

**THE INFLUENCE OF EMPLOYER VALUE PROPOSITION ON  
TURNOVER INTENT AT THE GIZ KENYA LIMITED**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL  
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## DECLARATION

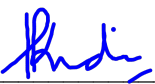
I, the undersigned, declare that this is my original work and has not been presented to any institution or university other than the University of Nairobi for examination.

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## **DEDICATION**

This project is dedicated to my parents Mr. Francis and Judith Naibei. I am truly humbled and challenged by my father Mr. Francis Naibei, who against all odds, was able to achieve academic success. Dad, I hope I have made you proud.

I also dedicate this project to my dear husband Mr. Victor Kitivo, who has supported me a great deal through the ups, downs and the long nights in my quest to complete this project. Mr. Kitivo, as you can see, it was worth it in the end.

Finally, I dedicate this project to my siblings; Allan Naibei, Nicholas Naibei, Isabel Naibei and Solomon Naibei. Indeed, with God, all things are possible.

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## ABSTRACT

Employee turnover has always been a matter of concern for organizations because of the impact it has on the organization's cost relating to recruitment and selection, induction and training of new personnel as well as loss of knowledge gained by the employee while on the job. A big portion of the current job market is candidate-driven, which means employers need to make more effort to attract quality talent and retain employees. The study thus sought to determine the influence of employer value proposition on turnover intent at GIZ Kenya Limited. The study was anchored on two theories namely Social Exchange Theory and Expectancy Theory. The study undertook both the empirical and theoretical review where the concept of employer value proposition was analyzed. The target population for this study is the 330 employees at the GIZ Kenya where 181 were sampled. Primary data was collected using self-administered questionnaires. The regression analysis findings revealed a statistically significant effect of employer value proposition on turnover intent as shown by significance level of 0.000 which is  $<0.05$ . This affirms that the model is statistically fit as an estimator of the employee turnover intent. The coefficient of determination ( $R^2$ ) 0.521 value implied that 52.1% of turnover intent at GIZ Kenya limited is attributed to employer value proposition, which is a significant percentage. A unit increase in compensation reduces employee turnover intent by 0.345. On the other hand, a unit change in employment benefits triggers a decline in turnover intent by 0.457. Similarly, a unit change in career development causes a 0.415 decline in turnover intent. Additionally, a unit change in work environment will lead to 0.439 reduction in turnover intent while a unit variation in company culture will suppress turnover intent by 0.363 units. Companies should therefore appreciate that pay and a conducive work environment is an important factor for employee retention and reduced turnover intents hence labour organizations and other relevant authorities should recommend minimum pay scales for both private and public sector organizations to encourage uptake of employment opportunities offered by different institutions to reduce unemployment and improve the livelihoods of its citizens.



## **ABBREVIATIONS AND ACRONYMS**

**EVP** : Employer Value Proposition

**GIZ** : Deutsche Gesellschaft für Internationale Zusammenarbeit

**WLB** : Work Life Balance

**SPSS** : Statistical Package for Social Sciences

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

The dream of every employee is to be hired by the best establishment. Hence, organizations endeavor to be the “best institution to work for”, since this will affect directly on the turnover rates within the entity (Philips et al, 2004). A major challenge to organizations today is the phenomenon of employees increasingly “jumping ship” to pursue better opportunities in other organizations. Whilst it is important that the organization hires high quality talent, it is equally imperative that the organization retains the same talent within the organization. A recent Talent Attraction and Retention survey of 380 employers conducted in August 2021 found that 61% of the respondents were having difficulties keeping workers (Watson, 2021). Most respondents were actively devising strategies to aid in personnel attraction besides retention, such as to boost budgets on remuneration hike and increasing workplace flexibility in the hopes of ensuring employees will stay with the employer.

One of the drivers of employee attraction to organizations is the employer value proposition (EVP). This refers to a point where personnel receive benefits plus rewards due to outstanding performance at workplace (Pawar et al, 2016). The most desirable employers are treating staff as they do to their internal clientele also for purposes of enticing alongside retaining best performers they are strengthening their EVP. Not only does EVP prefer to rewards and benefits employees receive but also how is distinguishes the firm from its opponents. (SumTotal, 2019). A well-designed EVP, therefore, is critical to ensuring employees remain loyal to the organization. This will ensure sustained, high quality productivity for the organization. In addition,

the organization will save on separation costs associated with employees' exiting. The image of the organization is also likely to be negatively affected.

This research was informed by Social Exchange Theory and Expectancy Theory. George Homans introduced the Social Exchange Theory back in 1961 and described social exchange as interchange amidst minimum of two individuals of activity, intangible, or tangible alongside rewarding or costly. The implication here is that an employee's behaviour towards the employer will result from the employees' perception of the employer's offer (EVP) in relation to the employee's effort at the workplace, therefore the personnel's viewpoint of the EVP will influence their decision to stay with the employer. Victor Vroom proposed the Expectancy Theory in 1964 whose assumption indicates that individual inspiration is influenced by foreseen costs plus rewards (Vroom, 1964). Therefore, employee performance and retention will depend on their desire to achieve a personal need, through their work. If the current employer's proposition satisfies a personal need, or the goals of the entity aligns with those of the staff, there is high chance of un-withered loyalty from the staff. In relation to this study therefore, the Expectancy Theory seems to suggest that EVP which satisfies the employees' personal needs, is likely to positively impact turnover intent.

It is contrary this background that the current survey aimed at exploring the impact of EVP on turnover intent at GIZ Kenya. This is because, limited studies have been conducted on this topic, concentrating on international development organizations, such as the GIZ Kenya. Additionally, due to the technical nature of implementation that the organization is involved in, the GIZ Kenya strives to attract and hire unique talent in the market, especially Programme and Technical Advisors. These categories

of staff are highly on-demand in the market. Thus, this probe focusses on establishing the EVP strategies used by the GIZ Kenya and what impact the strategies have had on the turnover intent.

### **1.1.1 Employer Value Proposition**

EVP as described by Armstrong (2012), is the offerings a firm gives to new or current staff that is of significance value to luring them to join or remaining with the institution. The employees are rewarded with a special set of benefits for their capabilities, experience including skills. This is interpreted as the employer's offer to the employee for his or her services. Armstrong outlines five components of EVP namely: career development, compensation, culture, benefits also work environment. Compensation can be both financial and non-financial. All benefits having a monetary value also adding up to total salary refers to Financial rewards (Armstrong, 2012). These offerings incorporates; bonuses, merit pay, financial recognition schemes, base pay, incentives, skill-based pay as well as service-related pay. Non-financial compensation includes essential rewards for instance an employee having a sense of satisfaction from the work they do, or individual extrinsic rewards such as recognition, praise and feedback from their supervisors and colleagues. The second EVP component is benefits, which includes items such as pensions payments, provision of company cars, payment of children's school fees, health insurance as well as club memberships. Career opportunities makes up the third EVP component. This simply means exposing employees to career opportunities within the company by giving them priority when filling up the vacant positions, hence contributing to their career development. This also means encouraging them to take part in capacity building courses to prepare them to take up higher roles. Another key component of EVP is the work environment and culture, which is achieved by ensuring that the

work environment and culture is conducive for employee growth. This involves the employees being familiarized with the company's strategic goals and objectives, so that they can comprehend how their participation contributes or aligns to the institution's goals.

EVP as described by Minchington (2006), is a bunch of offerings plus associations that a personnel receives from the employer as an appreciation for his/her capabilities, experiences including skills. The features of an EVP capable of talent attraction, engagement also retention are relevant, unique in addition to compelling. EVP therefore is seen as a package of rewards offered by the employer to the employee not only in return for their competences but also as an incentive to persuade the employee to stay with the organization. An article by Segal (2020) proposes a framework: The Rewards of Work, which segments EVP into six components. These are; pay (which includes base pay, meaning the gross salary paid to an employee), benefits (including health and wellness programmes), affiliation (including the organization's reputation), culture (including diversity, inclusion and access), profession (including the work content and variety of work) and possibilities (which denotes professional development and personal growth). All these components when appropriately applied, will positively impact employee retention in any organization.

Smarp (2020) provides a modern definition of EVP as an ecosystem of values, support, including recognition that an employer offers to the staff inspiring them to optimize on their performance. In this case, EVP is considered a non-bilateral process rather than a broad set of employer rewards and benefits that enhances the staff functioning and brings out the best in them. Smarp (ibid) proposes 5 main components of EVP namely: company culture, financial rewards, employee

benefits, working environs alongside career development. Financial rewards include salary, bonuses and stock options which may be offered to the employees. Employee benefits include provision of health insurance, paid leaves and retirement benefits, which works best when customized to the organization's culture and industry. Career development involves provision of training opportunities, mentoring and promotion opportunities. A positive working environment will involve aspects such as work-life balance, flexible working hours, teambuilding and recognition. This component adds to positive personnel engagement besides experience. Trust and collaboration, positive associations among team members across hierarchies in addition to matching of workforce with entity goals are among the important aspects of company culture.

### **1.1.2 Turnover Intent**

A recent Talent Attraction and Retention survey of 380 employers conducted in August 2021 found that 61% of the respondents were having difficulties keeping workers (Watson, 2021). Most respondents were actively devising strategies to aid attracting also retaining staff, such as empowering remuneration hike budgets and increasing workplace flexibility in the hopes of ensuring employees will stay with the employer. Intent to stay or leave as opined by Mobley (1977), is the final series of withdrawal cognition one that personnel fervently reckons resigning and commences a search mission for another job. According to empirical proof, the most immediate preceding event to actual turnover behavior is brought by intent (Bluedorn, 1982). This indicates that when the turnover intent is high, actual turnover is imminent, unless steps are taken to mitigate it. Employees who decide to quit their jobs, usually do so after careful consideration and weighing of different options. These may include compensation, job satisfaction, career advancement opportunities among

others. Turnover intent, therefore, may be a result of an employees' attitude and perception of the employer and employment terms.

The magnitude at which the staff anticipates on leaving the establishment is referred to as turnover intention (Lacity et al, 2008). As shown by Lacity's definition, turnover intent may differ from employee to employee. Meaning, one employee may be very keen on leaving the employer and may be actively taking steps to do so, while another one may be at the mulling stage and has not yet taken any action towards leaving the employer. Similarly, Vandenberg et al (1999) defined turnover intention as a person's forecasted probability that at some point in future they are permanently resigning from their posts. Here, as with Lacity's definition, Vandenberg alludes to an estimated probability. This means that the turnover intention may be present among the employees, but the probability of it resulting to actual turnover is in doubt. According to Hewitt (2004) employees' willingness of staying employed is shown by their intention of maintaining their jobs plus their commitment level to the firm.

Saks (2006) also described turnover intent to being a self-willed decision of the employee of quitting or leaving a firm. As opined by Saks definition, the turnover intent is the employee's choice. The last cognitive milestone in the process of decision-making of the actual self-willed turnover (Steel et al, 1984). This definition points to the possibility of turnover intent being an irreversible process, because at this point, the employee has most likely made up their mind to leave the employer. Turnover intent is widely regarded as an employee's prerogative. It is crucial in identifying the manner in which personnel arrive at this point including whether the EVP offered by the employer affects turnover intent.

### **1.1.3 Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH**

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, also known as GIZ, is a Federal Enterprise, whose sole shareholder is the German's Federal Republic whose emissary is the German Federal Ministry for Economic Cooperation and Development (BMZ) alongside the German Federal Ministry of Finance (BMF). GIZ Kenya is a collaboration involving German partners alongside Kenya's private industry working on selected projects. The fundamental projects under scrutiny entail agriculture besides food security, sustainable economic development plus employment promotion. Additional programs incorporate good governance mainly focussing at eradicating corruption, migration management, peace-building besides promoting renewable energy (GIZ website). Moreover, GIZ Kenya calls for aid of Kenyan host communities besides refugees. Host communities refer to the people living in areas where the refugees' camps are located. In addition, GIZ Kenya implements many regional improvement projects relating to sport, environment plus climate in the country. GIZ Kenya currently has about 350 Kenyan staff, working in various GIZ Kenya programme offices in counties including Nairobi, Kisumu, Nyeri, Kakamega, Turkana, Kwale, Trans Nzoia, Kilifi and Lamu among others.

### **1.2 Research Problem**

Employee turnover has consistently been a bothering subject due to cost related effects it has on an entity such as selecting plus hiring costs, staff process also induction, loss of skills acquired by the personnel while on the job along with training of new workforce (Jha, 2009). A big portion of the existing job market is candidate-driven, thus the employers' effort in attracting quality skills alongside retaining personnel is highly necessary. This means that employers ought to reckon



the interests of candidates by installing a strong EVP for them to be outstanding as compared to their opponents. The basis of EVP is equity theory, social exchange, psychological contract also promotes a person's view regarding her/his entitlement in relation to time, skills plus services offered to the establishment (Coetzee et al, 2018). An EVP is important because it gives the organization a competitive advantage, which therefore determines the retention rates at the organization. A research by Mani (2016) on Analyzing the Impact of Employee Value Proposition on Labour Turnover concluded that organizations which focused on superior EVP initiatives had less labour turnover rates. This suggests a positive linkage amongst the two predictors; turnover intent plus employee value proposition. With the help of EVP, the existing also future workforce has pellucid grounds of opting to remain employed (Mosley et al, 2017). Effective management of EVPs promotes employers' ability in attracting a huge number of individuals towards their potential talent pool in addition to enjoying higher standards of workforce engagement including retention. The findings by the above-mentioned scholars indicate that EVP maybe a key determinant of turnover intent.

This study will focus on the GIZ Kenya which is a German Development organization. The GIZ Kenya strives to ensure its value proposition is aligned with the offerings in similar development organizations. In addition to a competitive compensation package, which includes health insurance paid 100% by the employer as well as a 13th month salary benefit paid every November, staff members also enjoy gym membership. Employees are also afforded the opportunity for career growth across the various GIZ Programmes, locally, regionally and internationally, supported by recruitment policies which give priority to qualifying internal staff when filling in the vacancies within the company. The GIZ Kenya ensures adherence to office

ergonomics within all its premises. Furthermore, its offices are well located in terms of proximity to transport services as well as relatively secure neighbourhoods. Other benefits include the Flexible Working Policy which encourages work life balance for the employees. The nature of employment at the GIZ Kenya is renewable contracts and most national personnel who leave GIZ Kenya do so upon expiry of their contracts or when the programme phases are not extended. Some employees also choose to voluntarily resign for personal reasons. Exit interviews carried out in the past have not yielded much information as to the specific reasons for voluntary exits. Many employees have been engaged at the GIZ Kenya for more than 8 years and it is this category of staff that this study targets. It is important to find out the manner in which the EVP strategies applied at the GIZ Kenya have influenced their decision to stay with the company.

Studies have been done in relation to EVP and turnover intent. Ojwang (2019) in a study concerning how the turnover intent amongst survey scientists at the Kenyan National Museums is impacted by talent management practices of Kenya, found that most respondents were dissatisfied with the full package of employee benefits. Nonetheless, the study found that employee turnover intent among the respondents was low, it recommended a consolidated compensation plan that includes work-life balance, non-financial factors plus career development. Ndile (2018) conducted a study regarding practices of Human Resource management also tutor turnover intents in public primary teacher training colleges based in Kenyan Nairobi Metropolitan area. The study found that educating, compensation, career development and personnel management affected the tutor turnover intentions substantially and adversely. Another study by Msabaa (2017) to identify how perceived work life balance (WLB) affects the workforce turnover intent amidst Kenya's International

humanitarian establishmentsuncovered the presence of inverted linkage amidpractices of WLB with regard toemployee assistance programs; employee benefits; flexible working schedules alongside turnover intention. The study found a substantial influence amongst practices of WLB and turnover intent amidst entities subjected to the study.

In a study by Olckers et al (2016) regarding the connection amongstpsychological ownership, turnover intent alsoworkplace trustin a South African professional services sector, proved existence of notable correlation (positive) amidst psychological ownership plus workplace trust including turnover intent (adverse). According to the investigation, the personnel's willingness to resigning from their workplace is minimized by increased psychological ownership level that is as a result of work environments that nurtures workplace trust. The survey undertaken by Goldsworthy (2015) on practices by which professional development may play a role towards Canada's critical care nurses' willingnessof staying, found out thatthe techniques of professional development impacted directly the intent to remain in the critical care unit including the nursing profession.

The foregoing studies conducted have the following point of convergence: they agree that EVP has influence on turnover intent. Some of the studies found that despite employees' dissatisfaction with the EVP offered, turnover intent was low, while other studies found that certain aspects of the EVP strategies were more appreciated by the employees, hence negatively affecting turnover intent among the respondents in question. Nevertheless, these studies provide certain gaps which provide grounds for further research. Ojwang (2019) focused his study on research scientists, while Ndile (2018) on primary teachers, with both studies concentrating on practices of Human

Resource Management. Msabaa (2017) in his study of international humanitarian organizations, focused only on WLB practices, while Olckers et al (2016) studied a South African professional organization, where only specific components of the EVP were investigated. Goldsworthy (2015) focused her study on critical care nurses in Canada, exploring professional development mechanisms. While the authors agree that effective selection and application of EVP strategies may reduce turnover intent, their studies were not specifically related employees working in development organizations. Against this background, the study sought to focus on GIZ Kenya as a less studied example among development organizations to address the query: what is the impact of EVP on turnover intent at GIZ Kenya?

### **1.3 Research Objective**

To uncover how the employer value proposition influences the turnover intent at GIZ Kenya Limited.

### **1.4 Value of the Study**

The survey outcomes will benefit GIZ hugely, as it will help clarify the EVP strategies in place at GIZ and their effectiveness. This will be a pioneer study for the organization and upon successful implementation at the GIZ Nairobi Human Resource Unit, will be adopted as a policy for the GIZ Africa Human Resource Hub. This will inform appropriate follow-up measures such as change of policy to reflect the recommendations made.

Similar organizations, especially developmental organizations will benefit greatly from the finding of this study. There will be a deeper understanding of the current employee and how best to apply the right EVP strategies, while meeting their

dynamic needs, with a view to addressing turnover intent. This will also inform their recruitment policies to ensure they align to the EVP strategies in place.

In addition, while addressing the research gap in this area of survey, the findings will serve to enrich the body of knowledge in the Human Resource field and be used as relevant literature to student as well as reference material for purposes of future research. The findings will help students in this field to understand the concept of EVP and its impact on turnover intent as it relates to today's employee and the dynamics of today's workplace.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This segment examined previous scholarly works in relation to the influence of Employer Value Proposition (EVP) on turnover intent. This chapter also discussed the theoretical foundation of this study and establish empirical studies done by scholars regarding the correlation amidst EVP and turnover intent.

### **2.2 Theoretical Foundation**

The theoretical foundation as based on George Homans' Social Exchange Theory and Victor Vroom's Expectancy Theory.

#### **2.2.1 Social Exchange Theory**

Multiple researchers participated in the development of the social exchange theory. Some of the early contributors include Peter Blau (1964), who referred to social exchanges as "people's self-willed activities that are inspired by the yields expected from them and actually do in fact bring from others." George Homans, considered the greatest proponent of this theory, defined social exchange as "an occurrence,

intangible besides tangible, plus costly or rewarding, held among minimum of two individuals (Homans, 1961). From Homans' definition and in relation to this study, we can deduce that the social exchange here would be between the employer and the employee, whereby the employer would offer the EVP in exchange for the employees' skills.

This theory resulted to a function where a person's behaviour in all scenarios can be predicted: Behaviour (profits) = Rewards of interaction – Costs of interaction (Crossman, 2020). Among this theory's assumptions one states that: individuals who took place during in the interaction aims at optimizing their profitability. In relation to this study, this means that employees look for ways to reap the most benefit from their employers through the EVP. Another assumption of this theory is that individuals can access information relating to economic, social alongside psychological features of their interactions that provides them with alternatives, more profit-making eventualities closer to their existing scenario (ibid). Employees, therefore, are aware of the EVP available in other organizations and they will consider their employer's proposition in comparison with what is available in the market. This will likely influence their decision to stay with their current employer or to leave in search of better offers.

### **2.2.2 Expectancy Theory**

In 1964, Victor Vroom developed the Expectancy Theory, whose assumption states "choices made by an individual amidst other courses of action are lawfully associated with psychological occurrences taking place concurrently with the behaviour" (Vroom, 1964). This means that a person's behavior results from decisions they make, on the backdrop of perceptions, attitudes also beliefs. Expectancy, valence plus

instrumentality were the 3 mental units that Vroom recognized and are said to be behavior initiators besides guiding. Valence is the emotional alignments humans possess regarding results (ibid). If a person would prefer having a certain outcome then result is considered positively valent. Work effort results in direct or indirect outcomes for example pay, remuneration, promotion and other factors (Ramlall, 2004). Therefore, employees who find outcomes of their work effort appealing, are likely to remain with the organization.

According to Vroom (1964) the probability belief connecting one result to the others is known as instrumentality. If the personnel believes that the result holds high instrumentality for the acquisition of positively valent aftereffects including mitigation of adversely valent results then the outcome is considered to being positively valent. This means that an employee's notion in relation to a result (occurrence) is dependent on their viewpoint on the manner in which that result is connected to other occurrence of other opted repercussions (Graen, 1969). Therefore, employees will likely consider the EVP provided by their current employer in comparison with other EVP available in other organizations. The result of the comparison will influence their decision to stay or quit in pursuit of the better perceived offer.

The third component of this theory is expectancy, which is the strength of an individual's belief regarding the possibility of a certain outcome. As described by Vroom (1964) it as action-outcome linkage posed in people's minds. Employees seek to maximize their satisfaction regarding their expectations about a situation. To further expound on this theory, Ronald (2002) simplified it thus; satisfaction and motivation is a product of a personnel's quench for a goal (valence) and expectation

of the firm from workforce (expectancy). This in turn will affect the choice of the staff of remaining with that employer.

### **2.3 Components of Employer Value Proposition**

The basis of an EVP is alternate actions linkage amidst existing besides new personnel that will inspire them in staying or joining the entity. It is founded on an equity theory, social exchange plus psychological contract also creates a person's notion regarding their entitlement due to skills, services alongside time offered to the firm (Coetzee et al, 2018). The personnel's acquisition of benefits & rewards as a result of their performance at the working environ is known as Employee Value Proposition (EVP) (Pawar et al, 2016). An EVP refers to offering of full array of features to workforce as a result of their contributions towards the entity. The features of an EVP capable of attracting talent, engagement plus retention are uniqueness, relevance besides compelling (ibid).

A study by Willis Towers Watson (2014) determined that some of the top drivers of attraction and retention of employees include base pay, job security, career advancement opportunities, organization's reputation, and wellness benefits. According to Venkatesh (2021) EVP is the aggregate of pay, benefits, experiences, that the organization promised to offer in return for employment relationship and performance contributions by the employee. Venkatesh cites compensation, benefits, career growth and workplace culture as key components of EVP. Zojceska (2018) describes the main components of EVP as; Compensation, Benefits, Career Development, Company Culture and Work Environment. This study will focus on these 5 components.



Compensation refers to payment for services offered by staff to their boss (Rudy, 2007). This entails variable pay alongside fixed pay matched to performance levels. Compensation is globally considered one of the most important attractions by employees to potential employers. Employees often consider the compensation package offered by the current or potential employer, in relation to the package offered by other organizations. To remain competitive, the employer must ensure that the compensation rates are benchmarked against similar organizations, to ensure that they (employer) are not pricing themselves out of the market. An article by Stewart (2020) outlines different categories of compensation such as direct and indirect restitution. Money issued to workforce as cash, for instance bonuses, hourly wages, commission including salaries are known as Direct compensation. A noncash payment involving profit-sharing arrangements or stock options is known as an indirect restitution.

Employment benefits refers to projects used by employers in eking out the cash restitution that is receivable by the staff (Rudy, 2007)). This may often include health insurance and retirement programs. Glassdoor's 2015 Employment Confidence Probe highlighted that 79% of workforce would opt for otherrewards in place of pay increase. This appears to indicate that many employees put a heavy emphasis on benefits, rather than pay compensation. In the Harvard Business Review, Jones (2017), tabled results of a survey conducted by Fracl. The survey showed that in selecting amidst a high-compensating occupation alongside a lower-compensating one with better benefits, participants indicated that, they might be lured into opting for the lower-paying job whose benefits include flexible working hours in addition to health insurance.

Career development refers to continuous planning process including directed activity towards individual's job besides life objectives (Simonsen, 1997). It is the outcome of the firm's provision of opportunities plus support along with a person's career planning, which is a joint effort that pays attention to both the institution together with employee. Therefore, the individual's career goals should be supported by the employer. The employer is expected to provide career advancement opportunities within the organization. Training and development is a core variable in enhancing retention of staff. This is because it has high likelihood of increasing employee commitment and loyalty to the employer. Training should be accompanied by opportunities for career growth within the organization.

An environment is said to be conducive if the surrounding has elasticity where working experience is enjoyable also has ample supply of resources (Kossivi et al, 2016). An investigation was launched by Wundama (2019) in conjunction with Diskette Behavioural Research and involved 2660 participants, who were asked questions about their current and preferred working environments. The study discovered that 23% of the participants quit their jobs or are considering quitting on account of poor working environment. The participants cited micromanagement and poor office design as major factors that negatively affected their work environment.

Culture incorporates the entity's structures, norms, language, vision, symbols, beliefs as well as values (Rani et al, 2015). When employees are conversant with and in consent and alignment to the organization's vision and values, they are likely to acquire a sense of belonging and pride, which is likely to influence them to stay with

the organization. The organization should have an open system of communication which encourages transparency. According to Zojceska (2018), other factors that constitute a great company culture include positive relationships among colleagues as well as between employees and their superiors and management. This calls for establishment of trust, collaboration and team spirit.

#### **2.4 Determinants of Turnover Intent**

A person's behavioural intent or conation to resigning from their current employment is referred to as Turnover intention (Fishbein et al, 1975). In addition, Lacity et al (2008) refers to turnover intent as the degree at which a personnel is planning on not staying in the company. In both definitions, the aim of the employee at this stage is to leave the current employer. This aim is likely to lead to actual behaviour towards the objective to leave the employer. Philips et al (2004) cited some factors affecting turnover intent, which we will use in this study.

A study by Zhang (2016) found that personal factors like education level, age also years of working in a given organization may indirectly affect turnover intent. If an employee works at a given position for a long time, they may experience boredom which may lead to turnover intent. Moreover, young personnel whose level of education is high have high likelihood of having low job fulfillment and constantly look for career growth, which lowers their dedication levels to the employer and breeds turnover intentions. Gorina and Hoang (2020) found that employment benefits such as retirement benefits and plan of the organization have a bearing on the employees' interest to remain in the public sector and sector's ability to recruit and retain high-quality workforce.

Lack of organization commitment or company loyalty has also been cited as a major factor influencing turnover intent. According to Philips et al (2004), gone are the days when employees appreciated their jobs and had pride for serving the same employer for a duration of 40 years. Organizations are therefore tasked with the responsibility of coming up with strategies that would ensure their employees feel proud to be associated with the company and are therefore convinced to stay as long as possible. Durkin (2005) is of the opinion that reduced job fulfilment is partly as a result of disloyalty, which is one of the aspects that could lead to development of characteristics of turnover intent.

An article by Heryati (2021) outlined the importance of establishment of policies geared towards creating a supportive work environment, which involves the physical office environment and the occupational health & safety of employees, including health programmes such as mental wellness. Additionally, in order to thrive and be productive, the employees need to have supportive superiors who are willing to offer support, whether pertaining to career development or social support.

Another important factor is work/life balance. Work-life balance according to Cambridge Dictionary is time spent working in comparison to time spent with family participating in hobbies. Many employees seek a job that establishes a balancing point amongst their personal plus responsibilities. This means allowing time to engage in social networks, family activities and religious commitments. According to Dhas (2015), work-life balance is all about creation and maintenance of a healthy plus supportive working atmosphere, which results to a strong staff loyalty also productivity due to personnel's ability in balancing amid work roles plus personal

lives. Personnel who are constantly tied to their jobs have a high risk of experiencing burnout besides stress, which might influence their productivity and morale (Meenakshi et al, 2013). This may lead to turnover intent characteristics among the employees, unless the organization creates a flexible schedule that would allow employees to enjoy time with friends and family members. Organizational culture has a direct impact on employee satisfaction which influences turnover intent (Abbas, 2021). Managers and business must therefore embrace practices that encourage employees stay in the organization and enhance productivity.

### **2.5 Influence of EVP on Turnover Intent: An Empirical Review**

According to survey performed by Aluko (2019) concerning the association amidst mechanisms of Human Resource Management (HRM) plus staff turnover intention on Nairobi's pharmaceutical manufacturing institutions, performance management, workforce relations alongside compensation had positive nexus with turnover intentions. The study recommended improved, transparent pay systems, open and clear communication channels as well as establishment of a fair performance management system. A similar surveillance by Tumwesigye (2019) regarding practices of Human Resource Management besides turnover intentions of Uganda's university workforce, showed that both job satisfaction plus institutional engagement significantly mediate the connection amongst HRM practices and turnover intentions. This study featured staff drawn from both public and private universities in Uganda and recommended that university managers adopt HRM practices that would be valued by their employees. This points to a possible positive correlation between EVP and turnover intent.

In a study by Jeza (2018) on the determinants impacting intention to quit amidst personnel in Sportpesa Company Limited, several factors were investigated. The study, involving 80 employees, found 4 main factors as having a direct influence turnover intent, these being leadership style, compensation, perceived institutional support as well as job fulfilment. There was a recommendation of on the 4 factors identified, by considering the harmonization of employer-employee relations as well as revising their compensation package. This study focused on a betting company in Kenya. Mendis (2017) conducted a probe on how the staff turnover intention is affected by the reward system, which focused on the logistics industry in Sri Lanka. The study found that fair remuneration was significant in reducing turnover intention and recommended the use of equity pay systems. The findings from these two studies show a relationship between the two variables; EVP and turnover intent.

Another study was conducted by McCarthy et al (2020) to find out the correlation amid demographic features, commitment along with self-willed turnover intention throughscrutinizing 2015 United States Federal Employee Viewpoint Survey datum. Findings unveiled a low probability of intention to quit from staff with higher commitment levels as compared to employees whose commitment levels were lower. Additionally, a high probability of intention to quit the federal government was noted from personnel with higher education levels alongside occupying supervisory posts. For purposes of retaining an effective federal workforce, the recommendation was made to enhance human capital management practices in order to reduce turnover intention. Also, the research points to the linkage among turnover intent and EVP.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This section presented the techniques applied to conduct the research including; the study design, the population of study including the processes used for the collection and analysis of the datum.

### **3.2 Research Design**

This study implemented a design known as Descriptive cross-sectional study model. This design incorporates the collection of datum on the presence or level of at least one element of interest, as they exist in a defined population at one particular time (Aggarwal et al, 2019). The research preferred this study design due to its ability of saving time and being cost effective. It made it possible for data collection from different respondents at the same time.

### 3.3 Population of the Study

This is a group of people with certain traits which the scholar considers significance in drawing conclusions (Adam, 2021). The survey had a target population of 330 employees at the GIZ Kenya.

### 3.4 Sample Design

This study adopted the proportionate stratified random sampling. Adam (2021) opined that this technique of sampling assists by providing statistical effectiveness increment on a sample, provides ample datum for the population analyses supporting multiple survey mechanisms to be applied in distinct strata. This approach enabled the scholar to split the sample into the required mutually exclusive strata. The classification of personnel will be in accordance with their cadre.

The Yamane (1967) function was applied in estimating the sample size during the research whose confidence level is 95%.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

$n$  = size of sample

$N$  = size of population

$e$  = precision level

1 = Constant

$$\begin{aligned} n &= 330 / 1 + 330(0.05)^2 \\ &= 180.8 \approx 181 \text{ respondents} \end{aligned}$$

In finding the value for  $n$  the equation resulted to 181 interviewees whom the current probe utilized as the sample size. Table 3.1 displays the sample size.



**Table 3.1 Sample Size Distribution**

<b>Grade Ranking</b>	<b>Population</b>	<b>Sample Size</b>
Band 6	1	1
Band 5	21	12
Band 4	166	91
Band 3	51	27
Band 2	29	16
Band 1	62	34
<b>TOTAL</b>	<b>330</b>	<b>181</b>

### **3.5 Data Collection**

Data collection is a technique for gathering relevant factson items under scrutinyusing a systematic, predetermined manner that helps the researcher to react to the research question as well as hypotheses testing (Aggarwal et al., 2019). Questionnaires were filled by participants which enabled gathering of primary data. With limited amount of time to assemble large amount of datum, the use of questionnaireswas reasonable due to its reliability alongside effectiveness.

The investigation utilized a 5-point Likert scales ranking between one (smallest)-five (largest). The questionnaire had 3 segments containing staff profiles, EVP plus turnover intent. Efforts were made in order to ensure that the participants returned all the copies of the questionnaire. A register was introduced that contained all the questionnaires sent and the ones received. The questionnaire were distributed via Google form.

### **3.6 Data Analysis**

The type of datum assembled is quantitative and wasscrutinized through Descriptive statistics. The interpretation of the data was made using Statistical Package for Social Sciences (SPSS), while MS Excel assisted in data analyses, including using frequencies, percentages and means. Thereafter, the results of the analysis

were interpreted, conclusions drawn and recommendations made accordingly. Graphs, pie charts and tables were used in displaying data. Simple linear regression was helpful in establishing how the dependent variable (turnover intent) at the GIZ Kenya Limited is affected by independent variable (EVP). The model for the multiple linear regression states:

$$Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

**Where;**

**Y1** = Turnover Intent

**X1** = Pay

**X2** = Employment Benefits

**X3** = Career Development

**X4** = Work Environment

**X5** = Company Culture

**$\beta_0$**  = Intercept

**$\beta$**  = Beta Coefficient

**$\varepsilon$**  = Error Term

## **CHAPTER FOUR: DATA ANALYSIS AND FINDINGS**

### **4.0 Introduction**

This section shows the outcome of datum assembled with the aim of addressing the research objective which was to establish the effect of employer value proposition on turnover intent at GIZ Kenya Limited. Descriptive statistics were generated to measure the extent to which GIZ Kenya Limited have employed different employer value proposition strategies and how this influences turnover intent. The findings were presented using Tables.

### **4.1 Response Rate**

For the study, 181 copies of questionnaire were sent to the selected employees from GIZ Kenya Limited. However, only 114 were fully completed besides returned translating to a 63% rate of response. Table 4.1 below highlights the general response rate presented in below.

**Table 4.1: Response Rate**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
-----------------	------------------	-----------------------

Returned	114	63
Unreturned	67	37
<b>Total</b>	<b>181</b>	<b>100%</b>

**Source: Researcher (2022)**

As opined by Mugenda and Mugenda (2010), a minimum of 60% response rate is suitable for analyses and therefore the study was fit for drawing inferences and conclusions about the population.

## **4.2 Demographic Factors**

The probe examined the respondents' demographic attributes in order to attain deeper insights on certain background characteristics of the interviewees also gauge their potential of accurately responding and articulate the issues under investigation. For the study, fundamental component attributes of the players for instance highest level of education, gender together with tenure of service to the firm were appraised.

### **4.2.1 Gender**

The survey purposed at scrutinizing the number of males and females among the participants. Table 4.2 is a representation of the findings.

**Table 4.2 Gender of the Respondents**

	<b>Frequency</b>	<b>Percentage</b>
Female	72	63.2
Male	42	36.8
Total	114	100.0

**Source: Researcher (2022)**

According to the outcomes depicted in the above table, there are more female (63.2%) than men (36.8%) working at GIZ Kenya Limited. Despite the variance, the composition is acceptable and meets the two third gender rule, which the Kenyan constitution suggested.

### **4.2.2 Level of Education**

The researcher assessed the level of education attained by the players. The participants were asked to indicate whether they had attained certificate education, diploma, bachelors or masters academic awards. The results were as depicted in Table 4.3 below.

**Table 4.3: Highest level of education**

	<b>Frequency</b>	<b>Percentage</b>
Bachelors	64	56.1
Certificate	2	1.8
Diploma	8	7.0
Masters	36	31.6
<b>Total</b>	<b>114</b>	<b>100.0</b>

**Source: Researcher (2022)**

From the findings, it has been proved that the highest number of those polled had attained bachelors level of education (56.1%) followed by 31.6% who had masters qualifications, then 7% with diploma certificates while the least, only 1.8% had reached the certificate level. As shown by the outcomes, most of the interviewees were well educated hence anticipated to have higher comprehension on the issues relating to employer value proposition and its implication on turnover intent.

#### **4.2.3 Duration Worked**

The investigator opted to measure the duration in which the employees have been working for GIZ Kenya Limited. The results are as depicted in Table 4.4;

**Table 4.4: Duration Worked**

	<b>Frequency</b>	<b>Percentage</b>
11 - 15 years	10	8.8
5 - 10 years	27	23.7
Over 20 years	2	1.8
Under 5 years	75	65.8
<b>Total</b>	<b>114</b>	<b>100.0</b>

**Source: Researcher (2022)**

As to the period in which the respondents have served GIZ Kenya Limited, the findings reveal that majority had served in that institution not exceeding 5 years (65.8%), followed by between 5-10 years (23.7%), then between 11-15 years (8.8%) while only 1.8 % have served beyond 20 years. According to the analysis, it can be said that highest number of the players have served in the entity for a short period of time hence the company should engage in aggressive value proposition to retain the workforce.

### **4.3 Employer Value Proposition Strategies**

The aim of the study was in measuring the degree at which, different strategies of EVP have been deployed at GIZ Kenya limited. The selected strategies include compensation, employment benefits, career development, work environment and company culture. Various statements related to the variables were selected and respondents asked to express their opinion on a scale of 5-point Likert (1- Strongly disagree, 2- Disagree, 3- Moderate, 4- Agree, 5 –Strongly agree).

#### **4.3.1 Pay**

The study assessed different aspects of compensation at GIZ Kenya Limited. The interviewees were issued with several compensation statements and requested to align them using a scale of 5-point Likert indicating 1- Strongly disagree, 2- Disagree, 3- Moderate, 4- Agree, 5 –Strongly agree. Table 4.5 below presents the results;

**Table 4.5: Pay**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
I joined the company because the pay offered was attractive to me	112	2.86	1.056
I am happy with the pay I receive from my employer	114	2.82	.812
The pay I receive is commensurate with my service and work experience	113	2.66	1.057
The pay I receive is the main reason for my continued service to the company	114	2.31	.997
<b>Average</b>	<b>111</b>	<b>2.66</b>	<b>0.981</b>

**Source: Researcher (2022)**

Upon analysis of the various aspects of employment as demonstrated in Table 4.5 above, it is evident that the employees were dissatisfied with the pay packages offered by GIZ Kenya Limited. Highest number of players were neutral as to whether the attractiveness of the pay offered was not the main motivator for joining the company (M-2.86, SD-1.06). Similarly, the respondents agreed to a moderate extent with the statement that they were happy with the pay offered (M-2.82, SD-0.812). Additionally, the respondents were neutral as to whether the pay they received was commensurate with their service and work experience (M-2.66, SD-1.06) while majority contrasted that the pay they receive was the main reason for their service at the company (M-2.31, SD-0.98). The average mean on attributes presented was 2.66 implying that the respondents were neutral on various aspects relating to pay in the organization. This means that they were neither happy nor dissatisfied with the pay offered. GIZ should draw their attention to employee pay to ensure that the employees are happy with the pay as this will translate to productivity and retention.

#### **4.3.2 Employment Benefits**

The researcher investigated different employment benefits at GIZ Kenya Limited. Different statements associated with the benefits enjoyed were sent to the participants who were requested to indicate their view on a Five-point Likert Scale stating; (1-

Strongly disagree, 2- Disagree, 3- Moderate, 4- Agree, 5 –Strongly agree). Table 4.6 is a display of the findings;

**Table 4.6: Employment benefits**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
I am aware of the benefits offered by my employer	114	4.18	.878
I feel my employer should review the benefits currently being offered	114	4.02	.798
I am happy with the benefits offered by my employer	112	3.83	.909
The benefits I receive are the main reason for my continued service to the GIZ Kenya	114	3.02	1.056
Average	112	3.76	0.91

**Source: Researcher (2022)**

The results outlined in Table 4.6 above shows that the highest number of employees were aware of the benefits offered by the employer (M-4.18, SD-878). Another dominant majority agreed that the employer should review the benefits being currently offered (M-4.02, SD- 0.798). Despite a section of the employees agreeing that they were happy with the benefits offered by the employer (M-3.83, SD-0.909), most were moderate as to whether the benefits they receive are the main reason for continued service to GIZ Kenya (M-3.02 SD-1.06). The 3.76 general mean depicts that the employees generally agree that the employment benefits offered by GIZ are attractive and are partly the reason why they continue to work for the organization.

### **4.3.3 Career Development**

The researcher investigated different aspects of career development at GIZ Kenya Limited. Multiple statements associated with career development were sent to the interviewees who were requested to rate them using a scale of a Five-point Likert



indicating(1- Strongly disagree, 2- Disagree, 3- Moderate, 4- Agree, 5 –Strongly agree). Table 4.7 below mirrors the results;

**Table 4.7: Career development**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Career development is important to me	114	4.73	.744
I consider career development as a major factor in my decision to stay with GIZ Kenya	114	3.78	1.062
My employer supports my career development goals	114	3.75	.908
I am aware of the career development opportunities at GIZ Kenya	112	3.72	.942
I have experienced career development during my tenure at GIZ Kenya	113	3.58	.962
<b>Average</b>	<b>111</b>	<b>3.91</b>	<b>0.924</b>

**Source: Researcher (2022)**

As shown in Table 4.7 above, the interviewees agree that career development is important (M-4.73, SD-0.744). This was followed by a majority who confirmed that the career development programs at GIZ Kenya have been a major factor to stay in the organization (M-3.78, SD-1.062). Additionally, the respondents attested that the employer supports their career development goals (M- 3.75, SD-0.91). This was closely followed by those who confessed that they were aware of the career development opportunities at GIZ (M-3.72, SD-0.942) while a considerable number affirmed that they had experienced career development during their tenure at GIZ (M- 3.58, SD-0.96). On average, the respondents agree that GIZ limited as robust career development programs in place as evidenced by a mean of 3.91 hence the reason for continued stay by the employees.

#### **4.3.4 Work Environment**

The investigator explored the different aspects of work environment at GIZ Kenya Limited. Several statements touching on work environment were sent to interviewees

who were requested to rate them using a 5-point Likert Scale of 1- Strongly disagree, 2- Disagree, 3- Moderate, 4- Agree, 5 –Strongly agree. Table 4.8 below displays the outcomes.

**Table 4.8: Work environment**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
I consider work environment as an important factor to effective delivery of my responsibilities	114	4.51	.790
I receive the support and autonomy I need to execute my role effectively	114	4.11	.733
I often receive feedback from my superior(s) regarding my work	114	4.08	.853
The work environment at GIZ Kenya is positive	114	4.06	.844
GIZ Kenya fosters good relationships within the company	114	3.84	.946
<b>Average</b>	<b>114</b>	<b>4.12</b>	<b>0.833</b>

**Source: Researcher (2022)**

Majority of the respondents were conceded that the working atmosphere was an important attribute towards effective service delivery (M-4.51, SD-0.79). Similarly, the respondents agreed that they receive the support and autonomy needed to execute their roles effectively (M-4.11SD- 0.733). Further, respondents agreed that they often receive feedback from their superiors regarding their work (M4.08, SD-0.853) and that the work environment at GIZ Kenya is positive (M4.06, SD-0.844). Finally, the respondents suggested that GIZ Kenya fosters good relationships within the company (M3.84, SD-0.946). It can be concluded from the findings that the work environment at GIZ is conducive and favorable hence a key contributor for continued service to the organization by the employees.

#### **4.3.5 Company Culture**

The study sought to measure the different attributes of company culture at GIZ Kenya Limited. Different statements associated with the company culture of the organization were issued to the players whom had requested a Five-point Likert Scale of 1- Strongly disagree, 2- Disagree, 3- Moderate, 4- Agree, 5 –Strongly agree. Table 4.9 below highlights the findings;

**Table 4.9: Company Culture**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
I am familiar with the company’s vision, values and objectives	113	4.16	.676
I consider company culture as an important factor in deciding to stay with GIZ Kenya	114	4.00	.820
The company culture at GIZ Kenya was a major attraction to me when I joined the company	114	3.85	.823
The company’s vision, values and objectives are similar to mine	114	3.79	.671
The company culture at GIZ Kenya is one that recognizes and rewards work effort	114	3.43	1.072
<b>Average</b>	<b>113</b>	<b>3.85</b>	<b>0.812</b>

**Source: Researcher (2022)**

As to the aspects related to culture, the results in Table 4.9 above shows that most of the interviewees are familiar with the entity’s vision, values and objectives (M-4.16, SD-0.68). The respondents further agree that company culture is a crucial factor in deciding whether or not to stay at GIZ Kenya (M-4.00, SD-0.82). Additionally, a significant number of respondents indicated that company culture at GIZ Kenya was a major attraction when joining the company and that the company vision, values and objectives were similar to their own as shown by means of 3.85 and 3.79 respectively. However, the participants concurred to a moderate extent that the company culture at GIZ Kenya was one that recognizes and rewards work effort (M-3.43, SD-1.072). Overall, the work culture at GIZ is one that minimizes turnover and provides reason for continues stay at GIZ.

#### 4.4 Employee Turnover Intent

The study measured the different aspects of turnover to understand whether there was turnover intent among the employees of GIZ Kenya Limited. Multiple statements associated with turnover were issued to those who polled and were requested to rate them using a scale of 5-point Likert ranging from: 1- Strongly disagree, 2- Disagree, 3- Moderate, 4- Agree, 5 –Strongly agree. The outcomes were presented inform of a table

**Table 4.10: Turnover Intent**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
I am thinking of leaving this organization	114	2.49	1.123
I am planning to look for a new job	114	2.51	1.162
I intend to ask people about new job opportunities	114	2.70	1.152
I do not plan to be in the organization for long	114	2.67	1.195
I do not feel a strong sense of belonging to my organization	114	2.11	1.135
<b>Average</b>	<b>114</b>	<b>2.5</b>	<b>1.153</b>

**Source: Researcher (2022)**

The grand total of 2.5 on the turnover intent implies that the employees were loyal to the organization and were not planning to leave. Specifically, the employees disagreed that they were planning to leave the organization (M-2.49, SD- 1.12). Similarly, the employees disagreed with the statement that they had intentions of searching for new jobs (M- 2.51, SD- 1.16). Additionally, the respondents disagreed that they failed to feel a sense of belonging to the firm while majority were somewhat

neutral that they planned on asking individuals on referrals concerning new job opportunities and they intend not to be in the entity for long as demonstrated by means and standard deviations of (2.70, vely.1.15) and (2.67, 1.19) respectively.

#### 4.5Regression Analysis

Regression analysis aids in affirming the linear equation, which connects the dependent plus independent variables being measured. A multiple linear regression analysis was performed on the study to test the linkage amidst employer value proposition and turnover intent at GIZ Kenya Limited. The regression analysis was executed using SPSS version 23.

**Table 4.11: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722 <sup>a</sup>	.521	.498	.809

a. Predictors: (Constant), Pay, employment benefits, career development, work environment and company culture

**Source: Researcher (2022)**

According to Table 4.11, the outcomes indicate that employer value proposition strategies as represented pay, employment benefits, career development, work environment, and employment culture strongly and positively relates to turnover intent ( $r=0.772$ ). A 0.521 coefficient of determination ( $R^2$ ) gauges the magnitude at which employer value proposition affect turnover intent at GIZ Kenya Limited. From the data findings, 52.1% of turnover intent at GIZ in Kenya is attributed to employer value proposition strategies. The remaining 47.9 % variation in turnover intent is influenced by additional elements not addressed in the model.

**Table 4.12: Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	74.740	5	14.948	22.852	.000 <sup>b</sup>
	Residual	68.683	105	.654		
	Total	143.423	110			

a. Dependent Variable: Turnover intent

b. Predictors: (Constant), pay, employment benefits, career development, work environment and employment culture

Source: Researcher (2022)

Table 4.12 presents the statistical output for analysis of variance which elaborates on the model's fitness of assessing statistically the linkage amongst independent plus dependent elements. According to Table 4.12 above, the F statistic is 22.852 at a significance level of 0.000 which is  $<0.05$ . This affirms the model's statistical fitness in predicting the turnover intent.

**Table 4.13: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.308	.658		6.547	.000
	Pay	-.345	.101	-.275	-3.410	.001
	Employment benefits	-.457	.105	-.365	-4.338	.000
	Career development	-.415	.105	-.332	-3.968	.000
	Work environment	-.439	.112	-.346	-3.908	.000
	Company culture	-.363	.120	-.268	-3.036	.003

a. Dependent Variable: Turnover intent

Table 4.13 above displays the outcomes highlighting that pay ( $p=0.001$ ), employment benefits ( $p=0.000$ ), career development ( $p=0.000$ ), work environment ( $p=0.000$ ) and company culture ( $p=0.003$ ) have a statistically significant relationship with turnover intent variables since their  $p < 0.05$ .

As shown by the regression coefficient results, a unit increase in compensation reduces employee turnover intent by 0.345. Conversely, a unit change in employment benefits triggers a decline in turnover intent by 0.457. Similarly, a unit change in career development causes a 0.415 decline in turnover intent. Additionally, a unit change in work environment will lead to 0.439 reduction in turnover intent while a unit variation in company culture will suppress turnover intent by 0.363 units.

Consequently, the resultant regression equation will be represented as;

$$Y = 4.308 - 0.345X_1 - 0.457X_2 - 0.415X_3 - 0.439X_4 - 0.363X_5 + \epsilon$$

#### **4.6 Discussion of the Findings**

The descriptive statistics findings indicate that the employees were dissatisfied with the payment terms offered by GIZ as most employees considered the current terms unattractive and not commensurate to their service and work experience hence were not happy with it. Further, the regression model demonstrates an association that is substantially strong amid compensation as well as turnover intent. This applies in the sense that increasing the pay reduces turnover intent as demonstrated by a negative beta value of 0.345. GIZ must hence review its pay rates to increase attraction and retention of the talented workforce as this was not the reason for continued service at the company. These findings agree with Mendis (2017) who concluded in his probe relating to the manner in which the employee turnover intention is affected by the reward system, that fair remuneration was significant in reducing turnover intention and recommended the use of equity pay systems.

The findings on employments benefits show that to some extent the employer has tried to improve some of the benefits offered to the employees although the some aspects of the benefits need review to ensure full satisfaction. This was premised on the fact that a moderate response was obtained upon posing the question on whether the benefits received were the reason for continued service to GIZ Kenya. Coefficient tests established an association that is statistically notable amidst employment benefits and turnover intent ( $p=0.001$ ) hence organizations must review the employment benefits to reduce turnover intent. These findings concur with Gorina and Hoang (2020) who established that employment benefits such as retirement benefits have a bearing on the employees' interest to remain in the organization and enhances its ability to recruit and retain high quality workforce.

As to whether there was career development at GIZ, firstly the employees appreciated that career development was useful to them and the various career development opportunities at GIZ were partly the main reason for their continued stay at the organization. Regression analysis output signal a statistically substantial linkage amongst career development and turnover intent ( $p=0.000$ ) hence career development is a key ingredient to turnover intent. Training and development programs are a key factor in enhancing employee retention. This is because they are likely to increase employee commitment and loyalty to the employer. These findings were in tandem with Goldsworthy (2015) in an investigation regarding the techniques by which professional development may play a role towards Canada's critical care nurses' intent to stay which concluded that professional development interventions affected directly the intent to remain in the critical care unit as well as remain in the nursing profession.



The analysis on work environment at GIZ indicates that the employees at GIZ enjoyed a conducive work environment as shown by an average mean of 4.12 on the attributes presented. Notably, the employees considered the work environment as an important factor for service delivery. Receiving support from management and autonomy needed to execute the assigned role effectively was also rated highly. Other good practices such as effective feedback and fostering good relationships were effectively realized within GIZ. The regression findings demonstrate an adverse alongside statistically notable correlation amid work environment and turnover intent work environment which concur with Heryati (2021) who outlined the importance of establishment of policies geared towards creating a supportive work environment. This involves the physical office environment and the occupational health & safety of employees, including health programmes such as mental wellness to reduce employee turnover.

On matters company culture, it is evident that GIZ has an attractive company culture with a clearly laid out vision, values and objectives. As such, most employees were attracted to the organization and continue to work by virtue of the good culture. Although the employees somewhat concurred that GIZ recognizes work effort through rewards, they attested that the company vision, values and objectives aligned with theirs. The regression findings draw a nexus between company culture and turnover intent. According to (Abbas, 2021), organizational culture has a direct impact on employee satisfaction which influences turnover intent. Managers and businesses must therefore embrace practices that encourage employees stay in the organization and enhance productivity. These results concede with Meenakshi et al, (2013) who pointed out that unfriendly organizational culture leads to turnover intent

characteristics among the employees, unless the organization creates a flexible schedule that would allow employees to enjoy time with friends and family members. Finally, the Analysis of Variance (ANOVA) results show that employer value proposition is a predictor of turnover intent since the p value of 0.000 is  $<0.05$ . These findings agree with Mani (2016) who in her study on analysing the impact of EVP on labour turnover, concluded that organizations which focused on superior EVP initiatives had less labour turnover rates. According to Mani, the upcoming and existing personnel have clear reasons of opting to remain with the employer due to aid by employer value proposition.

## **CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

The section details a brief summary of findings, conclusions, recommendations plus suggestion for future researches. The benchmark for conclusions alongside recommendations is the survey's agendas.

### **5.2 Summary of the Findings**

The demographic findings indicate that there are more female than male working at GIZ Kenya Limited although the discrepancy is acceptable and meets the two third gender rule, which is the Kenyan constitution requirement. The findings also proof

that highest number of players had acquired bachelors level of education followed by those with masters qualifications, then diplomas while the least had reached the certificate level of education hence most were well educated. As on the duration employed at GIZ Kenya Limited, the findings reveal that majority have worked for the company not exceeding 5 years while fewest have served the organization beyond 20 years hence the company should engage in aggressive value proposition to retain the workforce.

The descriptive statistics on pay show that the employees were neutral on the payment aspects offered by GIZ such as happiness with the pay, attractiveness of the pay and effort being commensurate to the pay although majority out rightly disagree that is the pay they receive that has kept them in the organization. An examination of employer benefits shows that the employer has attempted to improve some of the benefits offered to the employees although the some aspects of the benefits need review to ensure full satisfaction. This was premised on the fact that a moderate response was obtained upon posing the question on whether the benefits received were the reason for continued service to GIZ Kenya

On average, the respondents agree that GIZ limited as robust career development programs in place as which has been a major factor to stay in the organization. Additionally, the respondents attested that the employer supports their career development goals using the different career development opportunities at GIZ. The analysis on work environment at GIZ indicates that the employees at GIZ enjoyed a conducive work environment and considered the work environment as an important factor for service delivery. Receiving support from management and autonomy needed to execute the assigned role effectively and effective feedback and fostering good relationships were effectively realized within GIZ in the spirit of realizing a

good environment.

On matters company culture, it is evident that GIZ has an attractive company culture with a clearly laid out vision, values and objectives. As such, most employees were attracted to the organization and continue to work by virtue of the good culture. Although the employees somewhat concurred that GIZ recognizes work effort through rewards, they attested that the company vision, values and objectives aligned with theirs

As shown by the results, compensation has an adverse plus notable connection with turnover intent. This implies that good compensation such as attractive remuneration is key in reducing employee turnover intent in the organization. The results also present statistical substantial although adverse association amid employment benefits and turnover intent alluding that the employees are attracted to organizations that offer attractive benefits, hence the employers must constantly introduce and review existing benefits to attract new talent.

Similarly, work environment produced a statistically notable but adverse effect on turnover intent reiterating the need to create a conducive environment within the workspace through practices such as frequent feedback, good relationships and the adequate support to suppress turnover intent. The results further demonstrate an adverse and statistically substantial nexus amidst a good institutional culture and turnover intent hence having an objective vision and clear values complemented with a clear reward structure that recognizes that effort is key in curtailing turnover intent at GIZ.

The coefficient of determination ( $R^2$ ) which measures the degree to which employer value proposition effect on turnover intent showed that 0.591 of turnover intent GIZ

can be explained by the employer value proposition strategies. The findings further reveal that employer value proposition is statistically significant in predicting turnover intent as demonstrated by the p value of 0.000 which is less than 0.05.

### **5.3 Conclusions**

It is evident from the findings that the employees are unhappy with the current pay terms at GIZ yet the study established a statistically significant link between compensation and turnover intent. Clearly, the employees were neither motivated to join GIZ nor leave GIZ by the pay hence the firm was vulnerable to turnover. The expression of dissatisfaction with the present pay by the employees and the perception that the pay received was not commensurate with the service offered and experience exposed GIZ to the risk of losing useful talent.

Although the employees were happy with the benefits offered by GIZ, some gaps still exist. As such, most employees felt like the employer should review the benefits currently being offered as for most and that the benefits were not the main reason for continued service to the organization. Regression findings demonstrated a strong link between employment benefits and performance hence this was critical for retention of talent.

The study further outlined a clear nexus between career development and turnover intent in that improving and introducing career development programs reduced the later. On this subject, GIZ seems to have made some efforts in supporting the career development goals as most employees recognized the opportunities and appreciated that they were important to them and partly informed their joining to the organization.

As to the work environment, the study concludes that the work environment at GIZ is positive and that the employees receive the required support to execute their roles. Practices such as feedback have promoted good relationships hence fostering effective service delivery. Channeling more efforts to promoting a conducive work environment will ultimately translate to low employee turnover intent as demonstrated by regression analysis findings.

Finally, the study concludes that company culture at GIZ Kenya leads to a reduction in employee turnover intent. GIZ culture as it stands was not the main reason why the employees have chosen to remain at the company. Consequently, the organization must adopt practices that are attractive, accommodative and neutral. The findings show that the employees considered culture as an important practice and a reason to remain at GIZ although majority felt that the company culture at GIZ did not recognize and work effort.

#### **5.4 Recommendations**

It is evident that the employees are unhappy with the pay status at GIZ. The organization must review the remuneration scales to attract new talent and retain loyal employees within the organization. Proper pay is likely to increase the productivity of employees hence ripple effects may be realized which will be more meaningful to the organization. The company may benchmark with other companies in the sector to understand the compensation scales and adjust accordingly.

It also came out clear that although the employees were to some extent happy with the

benefits, they felt that the employer must review the benefits being offered hence the company must be innovative around this aspect and consider instruments such as bonuses and introduction of innovative products such as insurance options and recreational services like gym membership subscriptions and family fun days. These may be an attractive benefit because of their positive impact on mental health and will contribute to retention of talent.

The firm should consider introducing more career development programs as the same may be reciprocated back to the organization through improved innovativeness. These programs may be tailored or offered internally or externally. Sourcing external experts to train the employees will bring in new experience which will increase productivity. The career development function must be supported with a budget and well domiciled as a mandatory program in the organization.

The company should maintain the admirable achievement of creating a good work environment to maintain the spirit of innovativeness and hard work within the organization. This will play a huge role in attracting more talent and retention of existing ones. The organization may also publicize its good work environment to attract even more talent.

Finally, GIZ Kenya Limited should embrace a culture that is attractive to new employees. The implications attributed to practices such as failure to recognize effort through rewards outweigh the benefits. The company should embrace good practices and cultures from the companies that are doing well in the sector by analyzing their strategies and cultures, adopting and making improvements accordingly.

## **5.5 Limitations of the Study**

This research employed the use of primary data and as a way of minimizing the possible outliers, the research used a structured questionnaire. This however posed a risk of biased data since the respondents were constrained on the information they would give. In this regard, the researcher made sure that the data collection tool permits full data gathering that readily fits study objectives.

Additionally, a number of respondents were unsure on whether to be part of this research. The researcher resolved this by getting permits and authorizations from the relevant authorities such as the university. More so, the researcher conducted the research with highest regard of the ethical consideration and lastly the research offered to issues the participants with the results of the study.

### **5.6 Suggestions for Further Studies**

The research was a case study of GIZ Kenya Limited hence future studies should consider a bigger sample size to arrive at more conclusive and representative findings. Additionally, challenges were experienced in collecting the data as some respondents were reluctant to respond to the questionnaire despite consent being sought which is justified through the 63% response rate. Future studies may also consider secondary data since only primary data was fully utilized by the current study. Subsequent



studies may consider more variables that influence employee turnover intent since employer value proposition was only found to explain 52 % change in turnover intent.

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## **APPENDICES**

### **Appendix I: Research Questionnaire**

My name is Monica Naibei a student at the University of Nairobi, pursuing a Masters' Degree in Human Resource Management. I am currently carrying out a research titled "The Influence of Employer Value Proposition on Turnover Intent at the GIZ Kenya Limited". You have been selected as one of my respondents. I kindly request you to respond to the following questions as honestly as possible. The data generated will be treated with the utmost confidentiality and in line with the European Union's General Data Protection Regulations (GDPR). The data and will only be used for this study.

By completing this questionnaire, you are consenting to being part of this study and authorizing the use of the data provided. You have the right to inquire at any time

about the type of data processing, and to have the data corrected if they are incorrect, or to demand that their processing be restricted or that the data be deleted. Furthermore, you may withdraw your consent at any time. You may change your mind and revoke (take back) this authorization at any time, except to the extent that the researcher has already acted based on this authorization.

This poll is anonymous and will be solely used for the purposes of my research.

The questionnaire will take you a maximum of 20 minutes to complete.

Thank you.

### **SECTION 1: PERSONAL INFORMATION**

1. What is your job title (function designation) at GIZ Kenya?

2. Please state your age. Indicate (×) where applicable.

20 – 29 yrs

30 – 39 yrs

40 – 49 yrs

50 – 59 yrs

3. Please state your gender. Indicate (×) where applicable.

Male  Female  Would rather not say

4. Please state your marital status. Indicate (×) where applicable.

Single

Married

Divorced

Separated

Would rather not say

5. Please select your highest level of education. Indicate (×) where applicable.

- Certificate
- Diploma
- Bachelors
- Masters
- PhD

6. How long have you been employed at the GIZ Kenya?

- Under 5 yrs
- 5 – 10 yrs
- 11 – 15 yrs
- 16 – 20 yrs
- Over 20 yrs

**SECTION 2: EMPLOYER VALUE PROPOSITION**

Please indicate the degree to which you agree or disagree with the following statements.

RATINGS ON THE LEVEL OF AGREEMENT/DISAGREEMENT				
1	2	3	4	5
<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither Agree/Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>STATEMENTS</b>				<b>RATINGS</b>
				1 2 3 4 5
<b>COMPENSATION</b>				
I am happy with the pay I receive from my employer				
The pay I receive is commensurate with my service and work				

experience					
I joined the company because the pay offered was attractive to me					
The pay I receive is the main reason for my continued service to the company					
<b>EMPLOYMENT BENEFITS</b>					
I am aware of the benefits offered by my employer					
I am happy with the benefits offered by my employer					
I feel my employer should review the benefits currently being offered					
The benefits I receive are the main reason for my continued service to the GIZ Kenya					
<b>CAREER DEVELOPMENT</b>					
Career development is important to me					
My employer supports my career development goals					
I am aware of the career development opportunities at GIZ Kenya					
I have experienced career development during my tenure at GIZ Kenya					
I consider career development as a major factor in my decision to stay with GIZ Kenya					
<b>WORK ENVIRONMENT</b>					
The work environment at GIZ Kenya is positive					
I receive the support and autonomy I need to execute my role effectively					
I often receive feedback from my superior(s) regarding my work					
GIZ Kenya fosters good relationships within the company					
I consider work environment as an important factor to effective delivery of my responsibilities					
<b>COMPANY CULTURE</b>					
I am familiar with the company's vision, values and objectives					
The company's vision, values and objectives are similar to mine					
The company culture at GIZ Kenya was a major attraction to me when I joined the company					



The company culture at GIZ Kenya is one that recognizes and rewards work effort					
I consider company culture as an important factor in deciding to stay with GIZ Kenya					

**SECTION 3: EMPLOYEE TURNOVER INTENT AT GIZ KENYA**

Kindly indicate the extent to which you agree with each of the statements regarding employee turnover intent at GIZ Kenya Limited.

<b>RATINGS ON THE LEVEL OF AGREEMENT/DISAGREEMENT</b>								
1	2	3	4	5				
No extent	Little extent	Moderate extent	Great extent	Very	great extent			
<b>STATEMENTS</b>				<b>RATINGS</b>				
				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 do not plan to be in the organization for long								
I do not feel a strong sense of belonging to my organization								

Thank you very much for your responses and collaboration.