LABOUR TURNOVER ANALYSIS BY THE CENSUS METHOD -
THE CASE OF CONDUCTORS AND DRIVERS OF KENYA BUS SERVICES LTD.

BY

JULIUS MONZI MULA

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ABSTRACT

This study concerned itself with labour turnover as a field of study in Manpower Planning. Labour is a necessary 'factor' in production though its study is complex and its services very expensive to hire.

The determination and better measurement of its patterns and causes have wide practical applications and can be beneficial to manpower planners, employees and employers and the society.

Various statistical tests were done on the labour turnover data obtained from Kenya Bus Services Ltd. The research was done on the company's conductors and drivers who were the main revenue earners. A Chi-Square analysis tested dependency relationships between labour turnover and certain chosen variables namely: age, education, type of job and completed length of service. In addition, questionnaires were administered and analysed to determine factors which the employees felt as influencing labour turnover.

For both conductors and drivers it was found that education levels were not related to labour turnover. Age and completed length of service, however, was found to be highly associated with labour turnover for the conductors although less so for the drivers. A conclusion was also reached that labour turnover differed significantly between conductors and drivers. Models of staff wastage were constructed for these employees and their stability (survivor) functions were found to be of an exponential type. \( F(t) = e^{-\lambda t} \), where \( F(t) \) was the proportion of a cohort remaining in service at time \( t \), a constant \( e = 2.7182 \) and \( \lambda \) a parameter estimated from the data. It was also found out that the employees rated their salaries and company dismissal policies as unfavourable variables, hence, suggesting these could
possibly explain the high rate of labour turnover especially among the conductors.

The recommendations which could be made on these findings were that: Labour turnover can be analysed by breaking the employees into categories of jobs and further into their lengths of completed service. Hence, to control labour turnover more emphasis should be made on retaining the short service employees. Moreover, for Kenya Bus Services Ltd., a bettering of the salaries and relaxation of the company's dismissal policies may help a bit in reducing labour turnover. To determine the proportion of entrants that will be remaining in service after a time the survivor functions mentioned above can also be used.