



**EMPLOYEE MOTIVATION AND STAFF TURNOVER IN THE TEXTILE AND APPAREL SECTOR IN KENYA. A SURVEY OF FIRMS IN THE EXPORT PROCESSING ZONES IN ATHI RIVER, MACHAKOS COUNTY**

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Accepted: February 17, 2024

DOI: <http://dx.doi.org/10.61426/sjbcm.v11i1.2865>

**ABSTRACT**

*This research examined how incentive affects employee turnover in the textile and apparel sector. A descriptive survey design was employed. Firms in the textile and apparel sector comprised the unit observation in this study. Employees of the firms were the unit of analysis. The research used a sample size of 224 participants. Data was gathered via the use of a self-administered questionnaire. A preliminary investigation was conducted at two companies operating in the textile and apparel industry inside the Export Processing Zone (EPZ) located in Athi River. The research included a subset of 22 individuals employed within these enterprises. The collected data was subjected to analysis using the Statistical Package for the Social Sciences (SPSS), using both descriptive and inferential statistical techniques. Descriptive statistics, including frequency distributions, rates, means, and standard deviations were used to provide a comprehensive summary of the data. In contrast, inferential analysis was conducted using multiple linear regression to draw conclusions and make predictions based on the observed relationships between variables. The confidence interval for the regression study will be set at 95%. The results of the study were presented in form tables and figures. The study found a strong positive correlation ( $r=0.852$ ) between the predictors (leadership, compensation, training, and promotions) and the dependent variable (staff turnover). According to the results, 72.6% of the variance in staff turnover can be explained by the combined influence of leadership, compensation, training, and promotions. The regression model was statistically significant, as evidenced by the low p-value of .000. Training ( $p<0.001$ ), compensation ( $p=0.016$ ) and leadership ( $p<0.001$ ) were all significant. Compensation had the highest beta coefficient  $-0.452$  indicating that it was the most important of the four variables while promotions ( $\beta =.001$ ) was the least important. The study concluded that motivation significantly influenced turnover. Training, compensation, promotions, and leadership all play a role in determining staff turnover, with compensation being the most influential factor. To reduce staff turnover in the textile and apparel sector it was recommended that organizations ensure that they provide competitive compensation packages to their employees. Companies in the textile and apparel sector also ought to implement promotions as a way of motivating employees in order to lower turnover rates.*

**Key Words:** Training, Compensation, Promotions, Leadership, Staff Turnover, Textile and Apparel

**CITATION:** Mulwa, G. N., & Muli, J. (2024). Employee motivation and staff turnover in the textile and apparel sector in Kenya. A survey of firms in the export processing zones in Athi River, Machakos County. *The Strategic Journal of Business & Change Management*, 11 (1), 487 – 505. <http://dx.doi.org/10.61426/sjbcm.v11i1.2865>

## INTRODUCTION

The number of employees that leave an organisation in a set amount of time is referred to as staff turnover (Gandhi & Grabowski, 2021). It is a common metric used to evaluate the turnover of employees with the rate at which equivalent positions are filled. Although high rates of employee turnover are not healthy for any company, some degree of turnover is natural and even beneficial. Aiming for a turnover rate of 10% or less is considered acceptable practice, and a retention rate of 90% or more is considered excellent. However, companies around the globe are constantly losing employees (Okyere-Kwakye et al., 2018).

Turnover rates vary widely across industries, ranging from 20% in the public sector to 60% in professional services worldwide (Quantum, 2022). In 2018, the typical Canadian business experienced a turnover rate of 21%, with 12% of that being attributable to voluntary turnover. In the UK, Monster (2012) reported a turnover rate in the United of 15%. According to the German Economic Institute (2022), Germany's recent employee attrition rate has been somewhere between 25% and 30%. Based on data from All or None (AON) (2020), the job turnover rate in China in 2016 was 20.6%, with some sectors seeing rates of nearly 40%. In 2019, India's total attrition rate is expected to be 18.90%, up from 18.80% in 2018.

High employee turnover can occur for many different causes. Ntenga and Awuor (2018) state that many organizations have turnover problems due to factors like unhelpful management, an unequal job market, a toxic workplace environment, and employee discontent. Staff attrition is often attributed to a lack of motivation. Motivated workers have less of a desire to leave their current positions. When workers are highly inspired, they work harder and stay put for longer for reasons unrelated to pay and benefits (Imran. et al., 2017). It is important for organisations to effectively encourage and provide support to their staff members. The implementation of support

techniques should be consistently enhanced in order to bolster motivation levels and mitigate instances of employee turnover (Rathy & Samy, 2014).

Staff turnover is the percentage of employees that leave an organisation due to natural attrition, termination, or resignation, as described by Ainer et al. (2018). Staff attrition, as defined by Pathan and Vinay (2021), is the rate at which an organization's human resources are lost and then gained again. Voluntary and forced turnover both exist. Voluntary turnover pertains to the situation when an employee makes the decision to resign from their position, whereas forced turnover refers to the circumstance in which an employer fires an employee (Okyere-Kwakye et al., 2018).

Motivation is a multifaceted phenomenon including the initiation, direction, and sustenance of behaviours aimed at achieving certain objectives (Paais & Pattiruhu, 2020). Motivation in the workplace refers to the enthusiasm, dedication, and originality with which workers approach their task (Lorincová et al., 2019). Motivation, as defined by Jensen (2018), can be either internal (originating from within oneself) or extrinsic (resulting from outside influences). While monetary compensation is one type of extrinsic motivator, other types of incentives, both in and out of the workplace, have been shown to be just as important in keeping employees engaged and productive (Yang, 2008). Training, pay, advancements within an organization, and methods of leadership are all examined. These factors were chosen because of their relevance to workers' motivation.

The input suppliers, yarn spinning businesses, partially and fully integrated weaving, knitting, dyeing, and finishing mills and factories, and design and sewing businesses make up the Kenyan textile and apparel value chain. The Kenyan Government has designated the textile and apparel industry as a priority sector, according to Kenya Association of Manufacturers (KAM) (2021). Its inclusion in the Big 4 Agenda's manufacturing pillar and the Kenya Industrial Transformation Program reflects the

government's soft spot for it (Ministry of Industrialization, Trade and Enterprise Development (MoITED), 2021).

It presently contributes significantly to the manufacturing sector's foreign currency earnings. With around Ksh. 35 billion in exports in 2017, Kenya now leads the African Growth and Opportunity Act (AGOA) in terms of garment exports. Kenyan textile exports reached \$ 420 million in 2020 despite supply-chain issues brought on by the Covid-19 epidemic. In Kenya, the sector now employs 50,000 people. Growth in this industry is very beneficial for development since it may support the lifestyles of many households (Shiundu, 2022). The United Kingdom, the United States, and Germany are the top buyers of the output, which is mostly exported. In Kenya, there are thousands of clothing businesses. A total of 21 companies operate in the Export Processing Zones (EPZ), employing an average of 1,800 people per company (Export Processing Zones Authority (EPZA), 2022).

### **Statement of the Problem**

The textile and apparel sector has been experiencing a high staff turnover rate (Habib et al., 2018; Rajapakshe, 2018; Silva, 2017). Textile and apparel companies in EPZ registered a 13% staff turnover in 2018 which has since grown to 21% in 2021 (KAM, 2022). This is higher than the ceiling threshold of 10% that is recommended for companies (Ainer et al, 2018; Okyere-Kwakye, 2018). The reasons for this phenomenon are unclear. However, Njunge (2018) asserts that due to the challenges in motivating their workforce, high staff turnover has remained a problem for both multinational and local organizations. Staff turnover has a direct correlation with employee motivation. The level of employee engagement and commitment tends to be elevated when individuals are motivated, leading to enhanced work performance and reduced turnover rates. Employees that lack motivation, on the other hand, may lose interest in their work and become disengaged, which may result in decreased output,

subpar performance, and eventually, employee departure (Belete, 2018; Imran et al., 2017; Mwaniki & Muturi, 2020).

Several authors have investigated the relationship between employee motivation and staff turnover. In one study, Ju and Li (2019) looked at how factors like schooling, experience, and job description compatibility can influence a worker's decision to leave their current position. But rather than concentrating on turnover intent, the discussion shifted to concentrate on turnover intention. Shilaho and Mbugua (2019) conducted research into the impact of motivation variables on productivity in Kenya's commercial banks. Instead of staff turnover, however, success was used as the dependent variable. In a more recent study, Engidaw (2021) looked at how different types of motivation (intrinsic and extrinsic) influenced public sector employee involvement. Whereas in that research, employee engagement served as the dependent variable, in this study, staff turnover was the primary focus. To fill these gaps, this study sought to investigate the influence of employee motivation on staff turnover in the textile and apparel sector in Kenya.

### **Objectives of the Study**

The general objective of this study was to investigate the influence of motivation on staff turnover in the textile and apparel sector in EPZ Athi River, Machakos County, Kenya. The study was guided by the following specific objectives;

- To establish the influence of training on staff turnover in the textile and apparel sector in EPZ Athi River, Machakos County, Kenya.
- To assess the influence of compensation on staff turnover in the textile and apparel sector in EPZ Athi River, Machakos County, Kenya.
- To examine the influence of promotions on staff turnover in the textile and apparel sector in EPZ Athi River, Machakos County, Kenya.



- To determine the influence of leadership on staff turnover in the textile and apparel sector in EPZ Athi River, Machakos County, Kenya.

## LITERATURE REVIEW

### Theoretical Review

#### Expectancy Theory

Developed by Victor Vroom, the main proposition of Expectancy Theory of Motivation is that a person's motivation is closely related to an outcome they anticipate will result from their efforts (Vroom et al., 2015). Vroom, in contrast to Maslow and Herzberg, is outcome-oriented rather than need-centric. Because it focuses on how people respond to and shape their surroundings based on their own unique set of hopes, it is considered a motivation theory (Nimri et al., 2015).

Employee motivation, according to the theory, results from three factors: the value (or importance) of the reward, the confidence that effort will yield the desired output (Expectancy), and the belief that the outcome will be rewarded (Instrumentality) (Vroom et al., 2015). To have high expectations is to think that one's endeavors will be rewarded in kind. One definition of instrumentalism is the expectation that one's pay at work will be directly proportional to one's output there. Performance outcomes are given a monetary value, or valence, that reflects their significance to you. In order to make an informed decision, it is crucial to consider the following three factors: Having realistic goals for both work and results is essential (Choi & Kim, 2020). De Simone (2015) argues that an employee's level of motivation is a function of their level of happiness, their belief in their own ability to succeed, and the rewards they anticipate receiving for meeting their objectives.

The study of incentive is aided by the expectancy theory. People's hopes are influenced by how confident they are that their current course of action will lead to the desired outcome (Nimri et al., 2015). Supervisors should use Vroom's Expectancy

Theory to instill a sense of purpose in their workforce, capitalize on their employees' individual motivators, and inspire them to display the behaviours that will bring out their full potential (Vroom et al., 2015). Managers can inspire workers if they take the time to learn about and adjust work environments so that employees' efforts directly correlate with and are valued by the rewards they receive (Meymandpour & Pawar, 2018).

#### Incentive Theory

The incentive theory of motivation was developed by Burrhus Frederic Skinner. The theory expands upon work done by scientists like Clark Hull to explain human motivation. Paul T. Young, an American psychologist, stressed the importance of an individual's emotional and affective state in determining the value assigned to both internal and external stimuli (Liu, 2021). People, according to cognitive theory, are driven by a desire for rewards and praise (Beckmann & Heckhausen, 2018). In contrast to other motivation theories, the incentive hypothesis posits that the anticipation of an external benefit or incentive is what really drives people to act (Cherry, 2017).

An incentive can be a pledge of future action or an immediate act performed in exchange for future action. For businesses, an incentive can take the shape of any extra perk, raise, or promotion given to an employee in exchange for his hard work or as a reward for his success (Gneezy et al., 2020). Employees who collaborate well and make deadlines, for example, are rewarded with positive incentives in the workplace. Managers often use a threat of punishment as a way to spur workers into action. The hypothesis is that people are motivated to engage in activities that provide them with positive reinforcement and discouraged from engaging in those that provide them with negative reinforcement (Berdud et al., 2016).

#### Unfolding Theory

The unfolding theory of turnover is credited to Lee and Mitchell (1991, 1994). Donnelly and Quirin (2006) and Niederman et al. (2007) conducted follow-up research that validated and refined the

developing model. It was determined through these analyses that the initial unfolding model adequately represents the selection procedure (Donnelly & Quirin, 2006). In essence, the Unfolding Model depicts the various ways in which workers can decide to leave their jobs after experiencing a life change or another unexpected event. The theory postulates that workers' decisions to leave a given employment fall into one of five distinct mental "trails" (Lee et al., 2017)

The theory showed that there are a number of causes for people to quit their employment, not just the negative ones (Shrift, 2016). Shocks are the name for these kinds of things. Any unexpected change in the worker's outlook on their employment can be considered a shock. There is no single definition for a jolt to the system; it can be caused by either anticipated or unanticipated shifts (Mitchell & Lee, 2001). The hypothesis is that that a jolt will occur before any of the three possible decisions. Shock can be (1) personal or organizational, (2) anticipated or unexpected, and (3) good or negative (VanGraan, 2020).

### **Empirical Literature Review**

A study by Stull et al. (2018) found that training reduces employee turnover, especially for intensive programs that require a lot of time and effort from their participants. The evaluation excluded all studies that were conducted in the textile and clothing industries. This research will offer hard data for this field. Training for managers has been shown to have a direct effect on the likelihood that their direct reports will leave their companies (Malek et al., 2018). According to the data, there was a negative correlation between how employees felt about their boss and their likelihood to leave. There also existed a negative correlation between the amount of training obtained by managers and the likelihood of their subordinates contemplating job turnover. According to the study, the implementation of training programmes for hotel management has the potential to effectively reduce staff turnover rates. On the other hand, the emphasis of this research was on training for upper

management rather than for regular workers. In-house instruction is the topic of this investigation.

In a study in Korea, Ju and Li (2019) tracked 1,531 people from 2003 to 2014 to determine the effects motivation on employees' desire to leave their current position. According to the analysis, the variables were all significantly related with turnover intent. Beginning with the premise that turnover purpose was the dependent variable, we can examine the topic at hand. The real turnover rate is the main focus of this research.

According to the findings of Karimi's (2019) study, OJT allows workers to learn using the same equipment they'll be using on the job, gives businesses insight into their employees' skill sets, and helps create a stable labour force. According to the results, off-site training is well-liked by employees, saves money for the business, reduces production mistakes as it doesn't take place in the workplace, and helps teach a big number of workers at once. There was a correlation between training and employee turnover, but the research was conducted only in the insurance industry. It follows that the results might not be applicable across the board in the textile sector.

The link between pay and productivity was analysed in a recent research. The research took place in the hotel business of Medan City, North Sumatra, Indonesia. In this study, a significant relationship between compensation and retention was found (Syahreza et al., 2017). The difference between this research and others is that staff turnover is the dependent variable and employee retention is the mediating variable.

In a similar study by Vizano et al. (2021) compensation and advancement opportunities were found to have a favourable effect on job satisfaction. Turnover is reduced when workers are happy with their pay, advancement opportunities, and general work environment. Unfortunately, only the company's upper-level management were included in this survey. To get a more complete

picture, the present study will include both upper- and lower-level employees.

The effects of different staff retention strategies on company output were studied. The results of the research showed that salaries had a sizable effect on workplace output. This was the outcome of a system in place to evaluate worker performance and reward those who excelled financially. Company incentives influenced staff retention. Employee engagement was significantly impacted by financial incentives. Employee retention increased as a result of the company's periodic reviews of compensation and benefits. After further investigation, it was concluded that the organization's output was impacted by its compensation practices for retaining employees (Chelangat, 2020). In this study, employee turnover was considered as the dependent variable, while staff retention was treated as an independent variable. According to a research conducted by Wangare (2017), a substantial and negative correlation was observed between salary and employee turnover in Technical and Vocational Education and Training (TVET) institutions located in Nyeri County. Employees do not view their current pay as reflective of their abilities. Salary at present compared to that of comparable workers in other sectors, Fringe Benefits, and other incentives provided. The starting point of this study is that it will be done in the textile industry, as opposed to the educational sector.

According to a study published in the Harvard Business Review, promotions may have either positive or negative effects on employee turnover. A lack of justice in promotion practices can cause employees to leave their jobs. Yet, promotions can encourage workers to remain with the business if they are granted based on merit and add to a discernible career path (Avery, 2015). This study's starting point is the fact that it was conducted only among American businesses. The present research will be conducted within a Kenyan business.

Yousuf and Saqib (2021) conducted research in Pakistan's Bank Al Habib to determine whether or

not employment satisfaction influenced workers' likelihood of leaving the company. If they are satisfied with the chances they have for advancement, which is reflected in a positive correlation between promotion satisfaction and turnover intent, staff turnover is unlikely. Although this research did connect promotions to increased sales, it was conducted exclusively in the banking industry. Consequently, further research is warranted because the results may not be applicable across the textile business as a whole. Researchers Karimi and Rahimi (2020) set out to identify the causes and consequences of employee attrition at AECOM. Research indicates that of these four variables, employee turnover is lowest when promotions are timely and employees who perform well are recognized with raises and promotions. However, working conditions and laws in Kenya vary significantly from those in Afghanistan, where this research was conducted.

Wangare (2017) looked at the link between internal advancements and employee retention rates in TVET facilities in Nyeri County. At TVET schools, internal promotions had a major and detrimental effect on employee turnover. Descriptive data shows that workers are unhappy with the likelihood of getting promoted, the performance review process leading up to promotions, the prospect of having their job title altered after being promoted, and the promotion process itself. The study found that a lack of a defined promotion process could cause employees to consider leaving their present employer. The starting point of this study is that it will be done in the textile industry, as opposed to the educational sector.

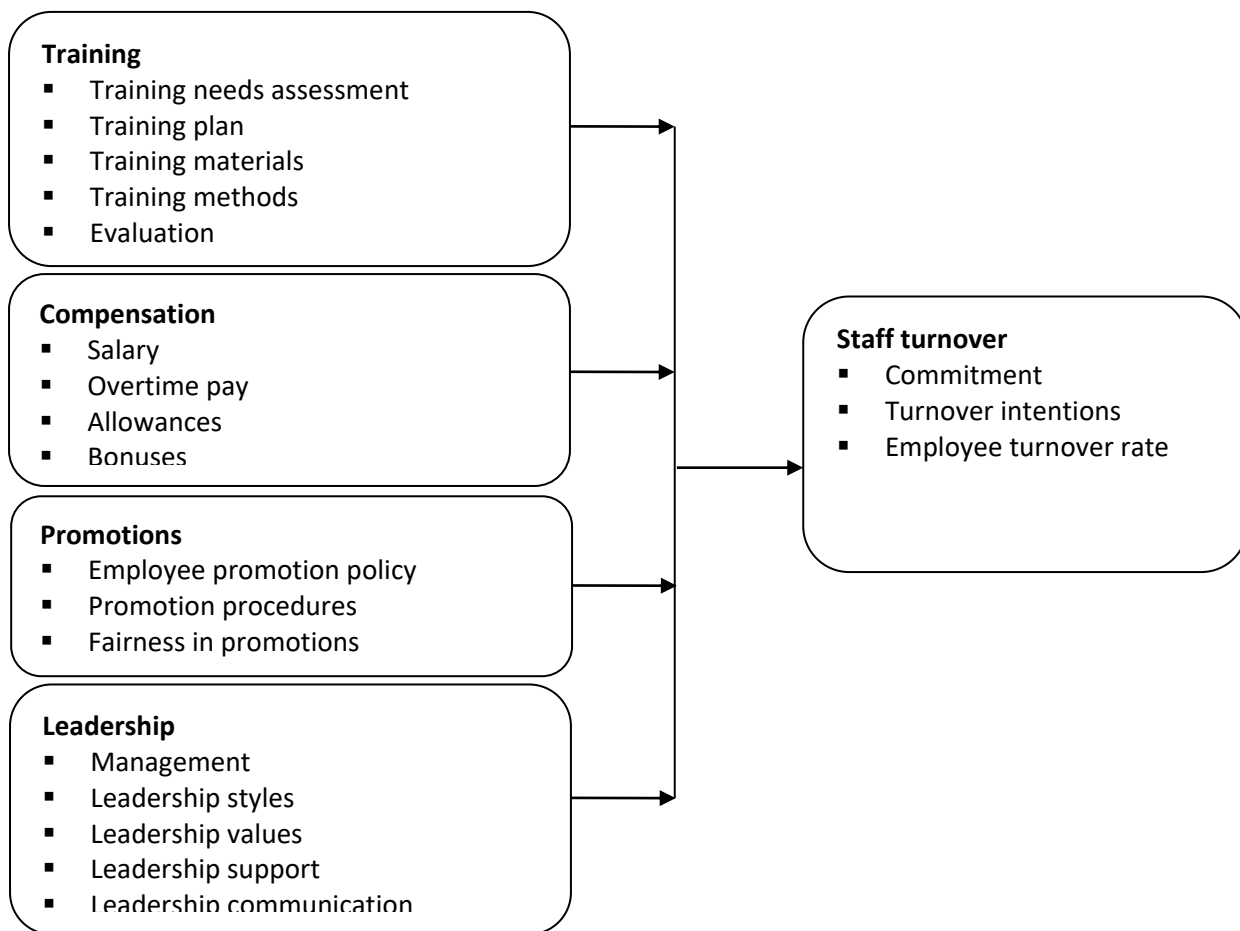
Researchers looked into what it would take to keep talented workers on staff without asking them to make personal compromises that would hinder the organization's growth and development. It was determined that leadership and followership styles significantly affect whether or not an organization loses employees. But leadership style does matter, and it matters more than was originally thought. Because a leader has the legal authority to make

the necessary adjustments, while followers have much less sway over the situation (Alkhawaja, 2017). However, the research did not mention how different types of leadership influence employee attrition. This research aims to cover that knowledge gap by analyzing the relationship between leadership style and employee turnover.

In Naseer et al. (2017) study, a significant but inverse relationship between the two variables was found. This study differs from previous ones in that it will be done in the textile industry rather than the

health sector. Maaitah (2018) revealed that both transformational and transactional leadership styles significantly influence directors' intentions to leave their positions at Greater Amman Municipality departments. The t-value and the direction of the outcome are both negative. As a result, the two concepts—transformational leadership and exit strategies—were inversely related. The main difference between this research and the one we just looked at is that the former was conducted by the government, while the latter was commissioned by a private business.

### Conceptual Framework



**Independent Variables**

**Dependent Variable**

**Figure 1: Conceptual Framework**



## METHODOLOGY

A descriptive survey design was employed to investigate the influence of motivation on staff turnover. Firms in the textile and apparel sector in EPZ in Athi River comprised the unit observation in this study. The study targeted twenty-one textile and apparel sector companies in the EPZ. Employees of the firms were the unit of analysis. Specifically, the target population was the 513 employees comprising be the top management, the managers, the supervisors and the assistant supervisors. The sample size of 224 for this study was calculated using Slovin’s formula.

The data necessary for the current study was gathered through a questionnaire. The questionnaire was semi-structured and interviewer-administered. In order to establish the construct validity of the questionnaire used in this study, the researcher generated questions based on the indicators outlined in the conceptual framework.

Once data was collected it was cleaned. This was done by ensuring that all questionnaires are filled correctly. Then data entry using SPSS v.28 for

Windows was performed. Data collected was analysed using descriptive and inferential statistics with the help of SPSS. Study descriptive statistics included frequency distributions, percentile ranks, means, and standard deviations. These were utilised for motivation and turnover variables. To examine how several independent factors affected turnover, a multiple linear regression analysis was conducted. The applicable model is shown below:

$$Y = C + \beta_1 TR + \beta_2 CS + \beta_3 P + \beta_4 L + e$$

Where:

**Y** = Staff turnover

**C** = Constant

**B<sub>1</sub> - B<sub>4</sub>** = Co-efficient

**TR** = training

**CS** = Compensation

**P** = Promotions

**L** = Leadership

**e** = error term

The confidence interval for the regression analysis was set at 95%. Tables and graphs were used to display the study's findings.

## RESULTS AND DISCUSSION

### Training

The results on employee training are presented in table 1.

**Table 1: Training**

	Mean	SD
The company provides training to its employees	2.28	1.363
Employees are taken through orientation once employed	4.17	1.030
Training needs are sought from employees before training	2.10	1.369
Employees are evaluated after training	2.15	1.352
Training provided by the company provides employees with new skills	3.99	1.185
I feel more productive after receiving the training and development program	2.81	1.539
Training and development programmes at the company have improved the skills and performance of employees	3.27	1.288
Training that I receive motivates me a lot to be productive at work	4.20	1.054

Source: Field data (2023)

Respondents disagreed that the company provides training to its employees (M=2.28, SD=1.363). On the other hand, respondents strongly agreed that employees are taken through orientation once employed (M=4.17, SD=1.030). Furthermore,

respondents disagreed that training needs are sought from employees before training (M=2.10, SD=1.369) and that employees are evaluated after training (M=2.15, SD=1.352). Regarding the effectiveness of the training provided by the

company, respondents moderately agreed that the training provides employees with new skills (M=3.99, SD=1.185).

In terms of the impact of training on employee productivity and performance, respondents were neutral, as indicated by the mean score of 2.81 (SD=1.539) for the statement "I feel more productive after receiving the training and development program. Respondents also had a moderate agreement that training and development programs at the company have improved the skills and performance of employees (M=3.27, SD=1.288). Lastly, respondents strongly

agreed that the training they receive motivates them to be productive at work (M=4.20, SD=1.054). These results imply poor training practices in the textile and apparel sector. While there are positive aspects, such as the orientation program and the motivation derived from training, there were gaps in the provision of training, seeking employee input in training needs, and evaluating the effectiveness of training programs.

### Compensation

Table 2 shows the results on the nature of compensation in the textile and apparel sector.

**Table 2: Compensation**

	Mean	SD
Salary is above market pay rates	1.56	0.822
Salary is fair and equitable within the internal job descriptions	1.95	1.184
The monthly pay package is attractive	1.73	0.990
There is a performance related pay rise	2.07	1.261
Employees are paid for overtime	2.67	1.329
Paid maternity and paternity leave provided to employees	2.28	1.443
Annual salary review motivates employees to perform better	2.25	1.384
Compensation enhances employee motivation in this organization	1.85	1.065

**Source: Field data (2023)**

Respondents strongly disagreed that the salary is above market pay rates (M=1.56, SD=0.822). Respondents disagreed that there is a performance-related pay rise (M=2.07, SD=1.261) and that employees are paid for overtime (M=2.67, SD=1.329). Respondents were neutral about paid maternity and paternity leave provided to employees (M=2.28, SD=1.443). On the other hand, respondents agreed that the salary is fair and equitable within the internal job descriptions (M=1.95, SD=1.184), that the monthly pay package is attractive (M=1.73, SD=0.990), and that an annual salary review motivates employees to perform better (M=2.25, SD=1.384). Respondents also

agreed that compensation enhances employee motivation in this organization (M=1.85, SD=1.065).

These results indicate problems with compensations in the textile and apparel sector. Employees felt that their salaries are not competitive compared to the market standards. This implies that there may be a perception of being underpaid, which can impact employee satisfaction and potentially contribute to staff turnover. Respondents suggested that their organization does not have a system in place where employees' performance directly translates into financial rewards. Without such incentives, employees may feel less motivated to perform at their best, leading

to decreased productivity and potentially higher turnover rates. In addition, respondents indicated that employees are not paid for overtime, which can be a significant concern. Failure to compensate employees for overtime work may result in feelings

of being undervalued and may negatively impact employee morale and engagement.

### Promotions

Results in table 3 show respondents' views on the promotions in their company.

**Table 3: Promotions**

	Mean	SD
The company has a promotion policy	2.42	1.369
Employees are aware of the promotion policy	1.82	1.107
Job promotion among staff results to shift in management position (low management to senior management position)	2.43	1.458
I believe the promotion assessing system of the company is not satisfactory.	3.32	1.396
Job promotion boost employees' confidence to perform a particular task	2.53	1.420
I get disappointed if I genuinely anticipate a promotion and not get that promotion.	3.55	1.293
Promotion practice of the company has an impact on my motivation.	3.36	1.387

Source: Field data (2023)

Respondents disagreed on the presence of a promotion policy in their organizations, with a mean score of (M=2.42, SD=1.369). Similarly, respondents disagreed that employees are aware of the promotion policy, as indicated by a mean score of 1.82 (SD=1.107). In terms of job promotions leading to shifts in management positions from lower management to senior management roles, respondents also disagreed, with a mean score of 2.43 (SD=1.458). Respondents expressed their belief that the promotion assessing system of the company was not satisfactory, with a mean score of 3.32 (SD=1.396).

Respondents disagreed that job promotions boost employees' confidence to perform specific tasks, as reflected by a mean score of 2.53 (SD=1.420). Respondents agreed that they experienced

disappointment when they genuinely anticipated a promotion but did not receive it, as indicated by a mean score of 3.55 (SD=1.293). Additionally, respondents moderately agreed that the promotion practices of the company had an impact on their motivation, with a mean score of 3.36 (SD=1.387). The results in this section demonstrate poor promotion practices in the sector. Respondents agreed believed in the positive impact of promotions on employee confidence, but expressed dissatisfaction with the promotion assessing system. Moreover, respondents strongly agreed that unmet promotion expectations can lead to disappointment.

### Leadership

Table 4 shows the analysis of responses regarding leadership in the textile and apparel sector.

**Table 4: Leadership**

	Mean	SD
The managers inspire employees to achieve more	3.19	1.391
Managers provide a role model for high ethical behaviour and instils pride	3.20	1.641
The managers involve employees across levels	1.66	0.956
Leadership of the company provides feedback to employees	2.19	1.315
Leadership listens to the concerns of employees	2.09	1.265
Leadership of this company motivates employees	2.74	1.452
The leadership of this company shows trust in employees	2.35	1.571
The leadership of this company shows empathy in employees	2.01	1.443
the leadership team provides support to the employees	2.15	1.420
There is effective communication from leadership to employees	2.02	1.254
Leadership has improved employee decision making process	2.37	1.312

Source: Field data (2023)

Respondents agreed that the managers inspire employees to achieve more (M=3.19, SD=1.391) and that they provide a role model for high ethical behaviour and instil pride (M=3.20, SD=1.641). The managers' ability to involve employees across levels was however not highly regarded as respondents strongly disagreed (M=1.66, SD=0.956). The respondents also disagreed on the effectiveness of leadership communication to employees (M=2.02, SD=1.254) and whether leadership listens to the concerns of employees (M=2.09, SD=1.265). Respondents disagreed that leadership motivates

employees (M=2.74, SD=1.452) but has room for improvement in demonstrating trust in employees (M=2.35, SD=1.571), showing empathy (M=2.01, SD=1.443), and providing support to employees (M=2.15, SD=1.420). Overall, the results suggested that the managers and the leadership in the textile and apparel sector are not highly regarded by the employees.

#### Staff Turnover

The results of staff turnover are presented in table 5.

**Table 5: Staff Turnover**

	Mean	SD
I am highly committed to this organization	2.59	1.371
I see myself still working in this organisation in two years' time	2.32	1.325
I am actively looking for a job outside this organization	3.56	1.249
I have applied for another job outside this organization in the past six months	2.06	1.280
I rarely think about looking for a job at another company	3.03	1.552
The turnover rate in this company is high	3.38	1.598
I am highly committed to this organization	2.59	1.371

Source: Field data (2023)

Respondents disagreed on their commitment to the organization (M=2.59, SD=1.371), indicating a mixed

level of dedication and attachment to their current employment. Similarly, respondents disagreed

about seeing themselves working in the organization in two years' time (M=2.32, SD=1.325), suggesting some uncertainty or ambivalence about their future tenure. In terms of actively seeking job opportunities outside the organization, respondents moderately agreed that they were actively looking for a job (M=3.56, SD=1.249), which may indicate a higher inclination towards job exploration or dissatisfaction with their current employment. However, respondents were less likely to have applied for another job outside the organization in the past six months (M=2.06, SD=1.280), suggesting a lower level of active job-seeking behaviour during the specified time frame. Respondents were somewhat neutral about rarely thinking about looking for a job at another company (M=3.03, SD=1.552), indicating a level of ambivalence or occasional consideration of alternative job opportunities. Furthermore, respondents moderately perceived the turnover rate in the company to be high (M=3.38, SD=1.598), which

implies a perception of frequent employee departures within the organization. The results are an indication of a high staff turnover. While respondents demonstrated varying levels of commitment and expressed some likelihood of seeking job opportunities outside the organization, the results also indicate a certain level of stability and attachment to their current employment.

### Regression Analysis

In order to establish influence of motivation on staff turnover in the textile and apparel sector in EPZ Athi River, Machakos County, Kenya, the researcher carried out regression analysis. The results are presented in this section.

### Model Summary

Table 6 shows the model summary output. The model summary output provides important information about the regression model's performance.

**Table 6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852 <sup>a</sup>	.726	.721	4.63620

a. Predictors: (Constant), Leadership, Compensation, Training, Promotions

Source: Field data (2023)

The R value for the model is .852, indicating a strong positive correlation between the predictors (leadership, compensation, training, and promotions) and the dependent variable (staff turnover). This suggests that these motivation factors collectively have a substantial influence on staff turnover. The R-square coefficient of determination, which is equal to 0.726, suggests that about 72.6% of the variability in employee turnover can be accounted for by the collective impact of leadership, salary, training, and promotions. This finding indicates a satisfactory level of suitability for the regression model, as it effectively explains a substantial proportion of the variability seen in the dependant variable. The

adjusted R-square coefficient, which is equal to 0.721 in this case, considers both the number of predictors and the sample size. This adjustment results in a more cautious evaluation of the model's ability to explain the variation in the dependent variable. The findings indicate that a significant proportion, around 72.1%, of the variability in staff turnover can be accounted for by the motivating components included in the model, taking into consideration the intricacy of the model.

This finding is consistent with research showing a strong correlation between turnover and motivation. For example, the study conducted by Murage-Macharia and Kanyua (2016) revealed that,



among other things, employee turnover is significantly influenced by variables such as salary, career advancement, work environment, and organisational culture. Previously, Mugo and Guyo (2018) reported comparable results, including low pay, high workload, low recognition and participation in decision-making, insufficient time

for self-improvement, ineffective reward system, limited opportunities for teachers to advance their careers, and, to some extent, unfavourable working conditions.

### ANOVA Output

Table 7 shows the ANOVA output of the regression analysis.

**Table 7: ANOVA Output**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	565.634	4	141.409	6.384	.000 <sup>b</sup>
	Residual	4673.403	211	22.149		
	Total	5239.037	215			

a. Dependent Variable: Turnover

b. Predictors: (Constant), Leadership, Compensation, Training, Promotions

Source: Field data (2023)

The findings shown in Table 7 demonstrate the statistical significance of the regression model, as indicated by the very low p-value of .000. This suggests that there exists a meaningful relationship between the dependent variable and at least one of the independent variables. Hence, it can be inferred by the researcher that a notable correlation exists between motivating variables, including leadership, remuneration, training, and promotions, and the occurrence of staff turnover within the textile and apparel industry. This finding is corroborated by

previous research conducted by Naseer et al. (2017), Stull et al. (2018), Vizano et al. (2021), and Yousuf and Saqib (2021), all of whom similarly observed a substantial correlation between motivation and turnover.

### Coefficients

The table of coefficients in table 8 provides information about the estimated regression coefficients for each of the predictors (training, compensation, promotions, and leadership) and the constant term in the regression model.

**Table 8: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.118	.083		1.425	.156
	Training	.082	.023	.235	3.589	.000
	Compensation	-.453	.181	-.374	-2.507	.016
	Promotions	.001	.002	.002	.306	.760
	Leadership	.296	.002	.699	138.919	.000

a. Dependent Variable: Turnover

Source: Field data (2023)

The results in table 8 show that training ( $p < 0.001$ ), compensation ( $p = 0.016$ ) and leadership ( $p < 0.001$ ) were all significant. This is consistent with the findings of Abba (2018), who discovered a favourable correlation between staff retention and training and development. It is consistent with the results of Wangare's (2017) research, which showed a negative and substantial correlation between worker turnover and compensation. It also concurs with Alkhawaja's (2017) finding that leadership and followership philosophies directly affect staff retention or attrition. It contradicts Wangare's (2017) research, which found that internal promotion plays a crucial role in employee motivation, as employees may be inclined to leave their present institution if there isn't a clear internal promotion strategy in place. The beta values were used to solve the model of the study.

$$Y = 0.118 - 0.082 TR - 0.452 CS + 0.01 P - 0.296 L$$

Where: Y = Staff turnover, TR = training, CS = Compensation, P = Promotions and L = Leadership

In this model, the intercept term is 0.118, which represents the expected level of staff turnover when all the predictor variables (training, compensation, promotions, and leadership) are zero. The coefficient for training is -0.082, indicating that for each unit increase in training, there is an expected decrease of 0.082 units in staff turnover. This suggests that providing more training opportunities to employees can help reduce staff turnover. This is consistent with the findings of Bibi et al. (2018), who found a substantial association between staff retention and supervisor support as well as training and development. The present findings concur with Ju and Li's (2019) hierarchical regression analysis, which bolstered the conjectures that there is a substantial correlation between turnover intention and education-job and skills-job matching, work tenure, on-the-job training, off-the-job training, and remote learning. Dietz and Zwick's (2021) discovery that retention decreases even more when training material is reported credibly—

that is, when it is supplied and approved by outside organizations—is likewise supported by this data.

The coefficient for compensation is -0.452, indicating that higher levels of compensation are associated with a decrease in staff turnover. This suggests that offering competitive compensation packages can help retain employees and reduce turnover. This finding is consistent with that of Girmay (2020), who found a substantial negative link between professional staff turnover and LIB's pay practises. Similar findings were made by Syahreza et al. (2017), who demonstrated that pay has a strong positive impact on retention, and Sitati (2017), who found that compensation had a positive and substantial impact on staff retention in Kenya's hotel business.

The coefficient for promotions is 0.01, suggesting that promotions have a minimal positive effect on staff turnover. However, the coefficient is very small, indicating that promotions have only a marginal impact on reducing turnover. This result contrasts with that of Yousuf and Saqib (2021), who discovered a substantial association between promotion satisfaction and turnover intention. Their assertion is that employee turnover intention is decreased by more promotion and professional development chances. In contrast to Karimi and Rahimi (2020), who discovered a negative association between employee turnover and career advancement and promotion, this suggests that if workers get promotions on schedule and are recognised for their achievements, there will undoubtedly be a low employee turnover rate. Additionally, the outcome differs with that of Sitati (2017), who found that staff retention in Kenya's hotel business was positively and significantly impacted by job promotions.

The coefficient for leadership is -0.296, indicating that better leadership practices are associated with a significant decrease in staff turnover. This highlights the importance of effective leadership in managing and retaining employees. This result is consistent with that of Ntenga and Awuor (2018), who found that an increase of one unit in

transformational leadership style would result in a rise of 0.862 in the intentions of employees to leave XYZ Company. Additionally, Maaitah (2018) discovered that both transactional and transformational leadership had a statistically significant influence on turnover intention at a considerable level. Similarly, the findings of Yücel (2021) showed that the relationship between turnover intentions and turnover is mediated by employee performance. Other studies found that servant leadership decreased employee turnover (Amah and Oyetuunde, 2020).

### **CONCLUSION AND RECOMMENDATIONS**

Training influences staff turnover in the textile and apparel sector in EPZ Athi River, Machakos County, Kenya. Analysis showed that training had a significant influence on staff turnover. The negative coefficient suggested that an increase in training is associated with a decrease in staff turnover. This implies that providing training programs and opportunities for skill development to employees can contribute to higher job satisfaction, improved job performance, and ultimately reduce the likelihood of employees leaving the organization.

Compensation influences staff turnover in the textile and apparel sector in EPZ Athi River, Machakos County, Kenya. Based on the analysis, it can be concluded that compensation has a significant negative influence on staff turnover in the textile and apparel sector in EPZ Athi River, Machakos County, Kenya. Analysis showed that the coefficient for compensation was -0.453, indicating that for every unit increase in compensation, staff turnover decreased by 0.453 units. This means that employees who perceive that they are well-compensated are less likely to leave their current organization.

Promotions do not influence staff turnover in the textile and apparel sector in EPZ Athi River, Machakos County, Kenya. The regression analysis revealed that the coefficient for promotions was not statistically significant, indicating that promotions do not have a significant impact on staff

turnover in this context. However, the mean scores for some of statements related to promotions were relatively low, indicating that there might be some dissatisfaction with the promotion practices within the organizations.

Leadership influences staff turnover in the textile and apparel sector in EPZ Athi River, Machakos County, Kenya. The regression analysis revealed that the coefficient for leadership was statistically significant, indicating that leadership plays a crucial role in influencing staff turnover. The results suggest that effective leadership practices can contribute to reducing staff turnover in the textile and apparel sector.

It is essential for organisations to cultivate an environment that promotes a culture centred on perpetual learning and ongoing professional growth. Creating thorough and efficient training programmes should be a top priority for these businesses. The major goal of these courses should be to provide workers with the fundamental abilities that will allow them to do their jobs effectively. The cultivation of a robust learning culture and the implementation of comprehensive training programmes have the potential to positively impact employee engagement, job satisfaction, and turnover rates, leading to favourable outcomes for organisations.

To reduce staff turnover in this sector it is recommended that organizations ensure that they provide competitive compensation packages to their employees. This could involve regularly reviewing and benchmarking their compensation levels against industry standards and adjusting accordingly. Furthermore, it is advisable for organisations to contemplate the adoption of non-financial motivators, like employee appreciation initiatives, flexible work arrangements, and avenues for professional advancement and personal development. This measure would contribute to the improvement of employee happiness and motivation, ultimately resulting in higher rates of employee retention.

Companies in the textile and apparel sector ought to implement promotions as a way of motivating employees in order to lower turnover rates. Organisations have the capacity to cultivate a work atmosphere that promotes positivity and inclusivity, while also recognising and appreciating the contributions made by their employees. Organisations may also choose to develop recognition programmes as a means of acknowledging and rewarding workers for their notable accomplishments and diligent efforts. In addition, companies in this sector can also implement a performance evaluation system that objectively assesses employees' skills, capabilities, and contributions to help in identification of high-performing employees who are deserving of promotions and provide them with growth opportunities within the organization.

To enhance the leadership to reduce staff turnover, managers ought to inspire employees by setting a positive example, demonstrating high ethical behaviour, and instilling pride in their work. A culture of employee involvement and participation ought to be fostered by actively seeking input and

feedback from employees at all levels. Leadership ought to ensure that there is effective and transparent communication from leadership to employees.

### **Suggestions for Further Study**

Based on the findings of this study, some recommendations for further study are:

- Challenges faced by firms in the textile and apparel sector in EPZ Athi River, Machakos County, Kenya
- Exploration of the effectiveness of different types of training in reducing staff turnover in the textile and apparel sector in EPZ Athi River, Machakos County, Kenya.
- Exploration of the effectiveness of various compensation packages in reducing staff turnover in the textile and apparel sector in EPZ Athi River, Machakos County, Kenya.
- Comparison of the staff turnover rates in EPZs in Kenya with other countries to determine how they compare and whether there are any lessons that can be learned.

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