to capacity (Hartman, 2018). Moen and Yu (2000), in relation to work-life balance, project the stride of work as intensifying in step with the competitiveness of the worldwide labor marketplace laced with financial unrest. This exacts pressure on workers to accomplish more with lesser resources while still managing all other areas of their lives. Thus, turnover and time pressures, the two facets of modern jobs, combine to bring up the notion of tapping out (Stone 2007; Stone and Lovejoy 2004).

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter describes the intended methods employed by the researcher in the study. The chapter is divided into several sections, namely: research design, target population, sample size and sampling procedure, data collection instruments, data collection procedure and data analysis.

3.2 Research Design

This design of this study was descriptive survey research design. It was used to help in describing and reporting the findings obtained from this study.

3.3 Population

There are four hundred employees at SportPesa Company in Nairobi County who comprised the population of this study.

3.4 Sample

Stratified random sampling was applied to get a sample from the population. The strata were from the different departments that comprised the population. Simple random sampling was employed to ensure that all members of the population had an equal chance of being selected. Table 3.1 (page 20) shows the distribution of the populace by their departments. The sample size used was calculated using the formula:

$$n = N/1+Ne^2$$

Where n = sample size

N = Population Size

e = error in sampling

$$n = 400/1+400(0.1)^2$$

$$n = 400/1+400(0.01)$$

$$n = 400/1+(4)$$

$$n = 400/5 = 80$$

$$n = 80$$

The sample size of 80 respondents was obtained from six key departments within the company as shown in Table 3.1 below.

Table 3. 1: Distribution of the Population and Sample by Departments

DEPARTMENTS	POPULATION	SAMPLE
Human Resource	40	8
Marketing	65	13
IT	60	12
Bookmakers	35	7
Finance	40	8
Customer Care	50	10
Audit	40	8
Legal	30	6
Administration	40	8
TOTAL	400	80

3.5 Data Collection

Primary data was collected using structured questionnaire. The questionnaire had two sections; section A was for collecting the bio data of the employees and section B for gathering information about the factors influencing employees' intention to quit. The employees responded to a 5 point Likert scale ranging from the extent to which they agreed with the statements. The statements varied from 1 (agree to a less extent) to 5 (agree to a very great extent). The questionnaire was administered through drop and pick later method.

3.6 Data Analysis

Data was checked for completeness. Descriptive Statistics was used to analyse the bio data. Mean and standard deviation has been applied. Inferential statistics were used to analyse and get conclusions from the data obtained. Data has been presented using graphs, charts and tables.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

Chapter Four now presents the results obtained from the research study of the factors influencing intention to quit among employees in SportPesa Company Ltd. The results have been summarized in frequencies and percentages, and then presented in tables and figures. The following subsections have been presented in this chapter: general information, demographic data, leadership style, job satisfaction, compensation and perceived organizational support.

4.2 Response Rate

Eighty questionnaires were distributed to the staff at SportPesa Company Ltd in different departments. The departments were human resource, marketing, IT, bookmakers, finance, customer care, and audit, legal and administration. Eighty respondents filled out the questionnaires.

4.3 Demographic Data

The background information considered and measured in this study is gender, age bracket, educational level, working experience as well as departments in SportPesa Company ltd.

4.3.1 Gender

Through the bio data, the study was able to establish the gender of the participants. Figure 4.1 shows the distribution of the participants by gender.

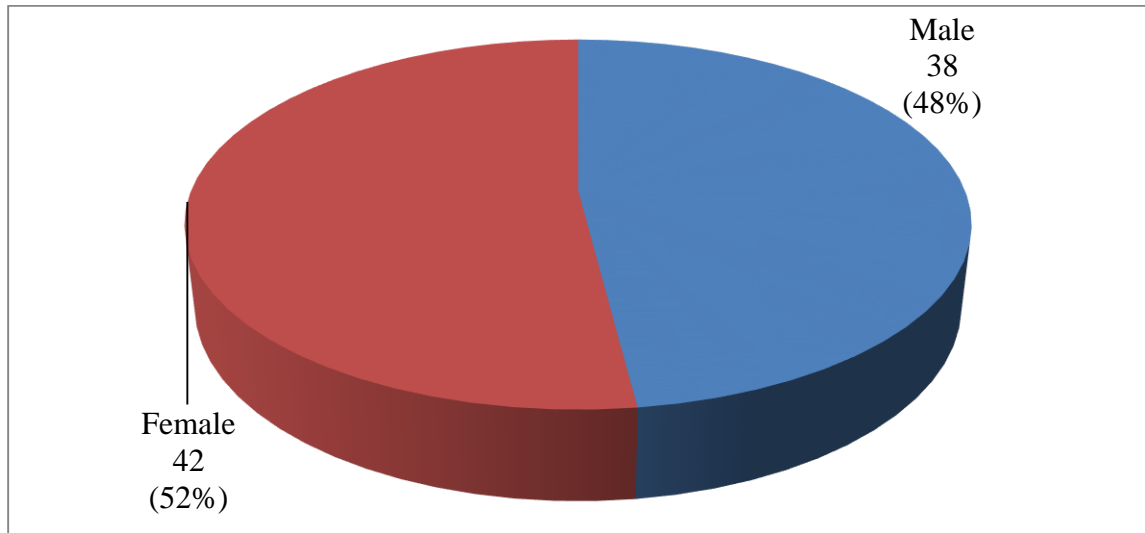


Figure 4.1: Distribution of Participants by Gender

Fifty-Two per cent of the participants were female. While Forty-Eight per cent were male. Representation was good in terms of gender participation.

4.3.2 Age bracket

Age was also considered as a factor and respondents were required to fill in their age bracket. The age bracket was in three categories: below 30 years, 31-40 years and 41-50 years.

Figure 4.2 shows the distribution of age in brackets of the participants.

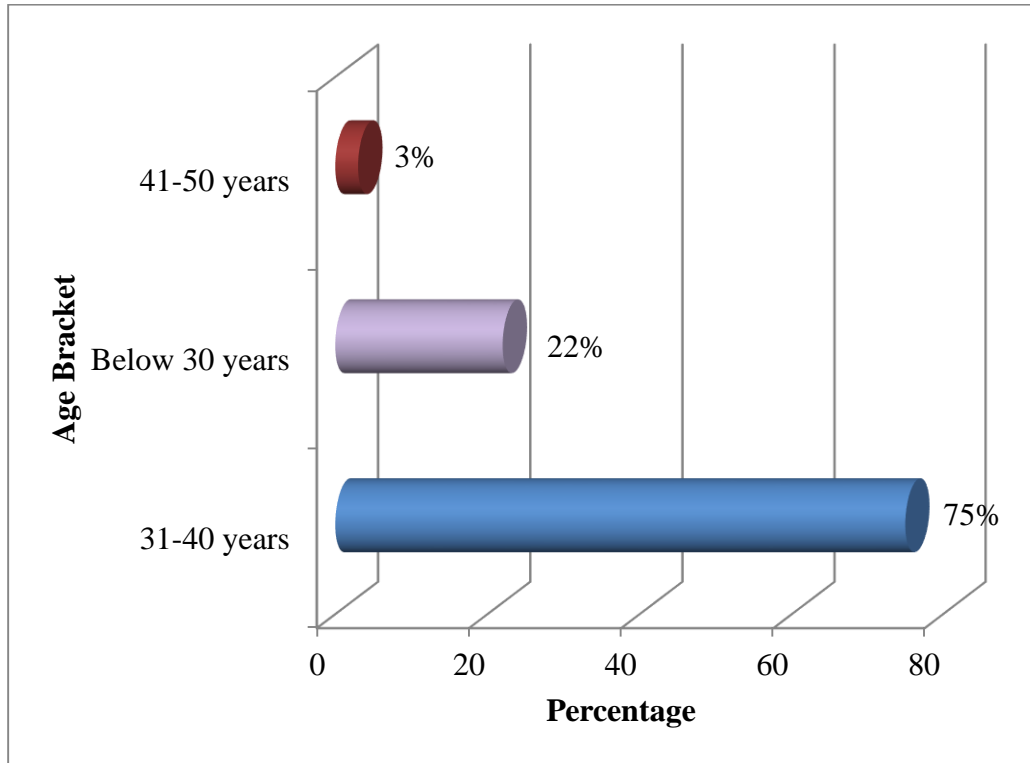


Figure 4.2: Age distribution of participants

Seventy-Five per cent of the participants were aged between 31-40 years, while Twenty-Two per cent were aged below 30 years. Three per cent were aged between 41-50 years.

4.3.3 Education Level

Training background of the participants was also measured. Four educational categories were included. These are: secondary, college and university levels.

Figure 4.3 shows the distribution of level of education of the participants.

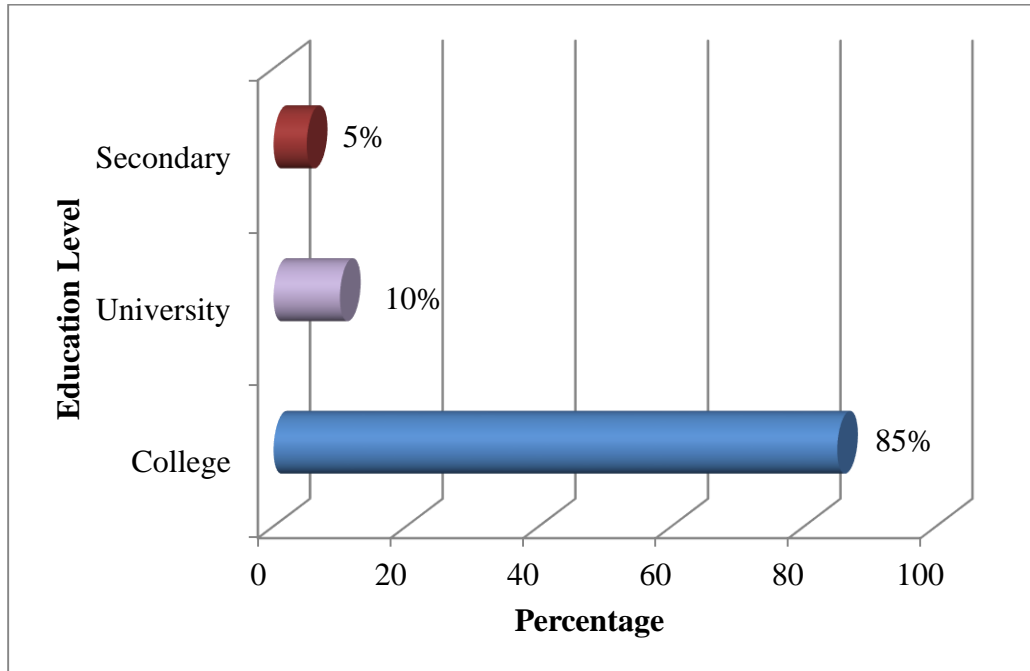


Figure 4.3: Distribution of the participants by Education level

Eighty-five per cent of the participants had college level of education, while ten per cent had attained university level of education. Five per cent had secondary school education level. From the above, it can be deduced that the majority of the staff have attained basic level of education.

4.3.4 Working Experience

Working experience of the staff was also put into consideration. Years of experience were clustered into the following categories: 1 year and below, 2-5 years, 6-10 years and 11 years and above.

Figure 4.4 shows the distribution of the respondents by their working experience.

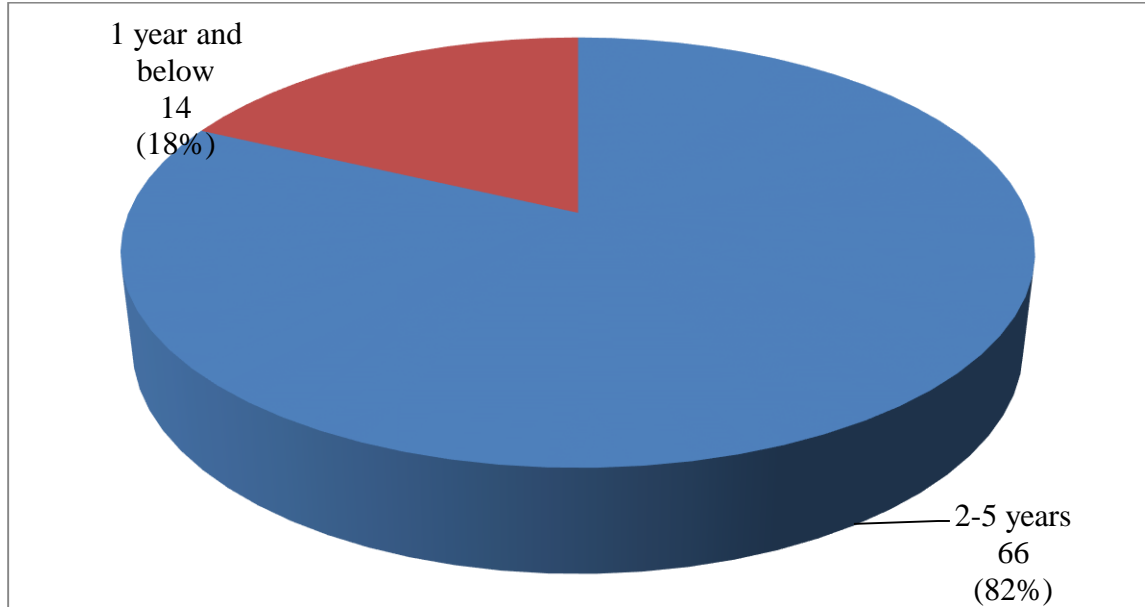


Figure 4.4: Working experience of the participants

Eighty-two per cent of the participants had a working experience of between 2-5 years, while eighteen per cent indicated to having a working experience of 1 year and below. Considering that the company was launched in 2014 and has been operating for five, these results indicate a positive aspect in terms of intention to quit.

4.3.5 Departments

The study sought to establish the different departments that make up the SportPesa Company workforce. From eight departments in the company, only six departments were available for participation in the exercise. This therefore brought the participation by departments to eighty per cent as indicated in table 4.1

Table 4.1 shows the departments that were available for participation.

Table 4.1: Departments

Department	P	%
Customer Care	24	30
Finance	12	15
Bookmakers	12	15
Human resource	10	13
Legal	12	15
Administration	10	13
Total	80	100

From table 4.1, thirty per cent of the participants were from the customer care department, while another thirty per cent were from the finance and bookmakers departments respectively. Thirteen per cent of the respondents were from the human resource department, while fifteen per cent were from the legal department. The remaining thirteen per cent of the respondents were from the administration department.

4.4 Leadership Styles

To ascertain the influence of leadership style on intentions to quit among employees in SportPesa Company Ltd, the participants were required to indicate their agreeing with various statements on the influence of leadership style on intentions to quit.

Table 4.2 shows the distribution.

Table 4.2: Influence of leadership styles on the intentions to quit

Items	1		2		3		4		5	
		(%)		%		%		(%)		%
I would quit my job if I get an opportunity to work in an organization with a better leadership style	-	-	22	28	16	20	18	23	22	28
The leadership style in this organization leaves with no alternative but to look for a job in another organization	-	-	8	10	28	35	18	23	26	33
I am tolerating the leadership style of the managers in this organization as I look for another job	-	-	10	13	14	18	26	33	30	38

Key: 1: Strongly Agree; 2: Agree; 3: Undecided; 4: Disagree, 5: Strongly Disagree

Twenty-Eight per cent of the participants agreed that they would quit their job if they got an opportunity to work in an organization which had a better leadership style. Twenty per cent were undecided while twenty-three per cent disagreed with the statement. The remaining twenty-eight per cent strongly disagreed that they would quit their job due to poor leadership style. When asked whether leadership style in their organization left them with no alternative but to look for a job in another organization, twenty-eight per cent of the participants agreed with the statement. Only eighteen per cent were undecided as to whether leadership style in their organization left them with no alternative but to look for a job in another organization. Sixty-Three per cent of the respondents disagreed/strongly disagreed that leadership style in their organization left them with no alternative, but to look for a job in another organization.

In terms of tolerating the leadership style of the managers in the organization as they look for another job, thirteen per cent agreed that they could tolerate the leadership style of the managers in the organization as they look for another job. Eighteen per cent indicated to being undecided while a sixty-four per cent majority disagreed/strongly disagreed that they could tolerate the leadership style of the managers in the organization as they look for another job.

Table 4.3: Mean & Standard Deviation on influence of leadership style

Item	Mean - μ	Standard Deviation - σ
I would quit my job if I get an opportunity to work in an organization with a better leadership style	1.3	.49
The leadership style in this organization leaves with no alternative but to look for a job in another organization	1.81	.56
I am tolerating the leadership style of the managers in this organization as I look for another job	1.61	.73

4.5 Job Satisfaction

The respondents were further required to indicate the extent to which they felt that job satisfaction influenced their intention to quit in SportPesa Company Ltd. Table 4.3 shows the distribution of the respondents by extent to which job satisfaction influenced their intention to quit.

Table 4.3: Influence of job satisfaction on intention to quit

Items	1	2	3	4	5				
	(%)	%	%	(%)	%				
If I could get a job in another organization with peace of mind, I would leave this organization	-	10	13	24	30	20	25	26	33
The work environment in this organization is not conducive making me want to work in another organization	-	10	13	24	30	20	25	26	33
The policies in this organization are so bad, I should have left this job ages ago	-	10	13	20	25	16	20	34	43

Key: 1: Strongly Agree; 2: Agree; 3: Undecided; 4: Disagree, 5: Strongly Disagree

Thirteen per cent of the respondents who participated during the study indicated that they would get a job in another organization with peace of mind; they would leave their current organization. Thirty per cent were undecided, while slightly more than half, fifty-eight per cent disagreed and strongly disagreed that they could get a job in another organization by leaving the organization. With regard to working condition was not conducive and thus making them want to work in another organization, thirty indicated to being undecided and a majority, fifty-eight per cent, disagreed/strongly disagreed that the work environment in the organization was a factor in making them want to work in a different organization.

In response to the policies used in the organization, thirteen per cent of agreed that the policies in the organization were so bad that they should have left their jobs ages ago. Twenty-five per cent were undecided while a sixty-three per cent majority disagreed/strongly disagreed that the policies in the organization were bad.

Table 4.3: Mean & Standard Deviation on influence of job satisfaction

Statements	Mean - μ	Standard Deviation - σ
If I could get a job in another organization with peace of mind, I would leave this organization	1.3	.49
The work environment in this organization is not conducive making me want to work in another organization	1.81	.56
The policies in this organization are so bad, I should have left this job ages ago	1.61	.73

4.6 Compensation

The study was interested in finding out the influence of compensation on the intention of employees to quit in SportPesa Company Ltd. The key items identified were better pay, poor salary, pay benefits at SportPesa Company Ltd and the extent to which compensation influenced intentions of employees to quit.

Table 4.4 presents compensation issues influencing intentions to quit.

Table 4.4: Compensation issues influencing intentions to quit

Items	1		2		3		4		5	
		(%)		%		%		(%)		%
If I get a job with a better pay, I will quit this organization	-	-	14	18	20	25	26	33	20	25
Poor salary compared to my experience and skills leaves me no option but to get another better paying job	-	-	10	13	18	23	28	35	24	30
The pay benefits remitted by this organization are so poor any other job with better terms will be welcome	-	-	12	15	16	20	26	33	26	33

Key: 1: Strongly Agree; 2: Agree; 3: Undecided; 4: Disagree, 5: Strongly Disagree

From table 4.4, eighteen per cent indicated that they agreed that if they got a job with a better pay, they would quit this organization, while twenty-five per cent were undecided. A fifty-eight per cent majority disagreed/strongly disagreed that if they got a job with a better pay, they would quit from their organization. When asked to give a response on poor salary, thirteen per cent agreed that poor salary compared to their experience and skills left them with no option but to get another better paying job. Another twenty-three per cent indicated to being undecided while a sixty-five per cent majority disagreed and strongly disagreed that poor salary compared to their experience

and skills was a factor that would lead them to quit their organization. With regards to pay benefits, fifteen per cent agreed that the pay benefits remitted by their organization were so poor any other job with better terms would be welcome. Twenty per cent indicated to being undecided while sixty-six per cent disagreed/strongly disagreed that the pay benefits remitted by their organization were poor to the extent of making them intend to quit.

4.7 Perceived Organizational Support

The respondents were further required to indicate the extent to which perceived organizational support influenced intentions to quit the SportPesa Company Ltd. The responses provided are summarized by table 4.5.

Table 4.5: Influence of perceived organizational support on intentions to quit

Items	1	2	3	4	5				
	(%)	%	%	(%)	%				
This organization is less concerned with my welfare that I would prefer working in another organization	-	8	10	14	18	26	33	32	40
The organization disregards my input and contributions I can't wait to get another job	-	8	10	12	15	24	30	36	45
Managers and employees in this organization are very aloof and inconsiderate I just have to quit this job	-	6	8	12	15	28	35	34	43

Key: 1: Strongly Agree; 2: Agree; 3: Undecided; 4: Disagree, 5: Strongly Disagree

Ten per cent of the respondents agreed that the organization was less concerned with their welfare and that they would prefer working in another organization. Another eighteen per cent indicated to being undecided. A seventy-three per cent majority disagreed/strongly disagreed that the organization was less concerned with their welfare or that they would prefer working in a different organization.

With regards to organization's contributions and input, ten per cent agreed that the organization disregarded their input and contributions and they couldn't wait to get another job. Another fifteen per cent were undecided while a seventy-five per cent majority disagreed/strongly disagreed that the organization disregarded their input and contributions.

When asked to give a response on the managers in the organization, eight per cent agreed that the managers in the organization were very aloof and inconsiderate and they were left with no choice other than to quit the job. Fifteen per cent were undecided. While a seventy-seven per cent majority disagreed/strongly disagreed that managers in the organization were aloof and inconsiderate as to make them quit their jobs.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a discussion of the findings of the study on factors influencing intention to quit among employees in SportPesa Company Ltd. The chapter reviews the findings and recommendations and provides essential conclusions.

5.2 Summary

The purpose of this study was to determine the factors that influence intention to quit among employees in SportPesa Company Ltd., Kenya. Four factors have been singled out as having the highest influence in relation to the study. These are: leadership style, job satisfaction, compensation and perceived organizational support.

5.2.1 Influence of Leadership style on Intention to quit among Employees

Twenty-eight per cent of the participants agreed that they would quit their job if they got an opportunity to work in an organization which had a better leadership style. Sixty-three per cent disagreed/strongly disagreed that leadership style was a factor that would influence them to quit. On the same factor, sixty-four per cent disagreed/strongly disagreed with the question if they could tolerate the leadership style of the managers in the organization as they look for another job. This factor, though negative, did give a high indication of the respondents view.

5.2.2 Influence of Job Satisfaction on Intention to quit among Employees

Thirteen per cent of the participants showed that they would quit their job for another organization so as to get peace of mind. On the other hand, fifty-eight per cent disagreed/strongly disagreed that peace of mind would push them to leave the organization for another. Responding to whether the work environment in the organization was un-conducive enough to make them shift to another organization, fifty-eight per cent of the participants disagreed/strongly disagreed with the statement. In addition, sixty-three per cent disagreed/strongly disagreed that the policies in the organization were bad enough to make them intend to quit.

5.2.3 Influence of Compensation on Intention to quit among Employees

Eighteen per cent of the participants agreed that a job with better pay would lead them to quit from the organization. In response to poor salary compared to their skills was an incentive to quit, thirteen per cent were positive while sixty-five per cent were negative by indicating that they disagreed/strongly disagreed with the statement. A further sixty-six per cent disagreed/strongly disagreed that the pay benefits remitted by their organization were poor enough to make them intend to quit the firm for another.

5.2.4 Influence of Perceived Organizational Support on Intention to quit among

Employees

Ten per cent of the participants agreed that the organization was not concerned with their welfare and they would take the opportunity to work in another organization. A seventy-three per cent majority of the respondents disagreed/strongly disagreed that the organization was not concerned with their welfare. In response to whether the organization disregarded their input and contributions ten per cent were positive that they

would quit the firm for another. Ninety per cent were negative to the statement. Responding on managers and employees in the organization, eight per cent agreed to managers and were aloof and inconsiderate to the point of their intending to quit the organization for another. Seventy-seven per cent indicated that they disagreed/strongly disagreed with the statement.

5.3 Conclusion

The following is the conclusion drawn from the findings of this study: The leadership style at SportPesa Company Ltd was good and significantly contributed to the high turnover retention at the firm. Remuneration strategy at the firm is also very positive in relation to turnover intention among the employees. It stands as a significant contributor to the positive statistical association between remuneration and employee intention to quit their job. Significantly, there was positive statistical association between perceived organizational support and employee intention to quit in SportPesa Company Ltd. This factor proved to be well employed by the firm to their employees and could be the determinant to the firm's realization of their short and long term organizational goals.

5.4 Recommendation

Recommendation of the study are drawn from the findings related leadership style, job satisfaction, compensation as well as perceived organization support.

5.4.1 Leadership Style

Leadership style, as a factor, should be enhanced and supported by the firm so as to ensure that proper channels for communication and feedback are established and adhered to. This goes to ensure that grievances and shortcomings within the organization are

promptly addressed and the health of both the firm and the employees remains at par to the expectations of the parties involved.

5.4.2 Job Satisfaction

This is one of the key indicators of motivation and self-esteem on the part of the workforce. Productivity is the natural outcome of a motivated workforce and a positive indicator to the potential realization of the organizational goals and objectives. When the needs of the employees are catered to or there is conducive environment for workers to achieve and attain and realize their goals in terms of needs, then the firm is positioned to move and grow to their ideals.

5.4.3 Better Compensation

Where workers are objective to their remuneration and compensation needs in relation to their input and contributions to the firm, the ground is set for the company to confidently stride into the future. This factor remains a strong indicator of the firms' preparedness and ability to confidently navigate the uncertain waters of the economic environment to which the industry sails through. It should therefore remain a strong incentive and strategy to ensuring a strong, vibrant and committed workforce.

The wage structure at SportPesa Company should consistently adhere to basic pay that reflects the value of the job. Job evaluation as a determinant of the value for each job in relation to training and experience should be upheld.

Non-monetary compensation such as acknowledgement of employees' contributions and accomplishments to the firm should also be adhered to. This stands as a natural booster to the employees' morale and dedication in achieving to their highest ideals and potential.

Training and development of the employees should be an ongoing process aimed at keeping the employees and the firm strong in their endeavours, both at present and in the future. Key areas that require up to date training standards should be identified and the necessary resources diverted so as to realise and maximise the necessary benefits in terms of output and productivity by the firm.

5.4.4 Perceived Organizational Support

The organization should ensure that its strategic plan, mission, vision and values of the firm are clearly spelt and embraced by the employees across the departments. These should be portrayed and evident in the employees in relation to how the organization perceives them and they in turn perceive the organization. Teamwork and transparency between the worker and the employer should remain positive and open at all times.

5.5 Recommendation for further Research

This research was aimed at establishing the factors that influence intention to quit among workers in SportPesa Company Ltd. Intention to quit among workers or employees in an organization is a broad and complex variable. It is therefore hard to address and answer all the queries and scenarios that are projected when various factors are identified and scientifically tested to indicate their level of influence in a particular field or environment. Thus further research is necessary to help fill in gaps that may be indentified and could shed more light in the field.

In the future, an increase in the sample size could help in providing a more generalized research finding. Also, future researches can cover more of the factors that influence intention to quit among employees.

It is also recommended that a comparative study should be conducted in the future to help determine if indeed factors that influence intention to quit among employees do actually influence them.

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APPENDIX I: Questionnaire

Section I: Background Information

1. Gender

- a) Male []
- b) Female []

2. Age bracket

a) Below 30 years	[]	c) 41-50 years	[]
b) 31-40 years	[]	d) 51 years and above	[]

3. Education Level

a) University	[]	c) Secondary	[]
b) College	[]	d) Primary	[]

4. Working experience in the Company

a) 1 year and below	[]	c) 6-10 years	[]
b) 2-5 years	[]	d) 11 years and above	[]

5. Which department do you work in?

DEPARTMENTS	
Human Resource	
Marketing	
IT	
Bookmakers	
Finance	
Customer Care	
Audit	
Legal	
Administration	

Section II: Research Questions

Select whether you strongly agree (1), Agree (2), Undecided (3), Disagree (4) or strongly disagree (5) with the following statements.

Please tick appropriate box

A	Leadership Style	1	2	3	4	5
1.	I would quit my job if I get an opportunity to work in an organization with a better leadership style					
2.	The leadership style in this organization leaves with no alternative but to look for a job in another organization					
3.	I am tolerating the leadership style of the managers in this organization as I look for another job					
B	Role Ambiguity					
1.	I would want to work in an organization which has role clarity					
2.	I would like to work in an organization with clear definition of procedures and systems					
3.	If I could get a job with clear expectations of the roles of my job, I would leave this organization					
C	Role Conflict					
1.	There is no compatibility between requirements and expectations of my roles in this organization hence the intention to quit					
2.	Inability to make decisions based on my roles in this organization makes me want to leave this organization					
3.	Poor performance in roles resulting from role conflict makes me want to quit this organization					
D	Job Satisfaction					
1	If I could get a job in another organization with peace of mind, I would leave this organization					
2	The work environment in this organization is not conducive making me want to work in another organization					
3	The policies in this organization are so bad, I should have left this job ages ago					
E	Compensation					
1.	If I get a job with a better pay, I will quit this organization					
2.	Poor salary compared to my experience and skills leaves me no option but to get another better paying job					
3.	The pay benefits remitted by this organization are so poor any other job with better terms will be welcome					

F	Perceived Organizational Support	1	2	3	4	5
1.	This organization is less concerned with my welfare that I would prefer working in another organization					
2.	The organization disregards my input and contributions I can't wait to get another job					
3.	Managers and employees in this organization are very aloof and inconsiderate I just have to quit this job					
G	Job Stress					
1.	Physical and emotional injuries resulting from work leave no option but to move to another better place					
2.	Work requirements and the resources provided are so imbalanced that working here is impossible					
3.	Extreme imbalance between work requirements and my competencies will make me get a different job elsewhere					
H	Challenges					
1.	Work in this place is so dull that it is a waste of expertise and abilities working in this place					
2.	I would prefer working in a place where there is room to learn new things and apply them					
3.	The work environment drains my psychological and physical energy that I can't stand being here for long					
I	Age					
1.	My high expectations from this firm have been dashed I just have to move to a different place					
2.	Over the years I have come to settle on my salary and benefits but I wish I could have a better paying job					
3.	This job is so unpredictable in terms of sustenance that I would prefer another job that is reliable in the long term					
J	Recognition					
1.	No one notices my career achievements in this place that I will quit the moment I get an opportunity					
2.	My long term achievements in this place have gone unnoticed over the years I should have quit long ago					
3.	Most of my input and contribution to the firm is never appreciated I would be better off in another organization					

K	Levels of Responsibility	1	2	3	4	5
1.	In this place no one knows their responsibilities and duties that it is impractical to continue working here					
2.	Working with no sense of responsibility has pushed my decision to seek work elsewhere					
3.	Lack of responsibility to equal my efforts and contributions has made working in another place more than a desire					
L	Work – Time Balance					
1.	Increasing intensity of work from competitiveness in the industry makes me want to quit this job					
2.	Pressure to accomplish more in life with lesser resources makes me want to leave this organization					
3.	Workplace pressure and demands leaves me unable to manage other areas of my life making I just have to quit					
M	Leadership					
1.	Poor leadership in this place leaves no option to continue working here					
2.	Poor leadership resulting to lack of growth and development in my field makes me intend to quit					
3.	Lack of faithfulness in leadership has made ne decide to quit this firm					
N	Communication					
1.	Poor communication and flow of information makes working in this organization impossible					
2.	Lack of proper communication channels to air felt needs and grievances made up my mind to quit this firm					
3.	Lack of established lines of communication between managers and workers makes quitting this job a necessity					