

**DETERMINANTS OF EMPLOYEE TURNOVER INTENTIONS
AMONG TEACHING STAFF AT THE UNIVERSITY OF
NAIROBI**

EUNICE LOKO MULEE

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SUPERVISOR: DR. MARGARET M. KARIUKI

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DECLARATION

I hereby make it clear that this study is my own work and has not been awarded to anyone in any institution.

Signature 

Date 17.11.2021

EUNICE LOKO MULEE

D64/26865/2019

With my approval, this study has been submitted for examination with my approbation as the University supervisor.

Signature  ... Date18/11/2021.....

DR. MARGARET M. KARIUKI

Faculty of Business and Management Sciences

University of Nairobi

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DEDICATION

This research project is dedicated to my family, who have always believed in me and supporting me throughout my life, as well as throughout the duration of my studies and completion of this course successfully.

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ABBREVIATIONS AND ACRONYMS

CUE : Commission for University Education

SPSS : Statistical Package for Social Sciences

UON : University of Nairobi

WLB : Work Life Balance

ABSTRACT

University of Nairobi is the oldest and best performing University in Kenya. University of Nairobi and other universities in Kenya in general have been facing issues to do with staff turnover intentions. The Public Universities Inspection Board determined that each year the most competent academic personnel from public universities leave abroad. Because of the financial constraints facing the universities, it is quite difficult for them to replace departing staffs. In most cases, universities have observed that graduates sent overseas for training prefer to stay abroad or enter the private sector or leave soon after their return. The objective of this research was to establish the factors influencing employee turnover intentions among teaching staff at the University of Nairobi. The study was based on Herzberg two factor theory and social exchange theory. The research design that was applied in this research was descriptive research design. In this research, the 2220 UON teaching staff formed the population of the research. In this study stratified random sampling was used. The sample size for this research was determined via the formulae suggested by Yamane to give 339 respondents that was used as the sample size for the current study. Primary data was needed and therefore a questionnaire was utilized in collecting the data from the respondent. The questionnaire was composed of close ended questions. Data analysis was achieved through use of Statistical Package for Social Sciences (SPSS) software Version 24. The regression coefficients result showed that employee compensation relates negatively and statistically significant with employee turnover intentions ($\beta=0.131$ $p=0.000$); career development relates negatively and statistically significant with employee turnover intentions ($\beta=-0.088$ $p=0.003$); achievement relates negatively and statistically significant with employee turnover intentions ($\beta=-0.126$ $p=0.001$); job responsibility relates negatively and statistically significant with employee turnover intentions ($\beta=-0.123$ $p=0.000$) and recognition relates negatively and statistically significant with employee turnover intentions ($\beta=-0.113$ $p=0.007$). The research recommends that human resource managers at the University of Nairobi, and by extension human resource managers of other organizations, can employ these factors in trying to minimize employee turnover intention. They should incorporate the study findings in formulation of policies and further on how to implement their strategies successfully and on how they could plan to reduce challenges facing it to enable evaluation of the outcomes in a meaningful way.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Employee turnover intention has become a global phenomenon. Leaders are witnessing serious talent management challenges with majority of them recognizing the need for evaluating organization strategies for attracting and recruiting talent. Despite this realization, many leaders have failed to implement proper steps and this can be attributed to not knowing what and how exactly to go about these radical changes (Rawat, 2013). Every firm faces the difficulty of employee turnover intention as current trends in socioeconomic growth, macro-environmental conditions, and dynamic labor markets alter. Companies that rely on people as basic operational divisions invest extensively in attracting, hiring, training, and developing these individuals. This entails significant time and financial investment to enable a smooth transition and adaptation to the organization's working environment, as well as evidence of the essential skills and experience (Maxwell, 2010).

This study was based on two theories including; Herzberg two factor theory and social exchange theory. As indicated by the Herzberg's two factor theory of job satisfaction. Social exchange theory posits that there exists a relationship that generates an action that needs reciprocity and entirely relying on trust. Shobitha and Sudarsan (2014) explain the structure of this interaction as the employer providing a favour and employees responding to the favour with positive outcomes. For instance, when employers provide an environment that promotes work-life balance practices, employees may respond by showing more commitment and engagement which results high productivity (Sorensen, 2014).

The focus of the current research was the University of Nairobi teaching staff. This choice arises because universities in Kenya have been facing issues to do with staff turnover intentions. University of Nairobi being the oldest university in Kenya offers a good context to investigate determinants of employee turnover intention. The Public Universities Inspection Board determined that each year the most competent academic personnel from public universities leave abroad. Because of the financial constraints facing the universities, it is quite difficult for them to replace departing staffs. In most cases, universities have observed that graduates sent overseas for training prefer to stay abroad or enter the private sector or leave soon after their return (GoK, 2016).

1.1.1 Employee Turnover Intentions

This is termed as the extent to which staff intends to move in to and out of employment commonly calculated as the percentages of number of employees who intends to leave an organization (Armstrong, 2007). Wesonga et al. (2011) define labor quit decisions as people moving in and out of a company. This concept fails to recognize that turnover intention occurs in a setting, and that individuals typically and in strategic direction depart an organization. Employee turnover intention, according to Abassi and Hollman companies and positions, and between states of employment as well as unemployment. This approach, on the other hand, fails to appreciate that some long-term employees have plans to quit, and turnover of employee is motivated by a variety of internal as well as external factors. Employee turnover intention is defined by Chepchumba and Kimutai (2017) as individuals already left, still leaving, or intend to quitting for varying motives.

The benefits of an employee's intention to leave are well recognized. Elkjaer and Filmer (2015) point out the possibility for new thinking to be introduced into the business, as

well as assisting management in responding to change and skill need, and replacing instances of bad performance. Employee turnover intentions, as per Okumbe (2011), may be beneficial to an organization since they create outlets for good-bye and assist cushion the organization against looming redundancy. Employee turnover intention, according to Nyakego (2014), provides a chance to infuse competence that is new, new experience as well as ideas into the company, as well as provide opportunities for other employees to further their careers. According to Wesonga et al. (2011), turnover intention generates modern ideas, talents, as well as passion into the workforce.

High-skilled staff turnover, on the other hand, continues to be a problem for businesses. The direct and indirect costs of seasoned employees' voluntary turnover intentions are increasingly influencing business operations and goal achievement. According to Chepchumba and Kimutai (2017), the intention of highly skilled individuals to leave voluntarily negatively impact the performance of an organization and effectiveness.

1.1.2 Determinants of Employee Turnover Intentions

Several variables contribute to the intention of employees to leave a company. These elements can be internal to the company and so under the control of the employer, or external to the firm and thus outside the employer's control. Stability of a firm, absence of promotion, absence of job security, and insufficient training as well as development chances, personal agency, inappropriate communication channels, absence of recognition; absence of competitive compensation system; as well as adverse working environment are amongst the factors outlined in employee turnover intention literature (Abassi & Hollman, 2000; Sherman et al., 2006; Ongori, 2007).

Employee traits are crucial aspects that can influence employee turnover intentions. Employees who are older, more skilled, and married have a lower likelihood of quitting

their jobs, as per Biswakarma (2016). Employee turnover is greater in younger workers than among elder ones, according to Loewenberg (2014). Work-life balance is another important element that influences the likelihood of employee turnover. According to Kuria et al. (2012), absence of work-life balance is a major factor of employee desire to leave. Employee turnover intention is also influenced by compensation. Better income elsewhere was reported to be the most vital motive for employee turnover intention (Obiero ,2011). Furthermore, professional advancement has been shown to directly impact employee turnover intentions.

1.1.3 University of Nairobi

It was founded in 1947, when Kenya's colonial government proposed the establishment of a commercial and technical institute in Nairobi. It had grown to include the three East African countries of Kenya, Tanzania, and Uganda by 1949, with the goal of offering specialized education to the member countries (UON, 2018). In September 1951, the Royal Technical College of East Africa was granted a charter. Around about the same time, the Asian Community in the region was attempting to establish a Commerce, Science, and Arts academy in Mahatma Gandhi's honor. The Gandhi Memorial Academy was absorbed into the Royal Technical College of East Africa in April 1954, and the college officially opened its doors to the first batch of students in April 1956. (UON, 2018). In 1961, the Royal Technical College was raised to the status of East Africa's second university college, Royal College Nairobi. The Institution College Nairobi was renamed the University of Nairobi in 1970 after becoming Kenya's first national university (UON, 2017). The institution had 84,000 students, 2,220 academic personnel with PhDs, and 5,525 administrative and technical workers as of December 2018. (UON, 2018).

Kipkebut (2015) indicated that the greatest challenge accompanied by the increasing number of students in public universities is lack of enough staffs and this lead to universities recruiting from each other. This recruitment vendetta is now referred to as poaching where the target is mostly the vulnerable staff who have not yet been promoted by their respective universities either due to them not meeting the required qualification for promotion or due to unavailability of position to be promoted to in the institution. Public universities are governed by laws and regulations such as promotion and training programs, but the way these policies are implemented has left academics disillusioned.

1.2 Research Problem

Employee turnover intention has long been viewed as a broad assessment or indicative of an organization's ability to function (Ampoamah & Cudjor, 2015). Employee dissatisfaction with their jobs causes them to withdraw in order to decrease their exposure to the job. The fact that losing high-performing individuals has an impact on the company's success when the firm loses the venture incurred in their growth exacerbates employee turnover. Knowing and successful control of the employment relations between professional personnel and their hiring firms is becoming increasingly crucial as the percentage of the workforce engaged in professional or highly technical work rises (Barley, 1996). Excessive staff turnover, it is obvious, creates an insecure workforce, raises costs, and has a negative effect on corporate success.

The main challenge the Kenyan public universities are experiencing is the drastic expansion whilst the funds are decreasing which has resulted to universities having problems such as overcrowding, inadequate physical facilities and staff becoming

disillusioned because of various factors such as a little and noncompetitive salaries and also dissatisfaction in terms of non-monetary factors like heavy workload, deteriorated working conditions and institutional government amongst others (Tettey, 2016). These are some of the factors that have triggered the movement of staff to the private sector or other emigrating to other countries to look for greener pastures in spite of the heavy investment made on them by the university with regards to trainings. Over the last decade, University of Nairobi has rapidly increased its enrolment for both regular and self-sponsored students and on the other hand the number of staff has not increased correspondingly and actually there are no replacement of those that leave the institution because of different reasons such as turnover and brain drain.

In the last eight years, noteworthy past studies on employee turnover intention have concentrated on other industries. Chepchumba and Kimutai (2017) looked at the correlation between employee compensation and voluntary turnover of employees in small enterprises amongst Safaricom dealers in Eldoret, Kenya. The study found no substantial affiliation between employee compensation and employee turnover. Kariuki (2015) investigated the factors that effect employee turnover in Kenya's banking business and discovered a positive as well as substantial link between career planning and turnover intentions. Although Waititu (2013) studied employee turnover in public Limuru District based high schools in Kenya, the study solely looked at financial pay and career advancement as important factors influencing employee turnover. Employee qualities and work-life balance, for example, have gotten very little consideration. This research aim at to fill the gap of the study by giving an answer on the question of the study; what influences employee turnover intention among teaching staff at the University of Nairobi?

1.3 Research Objective

The objective of this research was to establish the factors influencing employee turnover intentions among teaching staff at the University of Nairobi.

1.4 Value of the Study

The outcomes of this research may have implications for present theories, either supporting or opposing them. This research could aid in determining the likelihood of staff turnover. The research may also form a basis for future study on factors influencing employee turnover.

Results of the research are particularly aid managers at the University of Nairobi and other universities in general. They would help organizations understand the factors that affect employee turnover and how to implement them. This will aid in the formulation of policy and the effective implementation of strategies, and also how they should purpose and overcome the problems they face in order to meaningfully evaluate the outcomes.

Further, the Commission for University Education (CUE) the regulator, may consider policy decisions that would facilitate and sustain high organizational performance and good governance. The research will aid in the improvement of policy concerns in this area. Such policy improvements may be important in terms of developing guidance for how to boost university performance and effectiveness in order to increase their productivity for the economy's benefit.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section will take an in-depth study of the literature and researches linked to the determinants of employee turnover intentions. The chapter examines the study's driving theories, outlines the gaps, and pinpoints the inconsistencies in the empirical literature and conceptual framework.

2.2 Theoretical Review

The research was guided by; Herzberg two factor theory and social exchange theory.

2.2.1 Herzberg Two Factor Theory

This was proposed by Herzberg (1959) and has since then been explored by different scholars in an attempt to dig deeper into the association between intrinsic factors and employees' intention to quit. According to Herzberg, the working attitudes and job performance levels of the employees are mainly affected by two factors namely hygiene and motivation factors (Robbins & Judge, 2007). He defined the motivation factors as the intrinsic factors that improve the satisfaction in job of the employees and hygiene factors as those used to prevent employee dissatisfaction and are mainly extrinsic in nature. The theory purports that improving employees' satisfaction motivates the employees to make non-quit decisions.

The main emphasis of Herzberg's theory was to explain the contribution of internal job factors in motivating the employees. His key aim was to open an avenue for employees to participate in planning, executing and work evaluation (Schultz et al., 2010). The content of the theory has been widely being embraced as important in encouraging employees to discharge the best outcomes in companies. Other studies reveal that the

employees are more enticed the by intrinsic factors as stated by Herzberg's motivator needs than any other factors.

Other schools of thought however exist which exhibit sentiments that are contrary to those of Herzberg. King (2005) is one such researcher who tried to debunk and investigate five separate variants of the Two Factor theory. He came to the conclusion that two of the versions are incorrect since they are not supported by prior empirical research. The two factor hypothesis, on the other hand, should be considered a genuinely exceptional specimen that it has survived for too long without being disproved. It has made major contributions with regard to the body knowledge about workplace motivation and employee turnover intentions. Many researchers have conducted further studies as a result of it. It is based on Maslow's well-known hierarchy of needs theory and human behavior. Though, owing to developments in the climate of the company and technological advancements, new methodologies for research are needed. This will give you an understanding of how to do research and how to reevaluate previous findings.

2.2.2 Social Exchange Theory

It was modelled by Homans (1958). It refers to voluntary actions exhibited by employees as a result of the motivation they get (Blau, 2009). This is different from economic exchange since it comprises both intrinsic as well as extrinsic elements. Social exchange thus generates an action that needs reciprocity and entirely relying on trust. Shobitha and Sudarsan (2014) clarify this exchange framework as both the employer providing a favour and employees responding to the favour with positive outcomes. For instance, when employers provide an environment that promotes work-

life balance practices, employees may respond by showing more commitment and engagement which results high productivity (Sorensen, 2014).

This idea shows how the employee-employer relationship affects social interaction. When a relationship is strengthened, an employee may feel valued, which is rewarded through their work output. This exchange paradigm is described by Shobitha and Sudarsan (2014) as both the employer offering support in the form of work-life balance policies as well as the employees repaying the favor with more energy, resulting in increased productivity.

According to Lambert et al. (2010), recent advances in social exchange theory show that work-family benefits may increase employee participation and initiative by creating a sense of obligation to put in extra effort in exchange for additional advantages. When people are able to balance work and other elements of their lives, they work best. The research hypothesis anchored here is on the work life balance whereby employers put in place programs with expectations to get positive returns from their employees hence the proposition that work life balance has a significant influence on employee turnover intentions at the University of Nairobi.

2.3 Determinants of Employee Turnover Intentions

Alkahtani (2015) conducted a review of existing empirical research on the factors that impact employees' decision to quit. Demographic characteristics like age, education level, tenure, job category, income level, and gender have been established to have a correlation with employee turnover intention, according to the study. Loewenberg (2014), who did research on turnover causes amongst social workers in Israel, agrees. Young workers had a higher percentage of voluntary turnover than older workers, according to the research. Hayes (2015) discovered a statistically significant association

between income, age as well as turnover intention, but none between gender, education, or service duration.

In a preservation review research conducted in Australia by Insync Survey (2012) and the Society for Human Resource Management (2011), it was discovered that living conditions like home life were a significant motivator for women's voluntary turnover (47 percent) in comparison to men (40 percent). Job satisfaction as well as career openings, on the other hand, are highly valued by all genders. Men place a high priority on employment and structural elements such as career prospects, professional development, and job happiness, according to the Insync Survey (2012).

Work-life balance is regarded as a crucial approach for retaining employees. Riley (2008) discovered no correlation between work-life conflicts and employee intentions to voluntarily leave (quoted in Noor and Maad, 2008). Nevertheless, Saeed et al. (2013) discovered a substantial link between stress, work-life balance, as well as employee turnover intention in research of Pakistani marketers. In a research of Pakistani marketing executives, Noor and Maad (2008) discovered a significant positive association between employee voluntary turnover intention and salary. Kuria et al. (2012) discovered that absence of balance between work as well as personal life is the leading employee voluntary turnover cause in the hotel sector in Kenya.

Suifan, Abdallah, and Diab (2016) carried out a study at private hospitals on the impact of work-life balance on employee turnover intentions. According to the data, the only WLB action that had a substantial negative direct impact on employees' voluntary turnover intentions was management support. Because of work-life conflict, job freedom has a negative indirect impact on employee voluntary turnover intentions. In the meantime, elasticity in the schedule had an trivial impact on the voluntary turnover

intention of employees. It was also clear that casual activities (promoting managers and job independence) having the most important impact and are the voluntary turnover intentions determinants of employees.

Work-life balance and stress were explored in the context of voluntary employee turnover rates (Saeed, Lodhi, Ahmed, Afzal, Mahmood, and Ahmed ,2013). This research was done amongst marketer in Pakistan. The findings demonstrated a link between work-life balance as well as levels of stress and the likelihood of employee voluntary turnover.

Adewuyi (2012) did a research on employee retention in a professional service firm in South Africa discovered generational commonalities and dissimilarities in the priority of employee voluntary turnover causes among Generations Y, X, and Baby Boomers. In comparison to Generation X as well as Baby Boomers, most Generation Y members consider monetary reward to be crucial determinant in employee voluntary turnover.

Adewuyi (2012) investigated how wealth creation activities helped retain employees in a professional services organization. Financial remuneration was revealed to be a key driver of employee voluntary turnover in the research. Obiero (2011) discovered that better compensation elsewhere was the most crucial motivator for employee voluntary turnover in a study of a Kenyan financial organization.

Chepchumba and Kimutai (2017) looked at the correlation between employee reward and employee voluntary turnover in small enterprises amongst Safaricom dealers in Eldoret, Kenya. The study discovered a link between quality wage, house allowance/travel/meals as well as medical allowance employee turnover intention among the many types of compensation options. Despite their prominence, base salary

and commissions compensation options were not shown to be significantly related to the likelihood of employee turnover.

Weng and McElroy carried out a research on firm career advancement, emotional work-related vow, as well as employee voluntary turnover intentions. Employee voluntary turnover intentions were found to have a negative link with organizational career progression in the research. Shahzad (2011) investigated the organizational environment, employment satisfaction, and career advancement chances in Pakistan's public sector. Employee voluntary turnover intentions were found to have a negative association with career progression prospects in the research.

Rawat (2013) posits that organizations face a lot of problems because of high turnover rate. Employee turnover happens as a result of dissatisfaction with one's job, working conditions that are poor, low pay, a unavailability opportunities for promotion, and a better offer. High employee turnover leads to low performance in the organization. Mendes and Stander (2011) assert that company should to make investment on retaining their employees so as to be successful. Because of a scarcity of qualified people and increased competition, finding and maintaining great employees is a top issue for companies.

Maria, Xavier, Luis and Joseph-Oriol (2014) researched the training effects on the competitive economic advantage of firms in Spain and findings discovered presence of a positive affiliation amongst training and competitive edge. Kim (2015) conducted a study on what increases public employees' turnover intention and finding recommended that South Korean ought to offer employees with training and career development opportunities so as to minimize the turnover intention.

Farid (2014) carried out a study on an evaluation of the effect of employee turnover on organization performance in Barclays Bank Tanzania. It was established that employee turnover increases workload and reduces efficiency. It was recommended that for an organization to improve its performance, employees should be paid marketable salary and rewarded once they achieve their goals. Gertrude (2014) conducted a research on assessment of employee's turnover in the private sector. Findings revealed that each year, the rate of employees' turnover is growing and this will have a negative effect on the growth of private sector. It was recommended that private sector should restructure employee's salary scales hence increase employee satisfaction.

Biswakarma (2016) did research on organizational career advancement and employee intentions to quit. From the findings it was shown that there was a negative affiliation of organization career growth dimension and employees voluntary turnover intentions. Additionally, it was revealed that the demographic variables for instance age, marital status, position and gender are not significant moderating factors of the phenomenon. Further the study revealed that growth of remuneration and promotion speed are the primary factors which directly impact the employees' voluntary turnover intentions and also career growth progress follows.

2.4 Summary of Literature Review and Research Gaps

Researches relating to human resource practices concentrated on the determinants of employee turnover intention are far and wide. Many have focused on country, economy and industry specific subsets, providing a wide range of retention strategies. Emmens et al. (2006) researched on the role of employee turnover intention on the performance of Accra Breweries Limited. His results revealed that absence of work-life balance, as well as a lack of incentive and appreciation, poor salary and unclear career growth

opportunities led to employee departures from the organization. The company was highly concerned with retaining top talent and strategizing on how to enhance employee retention in such a competitive industry. Employee loss was realized through strained business processes, delays in service delivery and higher costs attached to recruitment and selection processes.

In a study conducted by Robert Half International on why employees leave their organizations, the findings stated that a large number of people leave for better career opportunities and development as opposed to concerns with compensation, as has been the traditional school of thought (Johnson, 2010). The research further indicated that career development was beneficial to both the employees and organizations as an employee retention strategy. The employee could learn new skills and competencies that would be more intrinsically rewarding. This could be used to the advantage of organizations that would have highly skilled and knowledgeable staff who can execute tasks with minimal or no errors. These staff can also contribute towards a competitive advantage for the organization where they constantly brainstorm innovative ideas and take initiatives in projects (Wright, Gardner, Moynihan & Allen, 2005).

By examining the linkage between HR practices and employee turnover intention at the United Arab Emirates, Alnaqbi (2011) suggests that the aspects most likely to affect satisfaction of job and employee retention were job descriptions, profiles and job security. Employees were also disturbed by the lengthy hierarchy, centralization of all tasks and duties, decision making and issues concerning empowerment and accountability for work. Employee learning and growth through training and development emerged as a promising employee retention strategy from Meyer et al. (2000) studies. He advises that training and development contribute to employee

retention through providing employees with the tools and techniques on how to deal with job related stress and change. It creates a culture of caring and is viewed as a way of building employee commitment through provision of support where necessary to face job challenges.

From his study on employee turnover intention for skilled customs employees in South Africa, Carraher (2008) notes that the organization was in a good position with employees in regards to pay and benefits, however training, development, management styles and career advancement opportunities were concerning. Most of the studies applied different reasons for employee turnover intention, organizational performance and various retention strategies as their variables and stratified employees within specific subsets and researched the reaction of these sub-sets to the research.

According to a review of the empirical literature, a lot of researchers have looked into the connection between employee turnover intentions and independent variables like employee qualities, work-life balance, monetary reward, as well as career development. In terms of the importance of their connection, the impact of the independent variable on employee turnover intention yielded varied outcomes. This research focuses to solve the contradictions.

Second, the majority of research that looked at employee characteristics, work-life balance, monetary pay, as well as career development as drivers of employee turnover intentions were done in foreign countries. Furthermore, studies done in the Kenyan context place a restricted emphasis on industry sectors such as higher education, and there are few contemporary studies published in this area. Given the diversity of policy situations and historical periods, the goal of this research was to add to the body of knowledge about the correlation between independent factors and employee turnover

intentions in Kenyan public universities, notably teaching staff at the University of Nairobi.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Study technique elucidates the systematic protocols which are followed to arrive at results that are able to effectively address the study objectives and the questions the study aims to answer. In this regard, thus, this section highlights research design that guided the study. Others include target population, sampling protocol, gathering of data instrument and procedure, and lastly the examination of data and presentation of findings.

3.2 Research Design

Descriptive research design was applied in the research. This was founded on the argument that the study aimed on having a precise description of determinants of employee turnover intentions at UON. This study applied a quantitative approach. This was supported by the fact that the study intended to gather quantitative data using a structured questionnaire in accordance with all the study constructs. According to Khan (2008), the quantitative approach can be reduced to an inferential approach that allows conclusions to be drawn on relations in a particular population.

3.3 Target Population

It denotes the sum of item, groups or people possessing similar characteristics (Khumar, 2005). In this research, the 2220 UON teaching staff formed the population of the research.

3.4 Sample Design and Sample Size

In this research stratified random sampling was used. Cooper and Schindler (2013) indicate that stratified sampling increases the statistical efficiency of the survey,

offers sufficient data for the analysis of different sub-populations and allows various testing techniques to be included in various strata. This strategy helps the researcher to segment the sample into relevant, mutually exclusive strata. The employees were divided according to their college. The University of Nairobi has six colleges and respondents were selected from each of this college using simple random sampling.

It was determined via the formulae suggested by Yamane, with assumption of 95% of confidence level.

$n = \frac{N}{1 + Ne^2}$ where, n = sample size, N = study population, 2220 in this case, e = alpha level of 0.05

Substituting these values in the above equation gives 339 respondents that was used as the sample size for the current study.

3.5 Data Collection

The type of data to be collected normally dictates the research instrument to be used. In this case, primary data was needed and therefore a questionnaire was utilized in gather the data from the interviewees. The primary data was important in addressing the real condition of the association amongst dependent and independent variables. The justification for using questionnaire is because it is an easy way of acquiring information in a limited time period and it is effective in terms of the cost.

The questionnaire was composed of close ended questions. All employees in the selected sample were issued with questionnaires. The questionnaire was subdivided into three segments, the first section capturing the demographic data of the interviewees whereas the second section captured data relating to the determinants of employee turnover intentions while section three covered employee turnover intentions. Five

point Likert Scale was adopted to gather data of the closed ended questions. The respondents gave their opinion on the 1 to 5 scale. A Google form was used to administer the questionnaire.

3.6 Data Analysis and Presentation

Upon collection of the data, it was screened to confirm that the questionnaires were all complete and those that are missing or not complete were deleted. Where the questionnaire had more than 20% responses missing, it was eliminated from analysis. The reason for data cleaning was to ensure that outliers, that often threaten the accuracy and reliability of the results of the analysis, are minimized. Examination of data was achieved through application of Statistical Package for Social Sciences (SPSS) software Version 24. The descriptive elements of the research were analyzed using mean and standard deviation. For inferential statistics, multiple regressions analyses were conducted in establishing how the independent variables influenced the dependent variable. For simplifying the understanding and interpretation of the findings the results were presented in figures and tables.

The below multiple regression model was applied:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \varepsilon$$

Where:

Y = Employee turnover intentions

B₀ = Constant

X₁ = Work life balance

X₂ = Employee compensation

X₃ = Career development opportunities

X₄ = Achievement

\mathbf{X}_5 = Job responsibility

\mathbf{X}_6 = Recognition

ε = Error Term

$\beta_1, \beta_2, \beta_3$ = Regression Coefficients of Predictor Variables

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This part outlines the findings of a survey-based examination of data gathered from teaching staff of the University of Nairobi. The chapter looked at the response rate and then looked at the demographic data of the people who responded. In the next sections, the findings of the descriptive, factor analysis, and regression analyses were highlighted.

4.2 Response Rate

As part of the study, 339 questionnaires were given to sampled employees. There were 303 questionnaires in total that were completed and returned. This resulted in 89 percent response rate. This was presented in Table 4.1. The other 36 questionnaires were not properly filled even after subsequent follow-up. Some respondents did not fully fill the questionnaires even with assistance during administration.

Table 4.1: Response Rate

Questionnaires	Frequency	Percent
Returned	339	89
Not Returned	303	11
Total	100	100

4.3 Demographics

The demographic characteristics that were analyzed in the study were: age, gender, education level, marital status, terms of employment and working experience.

4.3.1 Respondents' Gender

A summary of the gender representation in the research was provided in Table 4.2.

Table 4.2: Respondents' Gender

Gender	Frequency	Percent
Male	185	61.1
Female	118	38.9
Total	303	100

The gender results showed more male at 61.1% and only 38.9% females among the respondents. This could also imply that there are more male teaching staff at the University of Nairobi. This is a reflection of the Kenyan government gender compliance policy on employment that requires government organizations to adhere to the two-thirds gender-based rule on employee composition.

4.3.2 Marital Status

The marital status of the interviewees for the study was summarized in Table 4.3.

Table 4.3: Marital Status of Respondents

Marital status	Frequency	Percent
Single	27	8.9
Divorced	26	8.6
Married	208	68.6
Widowed	42	13.9
Total	303	100

Most of the interviewees were married as shown by a 68.6% representation in this category. Those widowed followed at 13.9% and those single represented 8.9% while those divorced were the least at 8.6%. It thus emerged that the highest population of teaching staff in the University of Nairobi are married.

4.3.3 Age

The interviewees' age was for the study was summarized in Table 4.4.

Table 4.4: Age of Respondents

Age	Frequency	Percent
20- 29 years	11	3.6
30 – 39 years	23	7.6
40– 49 years	135	44.6
50 years and above	134	44.2
Total	303	100

Most of the interviewees were between the ages of 40 years to 49 years as shown by a 44.6% representation in this category. Those aged 50 years and above followed closely at 44.2% and those aged 30-39 years represented 7.6% while those aged between 20 and 29 years were the least at 3.6%. It thus emerged that the aged are the majority among the teaching staff of the University of Nairobi.

4.3.4 Highest Level of Education

The findings for the highest education level achieved by the interviewees were analyzed and shown in Table 4.5.

Table 4.5: Highest Level of Education

Highest education level	Frequency	Percent
Bachelor Degree	27	8.9
Master's Degree	206	68
PhD	70	23.1
Total	303	100

The interviewees who had acquired a master's degree were the majority representing 68%. Those with PhD degree represented 23.1% while those with bachelors represented 8.9%.

4.3.5 Terms of Employment

The results on the terms of employment were shown in Table 4.6.

Table 4.6: Terms of Employment

Terms of Employment	Frequency	Percent
Permanent	214	70.6
Contract	89	29.4
Total	303	100

The percentage of staff who were on a permanent basis were representing 70.6% being the majority while those on contract represented only 29.4%. Hence the majority of the teaching staff have been employed on permanent basis.

4.3.6 Working Experience

The results in Table 4.7 show the working experience among the teaching staff.

Table 4.7: Working Experience of Respondents

Working experience	Frequency	Percent
5 years and below	44	14.5
6 – 10 years	94	31
11 – 15 years	98	32.3
16 – 20 years	36	11.9
21 years and above	31	10.2
Total	303	100

Most of the interviewees (32.3%) had worked the current employer for between 11-15 years, those who had worked for 6-10 years represented 31% while those who had been at the current employment for 5 years and below represented 14.5% and them at 16-20 years represented 11.9% and those having a working experience of 21 years and above were the least at 10.2%. This implied that the majority of the teaching staff at the University of Nairobi had been in their employment for a good number of years thus had good experience and had enough information regarding the factors analyzed in the study.

4.4 Descriptive Statistics

In order to summarize the data for easy report descriptive statistics were applied.

Percentages and the mean were adopted in the study.

4.4.1 Work Life Balance

The descriptive statistics for the variable work life balance were analyzed and illustrated in Table 4. 8.

Table 4. 8. Descriptive Statistics for Work Life Balance

Statements	SD	D	N	A	SA	M	Std. Dev.
I am contented with hours of working in the company							
	1.70%	2.60%	2.00%	48.80%	44.90%	4.33	0.79
I do my job after working hours that are official to beat the deadline							
	50.80%	41.60%	2.30%	3.30%	2.00%	1.64	0.85
Employees who work overtime are recognized							
	3.00%	3.00%	2.00%	47.20%	44.90%	4.28	0.88
The time I spent interferes with my family duties							
	44.20%	48.80%	1.70%	3.30%	2.00%	1.70	0.83
Average						2.99	0.83

The results indicated that most (92.9%) of the respondents are pleased with the working hours of the organization. The results also indicated that according to most (92.1%) of the respondent's employees who work overtime are recognized. While (92.4%) of the interviewees illustrated that they do not work after working hours that are official to beat the deadlines. Moreover 93% of the respondents disagreed that the time spent on my job makes it not easy meet obligations of the family. The overall mean for the

responses indicated that the respondents were agreeing to some statements and disagreeing with others regarding work life balance.

4.4.2 Employee Compensation

The descriptive statistics for the variable employee compensation were analyzed and presented in Table 4. 9.

Table 4. 9. Descriptive Statistics for Employee Compensation

Statements	SD	D	N	A	SA	M	Std. Dev.
The salary and benefits are commensurate to efforts	1.70%	3.00%	2.00%	46.90%	46.50%	4.34	0.80
The university offers good remuneration to all staff	2.30%	3.30%	2.00%	44.90%	47.50%	4.32	0.86
Pay of bonus is proportional to our work and is satisfying	2.30%	3.30%	1.70%	48.50%	44.20%	4.29	0.85
I will quit from the university Now if I am Given a better job with a better pay by different employer	47.50%	43.60%	2.30%	4.30%	2.30%	1.70	0.89
Compensation of finance the cause for me to continue working in the university is	2.00%	3.00%	2.00%	46.90%	46.20%	4.32	0.82
Average						3.79	0.84

The findings showed that most (93.4%) of the interviewees agreed that the salary and benefits are proportional to efforts. The results also indicated that according to most (92.4%) of the respondents the university offers good remuneration to all staff. Further most (92.7%) of the respondents indicated that pay of bonus is satisfying and proportional to effort. Moreover 93.1% of the interviewees concurred that

compensation of finance is the main cause for their long stay in the university. However, 91.1% of the respondents did not agree that they would resign from the university if they are offered a higher salary by another employer. The overall mean for the responses showed that most of the interviewees were agreeing to the statements regarding employee compensation.

4.4.3 Career Development

The descriptive statistics for the variable career development were analyzed and presented in Table 4.10.

Table 4. 10. Descriptive Statistics for Career Development

Statements	SD	D	N	A	SA	M	Std. Dev.
Sponsorship as well as scholarship for all staff fairly	1.70%	3.60%	2.00%	43.60%	49.20%	4.35	0.83
There is a platform for staff to enhance their career in the university	1.70%	2.00%	2.00%	49.20%	45.20%	4.34	0.76
My current work motivates to work more to get skills linked to my work	2.30%	2.30%	1.70%	41.30%	52.50%	4.39	0.83
There is a program for training and guiding for all staff to enhance their skills	2.00%	3.00%	1.30%	44.20%	49.50%	4.36	0.82
Employees at the university have more than one potential position for promotion	2.30%	2.60%	1.70%	47.50%	45.90%	4.32	0.83
Average						4.35	0.81

The results indicated that most (92.8%) of the respondents agreed that sponsorship and scholarship are available for all staff without favors. The findings also indicated that according to most (94.4%) of the respondents there exists career progression/path of

employees in the university. Further most (93. 8%) of the respondents indicated that their present job encourages them to continuously gain new skills linked to the job. Moreover 93.7% of the respondents agreed that there is a training and mentorship program for all employees which adds value to the staff. Finally, 93.4% of the interviewees agreed that employees at the university have more than one potential position for promotion. The overall mean for the responses showed that most of the interviewees were concurred the statements regarding career development. 4.4.4 Achievement

The descriptive statistics for the variable achievement were analyzed and shown in Table 4.11.

Table 4. 11. Descriptive Statistics for Achievement

Statements	SA	D	N	A	SA	M	Std. Dev.
My job gives me the chance to do things for other people.	1.70%	2.30%	1.30%	45.90%	48.80%	4.38	0.78
My job gives me the chance to do something special that makes use of my abilities.	1.00%	1.70%	1.00%	49.50%	46.90%	4.40	0.69
I attain a feeling of accomplishment from the job.	1.70%	1.70%	1.30%	42.60%	52.80%	4.43	0.76
Having challenging and high goals and tasks enhances my performance.	1.30%	2.30%	1.30%	46.50%	48.50%	4.39	0.75
Help by management in my competence and ability boosts my performance	1.00%	2.30%	1.30%	49.20%	46.20%	4.37	0.72
Average						4.39	0.74

Findings revealed that most (94.7%) of the interviewees concurred that their job gives them the chance to do things for other people. The results also indicated that according to most (96.4%) of the respondents their job gives them the chance to do something special that makes use of my abilities. Further most (95.4%) of the respondents indicated that they attain a feeling of accomplishment from the job. Moreover 95% of the respondents agreed that having challenging and high goals and tasks enhances their performance. Finally, 85.4% of the respondents agreed help by management in their competence and ability boosts their performance. The overall mean for the responses revealed that most interviewees were concurring to the statements regarding achievement.

4.4.5 Job Responsibility

The descriptive statistics for the variable job responsibility were analyzed and presented in Table 4.12.

Table 4. 12. Descriptive Statistics for Job Responsibility

Statements	SD	D	N	A	SA	M	Std. Dev.
I am able to keep busy all the time in this job.	1.70%	1.70%	1.00%	46.50%	49.20%	4.40	0.75
I am able to work alone on the job and take initiative.	1.30%	2.00%	1.00%	51.50%	44.20%	4.35	0.73
There is job rotation in my employment.	1.70%	1.70%	1.00%	52.50%	43.20%	4.34	0.74
Workers are handled well in my place of employment	1.30%	1.70%	1.30%	47.20%	48.50%	4.40	0.73
Roles and responsibilities are clearly spelt out and defined in my organization.	1.70%	1.70%	1.00%	50.50%	45.20%	4.36	0.74
Average						4.37	0.74

The results indicated that most (95.7%) of the respondents agreed that they are in a position to be occupied always in the job. The results also indicated that according to most (95.7%) of the respondents they are able to work alone on the job and take initiative. Further most (95.7%) of the respondents indicated that there is job rotation in the employment. Moreover 95.7% of the interviewees concurred that workers are handled well in their place of employment. Finally, 95.7% of the respondents agreed that roles and responsibilities are clearly spelt out and described in their organization. The overall mean of 4.37 for the reply showed that most of the interviewees were positive about job responsibility in the institution.

4.4.6 Recognition

The descriptive statistics for the variable recognition were analyzed and illustrated in Table 4.13

Table 4.13. Descriptive Statistics for Recognition

Statements	SD	D	N	A	SA	M	Std. Dev.
I feel like I belong in my job community	1.30%	2.30%	1.00%	44.60%	50.80%	4.41	0.75
My pay is commensurate with the amount of work I do.	1.00%	2.30%	1.30%	42.20%	53.10%	4.44	0.73
I get along well with my coworkers.	1.30%	1.30%	1.70%	47.50%	48.20%	4.40	0.72
There is praise for doing a good job in my place of employment.	1.00%	1.70%	1.30%	48.20%	47.90%	4.40	0.70
I would be glad to work for long with this company	1.30%	2.00%	1.30%	51.50%	43.90%	4.35	0.73
Average						4.40	0.72

The findings showed that (95.4%) of the interviewees concurred that they feel like they belong in their job community. The results also indicated that according to most

(95.3%) of the respondents their pay is commensurate with the amount of work they do. Further most (95.7%) of the respondents indicated that they get along well with their co-workers. Moreover 96.1% of the respondents agreed that there is praise for doing a good job in their place of employment. Finally, 95.5% of the respondents agreed that they would be very glad to work with the company for the remaining part of their career. The overall mean of 4.40 for the reply showed that most of the interviewees were positive about recognition in the institution.

4.4.7 Employee Turnover Intentions

The descriptive statistics for the variable employee turnover intentions were analyzed and shown in Table 4.14.

Table 4. 14. Descriptive Statistics for Employee Turnover Intentions

Statements	SD	D	N	A	SA	M	Std. Dev.
I am considering of quitting from this company	45.90%	49.80%	1.30%	1.70%	1.30%	1.63	0.72
I am intending to search for different work	50.80%	43.20%	1.30%	2.60%	2.00%	1.62	0.81
I plan to inquire vacancies of work intend to ask people about new job opportunities	45.20%	47.50%	2.00%	3.30%	2.00%	1.69	0.83
I don't intend to be in the company plan	39.90%	54.10%	1.30%	2.60%	2.00%	1.73	0.79
I don't attach myself to this company	46.20%	48.50%	1.70%	2.00%	1.70%	1.64	0.76
Average						1.66	0.78

The results indicated that most (95.7%) of the respondents disagreed that they are considering quitting the organization. The results also indicated that according to most

(94%) of the respondents they are not intending to search for a different work. Further most (92.7%) of the respondents indicated that they do not plan to inquire about other jobs from other people. Moreover 94% of the respondents agreed that they don't have plan leave the organization. Finally, 94.7% of the respondents disagreed they do not feel a strong attached to their company. The overall mean of 1.66 for the responses indicated that most of the respondents had no intention of leaving the organization.

4.5 Factor Analysis

This is a method applied to decrease large number of determinants to few. The important ideas that many seen determinants have patterns of feedback that are same as they all linked a latent factor. In each examination of a variable, there are similar number of determinants as there are variables. Each determinant tackles a given amount of variance overall in the variables that are observed. The eigenvalue is a measure of how much of the variance of the variables that are observed a factor explains. According to the Kaiser Criterion, If Eigenvalues is greater than one, we should consider that a factor and if Eigenvalues is less than one, then we should not consider that a factor. The determinants that describe the least amount of variance are generally rejected.

The association of each determinant to the existing factor is expressed by the factor loading which is the correlation coefficient for the variable and factor. Principal Component method was used in the study. For better understanding of the outputs, technique called Varimax was applied. This was carried out to evaluate the determinants of employee turnover intentions among teaching staff at the University of Nairobi. The focus was to decrease the statements into few factors. Principal Component starts extracting the maximum variance and puts them into the first

factor. . This procedure goes to the last factor. To get data that is reliable, rotation was carried out through varimax technique of rotation.

It indicated that the statements can be decreased thirteen factors. This succeeded the Kaiser criterion that affirms that a factor should be chosen on the basis of Eigen Values. An Eigen value of 1 or more reveals a factor. The five factors explained a cumulative variance of 59.133% of the total variance.

Table 4.15: Eigen values

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.694	5.842	5.842	1.694	5.842	5.842	1.504	5.186	5.186
2	1.618	5.578	11.42	1.618	5.578	11.42	1.481	5.107	10.293
3	1.535	5.293	16.713	1.535	5.293	16.713	1.367	4.713	15.006
4	1.482	5.111	21.824	1.482	5.111	21.824	1.365	4.708	19.713
5	1.375	4.742	26.566	1.375	4.742	26.566	1.308	4.512	24.225
6	1.33	4.585	31.151	1.33	4.585	31.151	1.303	4.492	28.717
7	1.31	4.517	35.668	1.31	4.517	35.668	1.279	4.411	33.128
8	1.221	4.212	39.88	1.221	4.212	39.88	1.275	4.397	37.525
9	1.202	4.146	44.026	1.202	4.146	44.026	1.273	4.391	41.916
10	1.191	4.106	48.132	1.191	4.106	48.132	1.273	4.388	46.305
11	1.106	3.813	51.945	1.106	3.813	51.945	1.241	4.28	50.585
12	1.052	3.629	55.574	1.052	3.629	55.574	1.241	4.279	54.865
13	1.032	3.559	59.133	1.032	3.559	59.133	1.238	4.268	59.133
14	0.987	3.402	62.535						
15	0.949	3.273	65.808						
16	0.942	3.247	69.055						
17	0.903	3.115	72.17						
18	0.864	2.98	75.149						
19	0.833	2.871	78.021						
20	0.799	2.755	80.776						
21	0.718	2.475	83.251						
22	0.706	2.433	85.684						
23	0.691	2.381	88.065						
24	0.648	2.233	90.298						
25	0.624	2.153	92.451						
26	0.605	2.088	94.539						
27	0.557	1.921	96.46						

28	0.522	1.8	98.261
29	0.504	1.739	100

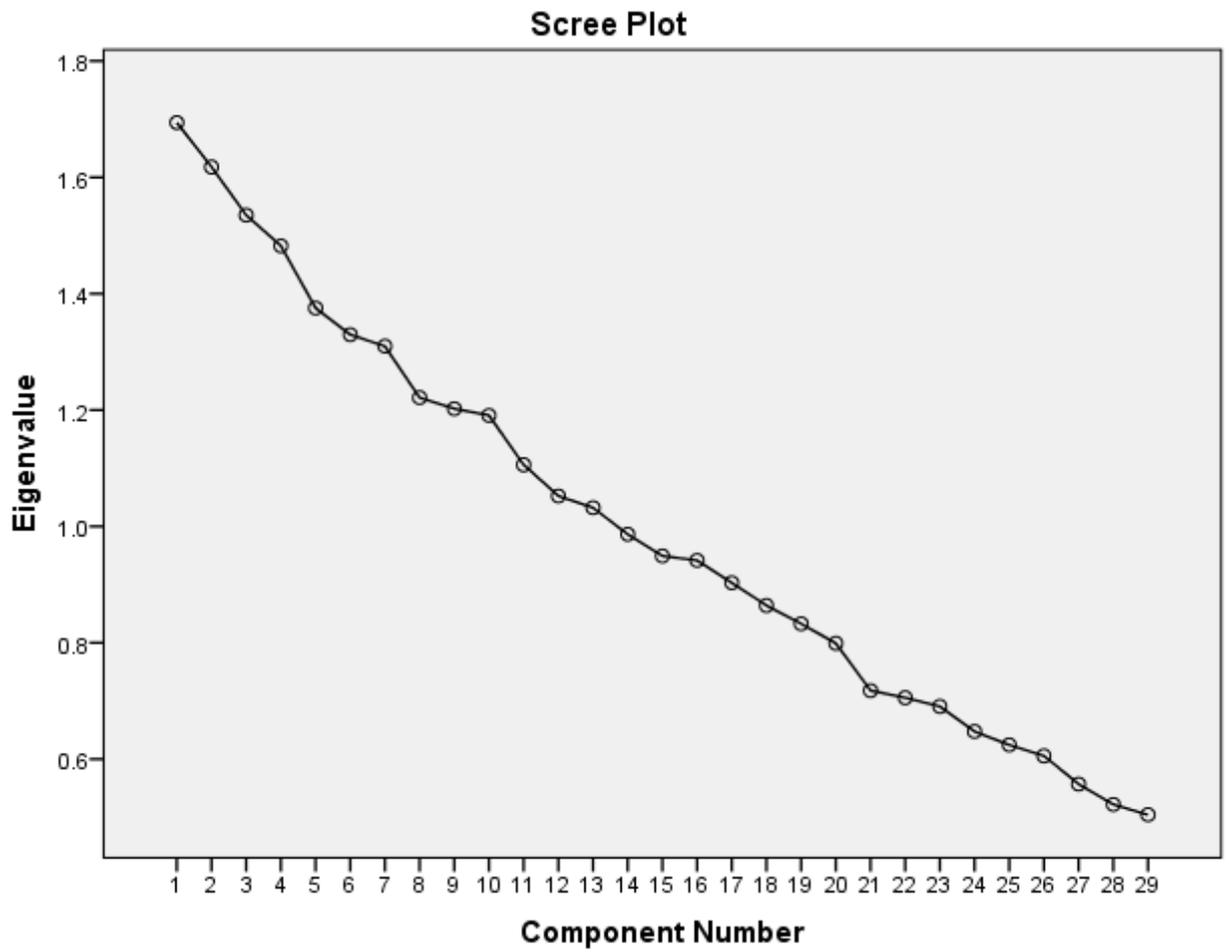


Figure 4.1: Scree Plot

Table 4.16: Component Matrix

	1	2	3	4	5	6	7	8	9	10	11	12	13
I attain a feeling of accomplishment from the job.	0.492				0.303	0.349							
My job offers an opportunity to carry out something special that makes adoption of skills that I have.	0.484												
Help by management in my competence and ability boosts my performance	0.437								0.41				
Employees at the university have more chances for promotion	0.4			0.313		-0.393							
I would appreciate to work longer in this company.		0.517											

My pay proportional with the work I deliver.	0.495					
Roles and responsibilities are clearly spelt out and defined in my organization.	-0.476					
I will quit now from the university now if I get better pay.	-0.475	0.322		-0.349		
I am contented with hours of working of the company	0.645					
There is job rotation in my employment.	0.644					
I feel like I belong in my job community	0.481					0.384
Having challenging and high goals and tasks enhances my performance.	-0.424	0.381				
My work offers me an opportunity to carry out for other people.	-0.395					
The university offers good remuneration to all staff	-0.36					
The salary and benefits are commensurate to efforts	-0.346			0.343	0.309	
There is praise for delivering in my place of employment.		0.605				0.496
I get along well with my co-workers.				0.504		-0.357
There is program of training and guidance for all staff that enhances their skills at work place.				0.486		0.314
My current work motivates me to always get new skills related to my work					0.544	
Sponsorship as well as scholarship are there for staff fairly		0.321				-0.45
There is platform where staff can continue with their career					0.311	-0.37

I deliver after working hours that are official to beat deadlines	-0.315			0.37		
Pay of bonus is proportional to our work and its satisfying	0.363				0.573	
The time in spent doing my work does not make it easy to deliver obligations to my families.	0.399				-0.417	
Compensation of finance is the cause for me working here		0.322			0.323	0.319
I am able to work alone on the job and take initiative.	-0.388	0.39				0.504
Workers are handled well in my place of employment	-0.374		0.372			-0.473
I am able to keep busy all the time in this job.					0.323	-0.309
Employees who work overtime are recognized	0.37	-0.318	-0.305			-0.409
Extraction Method: Principal Component Analysis.						
a 13 components extracted.						

4.6 Regression Analysis

Table 4.17: Model Fitness

R	R Square	Adjusted R Square	Std. Error of the Estimate
.771a	0.537	0.435	0.278458

The R square was found to be 0.537. This revealed that the variables work-life balance, career development, employee compensation, achievement, job responsibility, and recognition, explain 53.7% of the variations in the variable employee turnover intentions. The remaining 46.3% could be explained by other factors not studied in this study. The model was therefore found to be fit in explaining the study phenomena.

Table 4.1:8 ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	17.787	6	2.964	38.232	0.000
Residual	22.952	296	0.078		
Total	40.738	302			

The model was also found to be significant in explaining the study phenomena since the p value for ANOVA was $0.000 < 0.05$.

Table 4.19: Regression of Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.43	0.2		17.137	0.000
Work Life Balance	-0.08	0.02	-0.186	-3.976	0.000
Employee Compensation	-0.131	0.03	-0.226	-4.374	0.000
Career Development	-0.088	0.03	-0.173	-2.944	0.003
Achievement	-0.126	0.036	-0.188	-3.496	0.001
Job Responsibility	-0.123	0.029	-0.221	-4.216	0.000
Recognition	-0.113	0.022	-0.219	-3.708	0.007

The regression coefficients results showed that Work Life Balance relates negatively and statistically significant with employee turnover intentions ($\beta = -0.08, p = 0.000$). This

concluded with Riley (2008) who established no remarkable linkage between conflict of work-life and employee voluntary turnover intentions. Nonetheless, the results contradicted with those of, Saeed et al. (2013) who established a remarkable correlation between work-life balance, stress and employee turnover intention and Noor and Maad (2008) who established remarkable and useful linkage with employee voluntary turnover intention.

The regression coefficients result also showed that employee compensation relates negatively and statistically significant with employee turnover intentions ($\beta=0.131$ $p=0.000$). Results were in line with those by Chepchumba and Kimutai (2017) who established a remarkable association between merit pay and medical allowance employee turnover intention. Further the regression coefficients findings also showed that career development relates negatively and statistically significant with employee turnover intentions ($\beta=-0.088$ $p=0.003$). The findings concurred with those by Weng and McElroy (2012) who established a negative linkage between growth of career in an organization and intentions of employees' turnover voluntary as well as Shahzad (2011) who found a linkage between growth of career opportunities and employee's voluntary turnover intentions.

Furthermore, it was revealed that achievement relates negatively and statistically significant with employee turnover intentions ($\beta=-0.126$ $p=0.001$). Moreover, the regression coefficients results showed that job responsibility relates negatively and statistically significant with employee turnover intentions ($\beta=-0.123$ $p=0.000$). More so the regression coefficients results showed that recognition relates negatively and statistically significant with employee turnover intentions ($\beta=-0.113$ $p=0.007$). Results were in line with Biswakarma (2016) who revealed that growth of remuneration and

promotion speed are the primary factors which directly impact the employees' voluntary turnover intentions. A unit added in any other factor would cause a decrease in employee turnover intentions. The regression model was therefore affirmed as:

$$y_1 = 3.43 + -0.08X_1 + -0.131X_2 + -0.088X_3 + -0.126X_4 + -0.123X_5 + -0.113X_6$$

In this case,

y_1 = Employee Turnover Intentions

X_1 = work-life balance

X_2 = Employee Compensation

X_3 = Career development

X_4 = achievement

X_5 = Job Responsibility

X_6 = recognition

4.7 Discussion of Findings

The results of the research demonstrated that the teaching staff of the University of Nairobi have achieved work-life balance. They are satisfied with the working hours in their job as they are not required to work overtime to meet deadlines and thus they have enough time to take care of the family. Moreover, staff who work overtime are compensated. It was therefore established that work-life balance negatively influences employee turnover intentions by the teaching staff at the University of Nairobi. The findings also indicated that the teaching staff of the University of Nairobi are satisfied with the compensation as the salaries benefits and bonuses go hand in hand with the efforts one put. Moreover, the remuneration is fair for all employees and hence had no intention of leaving the job for a better pay. The employee compensation factor hence

had a negative influence on the employee turnover intentions by the teaching staff at the University of Nairobi.

Findings further showed that there's career development strategy for the University of Nairobi teaching staff through scholarships career progression and coaching and mentoring of the staff. The career development hence has a negative effect on employee turnover intentions by the teaching staff at the University of Nairobi. Moreover, findings on achievement showed that the staff had attained a feeling of achievement as their job allows them to do something special and also attend to other people. This also revealed a negative effect on employee turnover intentions by the teaching staff at the University of Nairobi.

Through clear definition of job roles and responsibilities and also proper handling of employees and job rotation the staff felt responsible for their jobs. Job responsibility was hence established to have negative impact on employee turnover intentions by the teaching staff at the University of Nairobi. Finally, recognition was found to be present in the institution and had a negative influence on employee turnover intentions by the teaching staff at the University of Nairobi. The employees were found not to have an intention of leaving the organization. Factor analysis revealed that the variables loaded on 13 factors.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study surveyed the factors influencing employee turnover intentions among teaching staff at the University of Nairobi. Data was collected among the teaching staff at the University of Nairobi. The summary of results together with conclusions and recommendations were highlighted in this section.

5.2 Summary of Findings

Findings revealed that interviewees are contented with the hours of working that the company staff who work beyond the required time are acknowledged they do not work after a given time by the university staff who work after the required time to beat the deadlines and that the time they take doing their job make it easy for them to deliver the obligations to families. It was also revealed that the benefits and pay are proportional to the efforts the university gives them a good pay of bonus is satisfying and proportional to effort financial compensation is the main cause for the long stay in the university. More so sponsorship and scholarship are there for employees fairly. There is progression of path of career of employees in the university their job motivates them to always get new skills linked to their job there is a program of training and mentorship for all staff to enhance their skills and staff as the university more chances for job promotion.

Further it was established that the staff job gives them an opportunity to carry out activities persons gives them an opportunity to carry out a given task that applies my skills they attain what they desire from their job. Moreover, having challenging and high goals and tasks and help by management in their competence enhances their

performance. Furthermore, it was established that the staff are able to work all time in the job are able to work alone on the job and take initiative. Further it was established that there is job rotation in the employment and that workers are handled well in their place of employment and that what they are supposed to do is well spelt out and described in their organization. The staff also feel like they belong in their job community their pay is commensurate with the amount of work they do they get along well with their co-workers. Moreover, there is praise for doing a good job in their place of employment and that they would want to work more with the company. All the variables had a negative but significant relationship with employee turnover intentions by the teaching staff at the University of Nairobi.

5.3 Conclusions

The research concluded that work-life balance, career development, employee compensation, achievement, job responsibility, and recognition are some of the variables that affect employee turnover intention. These factors if implemented in an organaton have a negative impact on employee intention of turnover. Allowing staff to have enough time for family responsibilities would cause contentment in job and thus no intention to quit their job. Further far compensation among employees such as salaries and bonuses are also a motivation of employees and hence low turnover intention. Employees who are provided with opportunities for career development are also motivated to stay in their jobs.

The study also concluded that employees whose jobs allow them time to use their abilities to do things for other people and who receive help form the management have a feeling of accomplishment form the job. This hence leads to no intention of leading the job since the employee feel they have achieved what they desire. Moreover, it was

concluded that employees love jobs that allow them to take full responsibility and that keeps them busy and for which roles and responsibilities are clearly defined. Job rotation also helps break boredom which is a motivation to stay in their jobs. Employees also stay in jobs where they are praised for job well done and where they are able to flow along well with other employees which makes them happy.

5.4 Recommendations for Policy and Practice

Based on the results companies management are recommended to ensure that come up with the right strategies for employees to find a balance of their jobs with the family. They should allow them to have some days off to be with the family and also ensure that they don't work long hours. The management are also advised to provide chances for employees to grow their career through ways such as regular trainings and opportunities for further education. Mentoring and coaching programmes should also be implemented in the organizations. In order for employees to feel responsible for their jobs and also have a sense of achievement the management should implement employee compensation and recognition programmes.

The study also recommends that human resource managers at the University of Nairobi, and by extension human resource managers of other organizations, can employ these factors in trying to minimize employee turnover intention. They should incorporate the study findings in formulation of policies and further on how to put in place their remedies successfully and on how they could plan to reduce constraints encountering it to enable evaluation of the outcomes in a meaningful way.

5.4 Limitations of the Study

Primary data was utilized in this study. To minimize the number of likely outliers, a structured questionnaire was used in the research. This may, however, pose the issue of

biased data collecting because the respondents in question are restricted in how and how much they should provide. In this respect, the researcher made sure that the data collecting instrument enables complete data gathering which meets study aims as easily as feasible.

In addition, several of the respondents were skeptical about participating in the research. The researcher rectified this issue by obtaining required permission, authorization and permissions from the authorities concerned, including the University. In addition, ethical concerns were taken into account. Finally, the researcher stated willingness to share the study with interested participants.

5.6 Suggestions for Further Research

The current study focused at determining the factors influencing employee turnover intentions among teaching staff at the University of Nairobi. Future scholars can further the study by conducting the same study in private institutions such as private universities whose managements may differ from public and hence may differ in terms of how the factors are attained in their organizations. Future studies can also be conducted to assess other factors other than the ones discussed in this study. Other methodologies such as use of secondary data and analysis and cross sectional designs could be adopted.

The R^2 showed a variation of 53.7% which implies that other determinants not considered in this study explains 46.3% of changes in employee turnover intentions. As a consequence, future study may concentrate on other variables that are likely to influence turnover intentions such as compensation and other human resource policies. Policymakers would be in a position to devise and strongly implement an effective

apparatus to improve employee retention by determining how each of the factor influences turnover intention.

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APPENDICES

Appendix I: Research Questionnaire

This is meant to gather the relevant data on the determinants of employee turnover intentions among teaching staff at the University of Nairobi. Go through the question keenly and put a tick against the questions that has been asked according to your knowledge related to this research. Data gathered will be used for the purposes of academics and confidentially of the information will be kept.

PART A: BACKGROUND INFORMATION

1. Gender: Male () Female ()
2. Marital status: Single () Divorced () Married () Widowed ()
3. Age: 20- 29 () 30 – 39 () 40– 49 () 50 and above ()
4. Highest education level: Bachelor Degree () Master’s Degree ()
PhD ()
5. What are your terms of employment? Permanent () Contract ()
6. Working experience with the current employer:-
5 and below () 6 – 10 () 11 – 15 () 16 – 20 () 21 and above ()

PART B: DETERMINANTS OF EMPLOYEE TURNOER INTENTIONS

Work Life Balance

7. Kindly indicate to what extent that you do agree or do disagree with each of the statements below by using the following scale

Use 1- Strongly disagree, 2-Disagree, 3-Neutral, 4- Agree, 5- Strongly agree

Statement	1	2	3	4	5
I am contented with the hours of working of the company					
I work after working hours that are official to beat the deadlines					

Those who work beyond the required time are acknowledged					
The time in spend working makes it not easy to meet obligations of the family					

Employee Compensation

8. please show to what extent that you do agree or do disagree with each of the statements below through the following scale:

Use 1- Strongly disagree, 2-Disagree, 3-Neutral, 4- Agree, 5- Strongly agree

Statement	1	2	3	4	5
The benefits and pay are proportional to the efforts					
The university gives good pay to the employees					
Bonus pay of bonus is satisfying and proportional to our efforts					
I will quit from the university now if I get job with better pay by another employer					
Compensation of finance is the cause for my long stay in the university					

Career Development

9. Kindly indicate to what extent that you do agree or do disagree with each of the statements below by using the following scale:

Use 1- Strongly disagree, 2-Disagree, 3-Neutral, 4- Agree, 5- Strongly agree

Statement	1	2	3	4	5

Sponsorship and sponsorship are there for employees fairly					
There exists progression of career of in the university					
This job motivates me to always get skills linked to my job					
There is program for training and mentorship for all employees that enhances their skills					
Employees at the university possess more chance for promotions					

Achievement

10. Kindly indicate the extent to which you agree with each of the statements by using the following scale:

Use 1- Strongly disagree, 2-Disagree, 3-Neutral, 4- Agree, 5- Strongly agree

Statement	1	2	3	4	5
My job gives me the chance to do things for other people.					
My job gives me the chance to do something special that makes use of my abilities.					
I attain a feeling of accomplishment from the job.					
Having challenging and high goals and tasks enhances my performance.					
Help by management in my competence and ability boosts my performance.					

Job Responsibility

11. Kindly indicate the extent to which you agree with each of the statements by using the following scale:

Use 1- Strongly disagree, 2-Disagree, 3-Neutral, 4- Agree, 5- Strongly agree

Statement	1	2	3	4	5
I am able to keep busy all the time in this job.					
I am able to work alone on the job and take initiative.					
There is job rotation in my employment.					
Workers are handled well in my place of employment.					
Roles and responsibilities are clearly spelt out and defined in my organization.					

Recognition

12. Kindly indicate the extent to which you agree with each of the statements by using the following scale:

Use 1- Strongly disagree, 2-Disagree, 3-Neutral, 4- Agree, 5- Strongly agree

Statement	1	2	3	4	5
I feel like I belong in my job community					
My pay is commensurate with the amount of work I do.					
I get along well with my co-workers.					
There is praise for doing a good job in my place of employment.					

I would be very happy to spend the rest of my career with this organization.					
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PART C: EMPLOYEE TURNOVER INTENTIONS

13. Kindly indicate to what extent that you do agree or do disagree with each of the statements below by using the following scale:

Use 1- Strongly disagree, 2-Disagree, 3-Neutral, 4- Agree, 5- Strongly agree

Statement	1	2	3	4	5
I am thinking of leaving this organization					
I am planning to look for a new job					
I intend to ask people about new job opportunities					
I don't plan to be in the organization for long					
I do not feel a strong sense of belonging to my organization					

Thank you for your co-operation