



**DETERMINANTS OF EMPLOYEE TURNOVER IN NON-GOVERNMENTAL ORGANIZATIONS IN KENYA; CASE OF
JOHNS HOPKINS**

SAMUEL NDUNGU NJOROGI, DR. JOYCE NZULWA, RONALD KWENA

**DETERMINANTS OF EMPLOYEE TURNOVER IN NON-GOVERNMENTAL ORGANIZATIONS IN KENYA; CASE OF
JOHNS HOPKINS**

¹Samuel Ndungu Njoroge, Dr. Joyce Nzulwa, Ronald Kwena

¹Jomo Kenyatta University of Agriculture (JKUAT), Kenya

²Jomo Kenyatta University of Agriculture (JKUAT), Kenya

³Jomo Kenyatta University of Agriculture (JKUAT), Kenya

Accepted: May 9, 2016

ABSTRACT

The prevalence of employee turnover has received considerable attention by senior management, human resources professionals, and industrial psychologists. It has proven to be one of the most costly and seemingly intractable human resource challenges confronting organizations. The general objective of the study was to establish the determinants of employee turnover in non-governmental organizations in Kenya; case of Jhpiego organization. The study sought to determine the effect of reward programme on employee turnover in Non-governmental organizations and to establish the effect of Job satisfaction on employee turnover in Non-governmental organizations. The study was conducted using descriptive survey design. The target population consisted of all the 185 employee of Jhpiego organization. The study was a census survey where all the target population was used. The study used primary data which was collected using pre-determined questionnaires. Descriptive analysis and inferential statistics were employed in the analysis. Statistical Package for Social Sciences version 22 software was used in the analysis. Tables and other graphical presentations were used to present the data. Inferential statistics such as regression analysis was applied to determine the relative importance of each of the four variables with respect to employee turnover. The study found that adequate reward system in the organization would effectively reduce the employee turnover rate. A good rewarding system motivates employees in an organization. Inadequate reward is a major reason why employees leave the organization. Job satisfaction is an overall determinant of employee turnover in nongovernmental organizations and Job dissatisfaction demotivated employees to be loyal to the organization. The study recommended that policies be formulated to ensure that rewards systems are put in place clearly indicating conditions upon which these rewards were offered.

Key Words: Reward Programmes, Job Satisfaction, Employee Turnover

INTRODUCTION

Human capital is one of the key assets in the running of an organization. The importance of employees to the organisation has been highly acknowledged because of their central role in creating and sustaining competitive advantage (Grant, 2010). Employees are always at the forefront of business agendas and they ensure the competitive sustainability of the business. Thus, their talents must be well managed, developed and retained to ensure the organisation's ongoing competitive advantage (Cappelli, 2011; Lewis & Heckman, 2010).

Employee turnover rates are always a concern for businesses; both small and large. It may lead to interruptions in service and customer dissatisfaction. Employee turnover has proven to be expensive to the organization in terms of recruiting, hiring and training new employees (Dess & Shaw, 2012). Organizations are therefore keen on keeping employee turnover in constant check by paying keen attention to how individuals can best be motivated through such means as career advancement, rewards, incentives, effective leadership and the context within which they carry out their work.

Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment (Abassi & Hollman, 2011). Price (2013) defines turnover as the ratio of the number of organizational members that have left during the period under consideration divided by the average number of people in the organization during that period. This term is often utilized in efforts to measure relationships of employees in an organization as they leave, regardless of reason. Horn and Griffith (2014) developed a model that is based on a theory of decision making aspect of employee turnover, i.e. turnover as a decision to quit. The underlying

premise of their model is that people leave organizations after they have analyzed the reasons for quitting (Beach, 2011).

In a human resource context, employee turnover/staff turnover/labour turnover can be defined as the rate at which an employer gains and loses employees. Simply put, it is a measure of how long employees tend to stay. Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired. There are some factors that are, in part, beyond the control of management, such as the death or incapacity of a member of staff which contribute to involuntary turnover. Other factors have been classed as involuntary turnover in the past such as the need to provide care for children or aged relatives. The number of leavers that are included in employee turnover only includes natural turnover i.e. resignations, termination, retirement e.t.c and does not reflect any redundancies.

Igbaria and Greenhaus (2012) term employee turnover as one of the aspects most studied in organizational research. The stability of the organization is seen to have a high degree of correlation with low employee turnover and that employees are more likely to stay when there is a predictable and stable work environment (Ugboro, 2015). Organizations that have high level of inefficiency experience equally high levels of staff turnover.

Uncontrolled employee turnover has turned into a problem for many organizations globally (Koh & Goh, 2015). Organizations are constantly trying to maintain their highly-skilled employees and even encouraging them to improve their abilities. In addition, numerous corporations are now concerned about losing their experienced human capital due to the financial and operational implication that turnover brings to them. The lack of retention ability in any organization leads to the

loss of skilled and experienced employees. Sell and Cleal (2011) add that employee turnover decreases customer service levels, lowers company profits and causes training and expatriation losses.

In UK and Denmark, perceived threat on job security is usually related to external factors events such as downsizing, new technologies, and industry changes (Shropshire & Kadlec, 2012). In addition, employees' job security might be totally linked to the country economic conditions. In Palestine, the economy is surrounded with much uncertainty and therefore lacks an unemployment insurance system that would otherwise be convincing to pay attention for job security as an employee retention facet.

Locally, Njoroge (2009) did a survey of factors that influence employee retention in manufacturing firms in Nairobi. The study focused on employees who had been retained by their employer for more than 10 years. Career growth and opportunity, better compensation, structured induction programmes, performance management tools, equitable compensation packages, job satisfaction and good leadership skills were found to influence their decision to stay with their current employer. From the respondents, training was the least factor that would influence them to leave their current employment. Amamo (2013) carried out a survey of factors that attract and retain radio presenters in Kenya and observed that basic pay ranked highest among factors that employees would consider while moving to another organization.

Jhpiego is an international non-profit health organization affiliated with Johns Hopkins University. The group was founded in 1973 and initially called the Johns Hopkins Program for International Education in Gynecology and Obstetrics, but is now referred to simply as Jhpiego. The organization has grown and become more field-based, its programming areas have grown and

expanded. As of 2015, Jhpiego's primary program areas are: Maternal, newborn, and child health, Family planning and reproductive health, HIV/AIDS prevention and care, Infection prevention and control, Malaria prevention and treatment, Cervical cancer prevention and treatment, Tuberculosis (TB), Urban and community health, Education and training and Innovations.

Statement of the Problem

Mokaya and Kittony (2012) found that high turnover of engineers at Kenya Airways was attributed to poor remuneration, industry dynamics, competition and poaching, a non-responsive management and poor leadership. Njuguna (2010) concluded that career development opportunities, employment terms and working conditions affect employee turnover in the oil industry in Kenya. Kuria, Odingi and Wanderi (2012) found that lack of balance between work and personal life and undefined rewarding system as the causes for high employee turnover rates in hospitality industry.

In many of the NGOs in the country, there has been prevalence of employee turnover for formal engagement in other organizations, rendering these NGOs less effective in service delivery, Kibet (2015). According to the National Council of NGOs Report (2015), while responding to the governments threat to close down most NGOs accusing them of financing terrorism, it was also indicated that NGO work was being hampered by high employee turnover reported at 26%. Asante Africa foundation was reported to have a turnover of 12%, PATH organization had a turnover of 15%. Jhpiego organization had a turnover of 28% which was above the average turnover rate according to the 2015 National Council of NGOs Report. The persistent employee turnover has subjected managers to occasionally advertise job opportunities in most of the NGOs. Employees seek

greener pastures because there is no motivation in their present organizations.

Past studies have been undertaken to establish the determinants of employee turnover in Kenya, however there is limited empirical evidence on the determinants of employee turnover in Non-governmental organizations. This study sought to fill the knowledge gap by investigating the determinants of employee turnover in non-governmental organizations in Kenya, a case of Jhpiego organization.

Objectives of the Study

The general objective of the study was to establish the determinants of employee turnover in non-governmental organizations in Kenya; a case of Jhpiego organization. The specific objectives were:

- To determine the effect of reward programme on employee turnover in Non-governmental Organizations.
- To establish the effect of Job satisfaction on employee turnover in Non-governmental Organizations.

LITERATURE REVIEW

Theoretical Review

Expectancy theory

Expectancy theory states that motivation will be high when people know what they have to do get a reward, expect that they will be able to get the reward and expect that the reward will be worthwhile. The concept of expectancy was originally contained in the valency –instrumentality-expectancy (VIE) theory formulated by Vroom (1964). Valency stands for value, instrumentality is the belief that if we do one thing it will lead to another, and expectancy is the probability that action or effort will lead to an outcome. The strength of expectations may be based on the past experiences (reinforcement), but individuals are frequently presented with new situations- a change

in job, payment system, or working conditions imposed by management – where past experience is an inadequate guide to the implications of change. In these circumstances, motivation may be reduced.

Motivation is only likely when a clearly perceived and usable relationship exists between performance and outcome, and the outcome is seen as a means of satisfying needs. This explains why extrinsic financial motivation for example, an incentive or bonus scheme works only if the link between effort and reward is clear and the value of the reward is worth the effort. It also explains why intrinsic motivation arising from the work itself can be more powerful than extrinsic motivation; intrinsic motivation outcomes are more under the control of individuals, who can place greater reliance on their past experiences to indicate the extent to which positive and advantageous results are likely to be obtained by their behaviour.

This theory was developed by Porter and Lawler (1968) into a model that follows Vroom's ideas by suggesting that there are two factors determining the effort people put into their jobs: first the value of the rewards to individual in so far as they satisfy their needs for security, social esteem, autonomy, and self-actualization, and second the probability that rewards depend on effort, as perceived by individuals, in other words, their expectations about the relationships between effort and reward. Thus the greater the value of a set of awards, and the higher the probability that receiving each of these rewards depends upon effort, then, the greater the effort that will be expended in a given situation.

But, as Porter and Lawler emphasize, mere effort is not enough. It has to be effective effort if it is to produce the desired performance. The two variables additional to effort that affect task achievement are 1) ability – individuals characteristics such as intelligence, knowledge,

skills and 2) role perceptions – what individual want to do or think they are required to do. These are good from the viewpoint of the organization if they correspond with what it thinks the individual ought to be doing. They are poor if the views of the individual and the organization do not coincide. Thus employee turnover in the non-governmental organizations depends on the value of rewards and the probability that rewards depends upon efforts of the employees.

Herzberg's Motivation Hygiene Theory

Herzberg (1959) developed a model with two sets of needs namely, Hygiene and motivating factors. His theory builds upon the idea that these factors are independent of one another. The factors leading to job satisfaction are the result of achievement, recognition, the work itself, responsibility, and advancement. On the other hand, the factors which lead to job dissatisfaction result from company policies and administration, supervision, interpersonal relationships, job security, benefits, and salary (Miner, 2013).

The hygiene factors can be related roughly to Maslow's lower level needs and the motivators to Maslow's higher level needs. Proper attention to the hygiene factors will tend to prevent dissatisfaction, but does not by itself create a positive attitude or motivation to work. It brings motivation up to a zero state. The opposite of dissatisfaction is not satisfaction but, simply, no dissatisfaction. To motivate workers to give out their best the manager must give proper attention to the motivators or growth factors (Mullins, 1996).

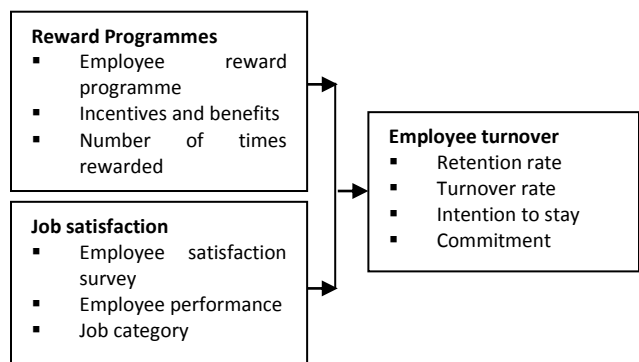
The factors that lead to job dissatisfaction can be alleviated to contribute to overall job satisfaction. Herzberg explains that organizational factors can only benefit the worker to a certain extent – increasing job satisfaction must rely on the strengthening of intrinsic factors. Herzberg emphasizes that the hygiene factors are not a

second class citizen system. Hygiene factors are necessary to avoid unpleasantness at work and to deny unfair treatment.

Management should never deny people proper treatment at work. The motivators relate to what people are allowed to do at work. They are the variables, which actually motivate people (Mullins, 1996).

Employee job satisfaction is necessary for providing higher employee commitment and loyalty and contains an evaluation of various characteristics of the job. Employees in organizations need to be empowered which involves creating values for employees to do their job independently without constant intervention of management. Physical working conditions for employees in nongovernmental organizations ought to be good. Physical working conditions contain factors about the job such as comfortable workplace, ventilation, lighting and temperature, bigger, better and cleaner work spaces, and office spaces. These factors influence employee job satisfaction since employees want a work environment that provides more physical comfort. Job satisfaction leads to employee loyalty to the organization thus reducing the employee turnover rate.

Conceptual Framework



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Reward Programmes

The rewarding system provides a good platform for increased employee motivation, job satisfaction and morale and decreases their overall turnover because it lets employees know they are valued members of the organization (Kinicki & Kreitner, 2011).

There are two main types of rewards, intrinsic and extrinsic exist. Intrinsic rewards do not have an external incentive and employees do not act to get a tangible reward. They do so because it feels good or provides some form of internal satisfaction (Taylor, 2010). On the other hand, extrinsic rewards are external rewards tied to certain employee behaviors, skills, time, or roles in an organization. Money, praise, awards and incentive prizes such as tickets to a concert or a game are all examples of extrinsic motivators.

Job Satisfaction

Spector, (2011), defines job satisfaction as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. Ellickson and Logsdon (2012) further elaborates that job satisfaction is a general or global affective reaction that individuals hold about their job. In other words job satisfaction may indicate how workers or employees appreciate or dislike their jobs or occupations in relation with their perceived expectations. Generally job satisfaction may be influenced positively or adversely by values and attitudes of the employees in their perceptions.

The employee perception either positively or negatively may be taken to be their attitudes towards their work. Where job satisfaction is propelled by motivational framework, employees measure job satisfaction based on what they get verses what they think they ought to have. According to Tett and Meyer (2013) organizations that do satisfy employees for good managerial relations, respect, fair and adequate compensation,

and opportunities for growth and development through training, reaping the benefits.

Job satisfaction is lower for employees who were burned out, had relatively unstable employment histories, or were dissatisfied with their supervisors. In addition, more educated employees or those who feel that there is little respect for their job are more likely to turnover.

Employee Turnover

Employee turnover is defined as "the rate of change in the working staff of a concern during a definite period". In other words it signifies the shifting of the workforce into and out of an organization. Employee turnover is the cause and effect of instability of employment, apart from being a measure of the motivation, moral and efficiency or otherwise of employees (Mamoria, 2011). Turnover is a complex phenomenon determined by a number of factors interacting together. Usually we think of turnover from an organizational perspective of individuals leaving an organization. However, from the perspective of the people who use the services, turnover occurs more frequently not only when a service provider leaves the organization, but also when he/she gets transferred or promoted. As far as clients are concerned, whenever there is a change in the person providing support, there is turnover (Luecke, 2012).

Whether we define turnover from an organizational perspective or a client's perspective, measuring turnover is complicated. From an organizational perspective, the most common formula for measuring turnover involves dividing the number of staff who leave an organization in a given period (usually one year) by the average number of staff employed in that time period.

Empirical Review

Reward Programmes and Employee Turnover

Asingo (2014) conducted a study on determine the managers' perception of the influence of rewards on employee retention at South Nyanza Sugar Company Limited Kenya. Descriptive research was used. For this study the target population was ten (10) heads of department who are employees of the organization which is a state corporation. Quantitative data was analyzed using descriptive statistics. The study found that there is employee reward policy at Sony Sugar Company Limited and that employees do not leave the organization because of dissatisfaction with employee reward. It was also clear that pension scheme gives a feeling of power by having some control over planning for retirement, reduces worry about one's family security and determines employees remaining in the organization. According to Asingo (2014) the study also established that sabbatical leave reduces monotony on jobs, reduces stress on jobs, enhances knowledge and leads to employee retention. The study further established that inadequate rewards are the main reasons employees leave the organization.

Muathe, at al (2013) conducted a study to investigate the influence of employee rewards, job satisfaction and human resource policies on employee turnover in Vodafone Ghana Limited. The study surveyed 142 employees from Vodafone Ghana Limited. Data collection was done by means of a semi-structured questionnaire through personal contacts. Data was analyzed with descriptive statistics and Pearson Chi-square. The results showed that when organizations' reward systems are adequate, it does not only lead to equity, but increase retention. The findings again showed that job satisfaction and favourable human resource policies have negative link with employee turnover.

Bosire (2015) conducted a study on the factors influencing employee turnover in Kenyan media industry: The case of Nation Media Group Nairobi County. Specifically, the study assessed the influence of job security, organization culture and justice, working environment and reward system on employee turnover in the Nation Media Group (NMG). The research adopted a descriptive research design and target the employees in NMG categorized as senior managers, middle-level managers and general staff. Using a stratified random sampling technique, a sample size of 173 from the 347 employees were selected as the respondents. Data was collected using semistructured questionnaires and drop and pick method. Quantitative data was analyzed using a Statistical software (SPSS) by running frequencies, cross-tabulations correlation to generate various relationships, frequencies and comparisons. Qualitative data was transcribed and summarized to back up quantitative data. The findings show that employees are satisfied with the job security at NMG and most of them are not worried by the job security in the organisation. NMG was found to have a good working environment which is favorable and good working. It therefore does not have high turnover intention among employees. The reward system was found to influences the turnover rate to a great extent as indicated by most of the employees.

Kyule (2014) conducted a study on the determinants of staff turnover in the hospitality industry in Kitui town, Kitui County, Kenya. This study was carried out to highlight the probable determinants of high staff turnover in firms in the hospitality industry and come up with appropriate corrective measures to arrest this situation. Review on the past studies on the issue at hand was done on chapter two of the study. Even though studies have been carried out on staff turnover, little has been done with a bias on the hospitality industry

especially in developing countries. The researcher therefore looked into these studies and illuminated and attempted to fill the gaps through the research. The researcher used a cross-sectional survey of the firms in the hospitality industry with a sample of 70 employees in 7 firms in the whole of Kitui town. The research instruments used included questionnaires and interview. The data thus collected was keyed into the Statistical Package for Social Sciences (SPSS) which was used to derive descriptive and differential statistics such as percentages, modes and median to meet the objectives of the study compensation to workers through offering good remunerations, incentives and wages creates motivation to workers and if not achieved, workers will opt to search for a better payment. The study found out that high turnover was being caused by low payments offered by the firms in the hospitality industry to their workers (Kyule, 2014).

Njama (2012) conducted a study on the factors contributing to high employee turnover in CARE Kenya's refugee assistance project in Dadaab-Garissa district. Primary data was obtained and analyzed so as to come up with findings and recommendations for the study. The study adopted an exploratory design that was based on the primary data collected while a descriptive design was also incorporated and concentrated on secondary data by way of making reference to earlier studies carried out to address the issue of employee turnover and also on CARE-Kenya.

Both qualitative and quantitative techniques of data analysis were used, to enable gather insights that concern the issues at stake. The population for this study was the 178 employees at CARE Kenya's RAP in Dadaab, Garissa District. The results of the study clearly indicated that lack of reward system, low pay and salaries, poor hardship allowances, frustration by foreign managers who are in most cases unprofessional and poor promotions of staffs

as some of the factors that contribute to the high employee turnover (Njama, 2012).

Satisfaction and Employee Turnover

Chege (2014) conducted a study on the effects of job satisfaction on job turnover. This study was carried out in Kiganjo location, Gatundu district, with the interest being teachers as workers. The research methodology involved observation, interview, and questionnaires written to the subjects who were the teachers. The research findings were edited to check for any mistakes, then coded by giving them numerical values, tabulated and then interpreted Descriptive statistics were used. From the research findings, it was found out that there was a relationship between job satisfaction and job turn over. This was caused by some factors such as search for greener pastures, lack of job security low motivation.

Kataike (2011) conducted a study on the factors influencing employee turnover in organizations: a Case of Kenya medical research institute programme - Kisumu District. The study used a case study design in which 560 staff members from different projects of the KEMRI/CDC program at Kisian completed questionnaires. The statistical tools employed to analyze the data are correlation and regression analyses. Based on data received from the study, causes of high employee turnover in KEMRI/CDC Program include such things as non-competitive compensation, unfavourable working conditions, monotony of duties, poor supervision, inadequate training, poor communications, and organization practices.

According to Kataike (2011) the study showed that the higher the job satisfaction levels, the higher group cohesion and the lower the anticipated turnover.

Elizabeth (2012) conducted a study on Job Satisfaction and Employee Turnover Intention in the

context of organizational culture, using data from the Quality of Work Life (QWL) module, a sub-section of the General Social Survey (GSS). The data used herein are from the General Social Survey (GSS), a sociological survey used to collect data on demographic characteristics and attitudes of residents of the United States. Descriptive statistics was used. The study found that job satisfaction is inversely associated with turnover intention and (2) the relationship between job satisfaction and employee turnover intention is moderated by satisfaction with workplace culture. Results show that, each additional unit increase in job satisfaction is associated with a decrease in turnover intention.

Masdia (2012) conducted a study on job satisfaction and turnover intention among the skilled personnel in Triplc Berhad. Three research instruments were used to obtain data: a questionnaire, interview and observation. A total of 120 respondents were randomly selected as the sample of study and data was analysed by "Statistical Package for Social Science" (SPSS Window) Version 12.0. The tests involved are ANOVA, Pearson Correlation Coefficient and Multiple Regression. The findings of the study show that majority of the respondents are 32 years old and above, Moreover, 48.3 percent of the respondents have been working with TRIplc Berhad for more than 7 years and above. The result of job satisfaction and turnover intention generally support the hypothesis. Supervision demonstrates the strongest relationship. However, the result shows neither age groups nor length of service groups have significant difference with turnover intention.

Alamdard (2014) conducted a study on the impact of job satisfaction on employee turnover: An empirical study of Autonomous Medical Institutions of Pakistan. The sample of the research consisted of 200 doctors, nurses, administrative and accounts working in Autonomous Medical Health institutions

in the Punjab. Out of total 270 Questionnaires distributed in the Autonomous Medical Institutions of the Punjab 200 were received back and used for analysis. For data analysis/results the SPSS 20.0 was used. The study found that the variables like Pay, Promotion, Working Conditions and Nature of Work are prominent for the job satisfaction level of the employees.

Employee Turnover

Bula (2012) conducted a study on Labor Turnover in the Sugar Industry in Kenya. The researcher gathered information through the use of two questionnaires, one for managers of the selected sugar firms and one for non-managerial staff. Data was analyzed by use of basic descriptive statistical tools. The study revealed that labor turnover is widespread in the sugar firms and that it affects all categories of staff in these firms.

The study also observed that labor turnover is spread throughout the year and that it frustrates and impacts negatively on the sugar firms. The study found that salary is a major factor causing labor turnover followed by training, promotion, performance appraisal and work condition. Other factors like recognition, job content, participation in decision making and leadership style did not feature prominently as causes of labor turnover. Participation in decision making and leadership style has a major bearing in performance of workers and productivity. It was also revealed that although lack of employee commitment and motivation can be major causes of labor turnover, they are dependent on all the other factors causing labor turnover (Bula, 2012).

Ngure (2012) conducted a study on the determinants of labour turnover among the micro finance institutions in Kenya. Both primary and secondary data was used for this research. Primary data was collected using structured and unstructured questionnaires. The questionnaires

having both open ended and closed ended questions were administered to the employees within the institutions. The drop and pick method was used to administer the questionnaires. Secondary data included all relevant literature related to labor turnover. The data was analyzed by using frequency tables, percentages and descriptive statistics such as mean and standard deviation. The findings indicated the factors influencing labor turnover in the MFIs sector. Ngure (2012) found that low pay was cited as the most influential factor followed by lack of job security, lack of job prospects, pursuit of further education, and demographic factors among others. The findings further indicated that young employees were more likely to quit than old employees; female employees were more likely to quit than male employees and graduates were more likely to quit than non-graduate.

Mutune (2013) conducted a study on the factors that influence Secondary School Teachers' Turnover in Mbeere South District, Embu County, Kenya. The target population of the study comprised of all the 29 principals and 319 teachers working in the 29 public secondary schools in Mbeere South District. Stratified random sampling was used to select 20 out of the 29 public schools. All the twenty principals from the sampled schools participated in the study. Random sampling was used to select 120 teachers, that is, 6 teachers from each of the sampled schools, giving a total of 140 participants. A questionnaire was used as the main instrument for data collection. In order to improve the validity of the instruments the researcher sought the assistance of research experts, experienced graduates, lecturers and experienced supervisors. Instrument reliability was established at 0.823. Data collected was both quantitative and qualitative. Qualitative data was analyzed thematically and further subjected to descriptive statistics such as frequency counts and percentages. Descriptive statistics including percentages and frequency

counts were also used to analyze the quantitative data obtained. The results of data analysis were presented in frequency tables and bar charts. The study established that in year 2010 turnover rate increased from 4.27% in 2009 to 8.21%, but decreased slightly from 8.21% to 7.2% in 2011.

According to Mutune (2013), the main reasons for teachers' turn over were; job dissatisfaction among teachers, poor remunerations and inadequate support from school administration bodies. In relation to school management policies, the study established that professional growth; opportunities for promotion and low salaries were the major cause of teachers' turnover.

Esther (2013) conducted a study on the factors influencing employees' turnover in the banking industry: national bank of commerce (NBC) head office dar es salaam. The study was carried out in the city of Dares Salaam on a convenience sample of 61 respondents through the distribution of questionnaires to employees of NBC followed by a personal interview with the top management. The findings of the study revealed that managerial controllable factors such as insufficient salary and benefits, limited opportunity for training and development, lack of promotions over time and lack of clarity in procedures for promotions contribute to employee turnover in NBC.

Aman (2012) conducted a study on the causes and effects of employees' turnover: the case of Oromia water works design and supervision enterprise. Mixed research approach was used to describe the situation. Both probability and none probability sampling were used to select respondents and data gathered from both primary and secondary sources. Thus, survey, interview, and document review were used to gather the data. Systematic and purposive samplings were used to select the study participants. Aman (2012) found that terms of employment, favorable government policy an

external market, lack of result oriented promotion and motivation, working environments and conditions are factors affecting employees turnover of the Enterprise. Loss in competition on market, costs of recruiting and training employees, loss of profit as a result of lack of timely deliverance of required service to customers, a combination of one or more stated effects come on the enterprise. Implementing BPR and other reforms, among efforts made by the Enterprise to reduce the effects employees turnover. In addition employing freelancers and working with different universities, employing engineers from aboard, building the capacity of internal workers to enhance their performance on work are among efforts made by the Enterprise to reduce the effects employees' turnover (Aman, 2012).

RESEARCH METHODOLOGY

This study was conducted using descriptive survey design. The target population consisted of all the 185 employee of Jhpiego organization. The study was a census survey where all the 185 employees were used in the study. The study collected Primary data using pre-determined questionnaires. Both open and closed ended questions were used to collect primary data. The content validity of the instrument was determined in two ways. First the researcher discussed the items in the instrument with the supervisors and lecturers from the department. Secondly, content validity of the instrument was determined through piloting, where the responses of the subjects were checked against the research objectives. Reliability was ensured by pre-testing the questionnaire with a selected sample of ten (10) employees who were different from the actual respondents to avoid any possibility of bias in the study. Data analysis included analysis of data to summarize the essential features and relationships of data in order to generalize from the analysis to determine patterns of behaviour and particular outcomes.

DATA ANALYSIS, INTERPRETATIONS AND PRESENTATION

The study sampled 185 respondents from which 157 filled in and returned the questionnaires making a response rate of 84.9%. Reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency and establishes if items within a scale measures the same construct. The index alpha was computed using SPSS and measured the average of measurable items and its correlation. On the reliability analysis, reward programme had the highest reliability ($\alpha = 0.805$), followed by job satisfaction ($\alpha = 0.803$).

The study sought to find out respondents' gender. From the findings, majority of the respondents 53% were male while 47% of the respondents were female. This shows that the study did not suffer from gender biasness as both genders were involved in the study. From the study findings most of the respondents 39.5% were aged 30-40 years, 34.4% were aged 41-50 years, 16.6% were below 30 years while 9.6% were above 50 years of age. This shows that the study considered age distribution of the respondents. From the study findings, 39.5% of the respondents had served in the organization for 1-5 years, 29.9% for 5-10 years and 28.7% for a period below 1 year while only 1.9% had served in the organization for a period above 10 years. This shows that very few employees were retained in the organization despite its existence in Kenya for more than 20 years. The study sought to find out respondents level of education. From the findings, most of the respondents 44.6% had bachelor's degree, 23.6% had diploma, 19.1% were at masters level, 8.9% had secondary certificate while 3.8% had PhD. This shows that the organization had educated employees and that the respondents were in a position to understand and respond to the questions of the study.

Influence of Reward Programme on Employee Turnover

Table 1: Influence of reward programme on employee turnover

| Statements | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Mean | Std. Dev |
|---|-------------------|----------|---------|-------|----------------|------|----------|
| A good rewarding system motivates employees in an organization | 0 | 0 | 0 | 102 | 55 | 4.35 | 0.294 |
| Employees' rewards does not reflect our contributions in this organization | 2 | 3 | 11 | 77 | 64 | 4.26 | 0.230 |
| Inadequate reward is a major reason why employee leave this organization | 0 | 1 | 2 | 103 | 51 | 4.30 | 0.290 |
| The organization has a reward and recognition policy that motivates employees to retain in the organization | 27 | 64 | 49 | 11 | 6 | 2.39 | 0.158 |
| The organization give incentives and benefits to its employees | 15 | 56 | 67 | 12 | 7 | 2.62 | 0.178 |
| Adequate reward system in the organization would effectively reduce the employee turnover rate | 0 | 0 | 2 | 74 | 81 | 4.50 | 0.269 |

The study requested the respondents to indicate their level of agreement on the statement relating to the influence of reward programme on employee turnover.

From the study findings, majority of the respondents strongly agreed that adequate reward system in the organization would effectively reduce the employee turnover rate as shown by a mean of 4.50. Most of the respondents agreed that a good rewarding system motivates employees in an organization as shown by a mean of 4.35, inadequate reward was a major reason why employee left the organization as shown by a mean of 4.30 and that employees' rewards does not reflect their contributions in the organization as shown by a mean of 4.26. Most of the respondents were neutral on the statement that the organization gave incentives and benefits to its employees as shown by a mean of 2.62.

However most of the respondents disagreed on the statement that the organization had a reward and recognition policy that motivated employees to retain in the organization as shown by a mean of 2.39. This meant that lack of reward was a major factor determining staff turnover in non-governmental organizations. The finding concurred with those of Asinga (2014) who found that inadequate rewards were the main reasons employees left the organization. Similarly Muathe, at al (2013) found that when organizations' reward systems are adequate, it does not only lead to equity, but increase retention.

The study further sought to find out other ways in which reward influenced employee turnover in non-governmental organizations. The respondents indicated that a good reward system in non-governmental organizations uplifts the morale of the employees as they feel valued by the organization. In accordance to the findings Kinicki and Kreitner, (2011) as well states that rewarding

system provides a good platform for increased employee motivation, job satisfaction and morale and decreases their overall turnover because it lets employees know they are valued members of the organization.

Influence of Job Satisfaction on Employee Turnover

The study requested the respondents to indicate their level of agreement on the following statements in relation to the influence of job satisfaction on employee turnover.

Table 2: Statements relating to the influence of job satisfaction on employee turnover

| Statements | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Mean | Std. Dev |
|--|-------------------|----------|---------|-------|----------------|------|----------|
| Employees who are not satisfied with their job in this organization constantly look for greener pastures | 1 | 2 | 9 | 78 | 67 | 4.32 | 0.241 |
| Satisfied employees are always loyal to the organization | 1 | 5 | 18 | 70 | 63 | 4.20 | 0.209 |
| I am not satisfied with my job and I can quite this organization for a better job | 3 | 7 | 10 | 76 | 61 | 4.18 | 0.219 |
| Job dissatisfaction demotivates employees to be loyal to the organization | 0 | 2 | 6 | 75 | 74 | 4.41 | 0.251 |
| Absence of Job satisfaction is a key factor causing employee to leave this organization. | 0 | 2 | 14 | 77 | 64 | 4.29 | 0.232 |
| Job satisfaction is an overall determinant of employee turnover in nongovernmental organizations | 0 | 1 | 5 | 77 | 74 | 4.43 | 0.257 |

From the study findings, most of the respondents agreed that job satisfaction was an overall determinant of employee turnover in nongovernmental organizations as shown by a mean of 4.43, job dissatisfaction demotivated employees to be loyal to the organization as shown by a mean of 4.41, employees who were not satisfied with their job in the organization constantly look for greener pastures as shown by a mean of 4.32, absence of job satisfaction was a key factor causing employee to leave the organization as shown by a mean of 4.29 and satisfied employees are always loyal to the organization as shown by a mean of 4.20. Respondents further agreed that they were not satisfied with their job and they can quite the organization for a better job as shown by a

mean of 4.18. Concurrently in her study Elizabeth (2012) found that an additional unit increase in job satisfaction was associated with a decrease in turnover intention. Similarly Chege (2014) found that job satisfaction influence employee turnover among the teachers.

On other ways that job satisfaction influenced employee turnover in the non-governmental organizations, respondents indicated that organizations that do satisfy employees for reasons such as fair and adequate compensation retain the employees in the organizations. Similarly Kataike (2011) found that the higher the job satisfaction levels, the higher group cohesion and the lower the anticipated turnover.

Employee Turnover in the Organization

Table 3: Statements relating to employee turnover in the organization

| Statements | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree. | Mean | Std. Dev |
|---|----------------------|----------|---------|-------|--------------------|------|----------|
| Employee turnover rate in the organization is high Employees are leaving the organization frequently | 0 | 2 | 7 | 81 | 67 | 4.36 | 0.250 |
| Employees retention rate is low I feel like leaving this organization | 1 | 2 | 9 | 95 | 50 | 4.22 | 0.260 |
| I want to remain in the organization as long as it exists | 0 | 1 | 10 | 92 | 54 | 4.27 | 0.258 |
| The number of new employees in this organization is high | 3 | 5 | 24 | 67 | 58 | 4.10 | 0.189 |
| | 31 | 51 | 50 | 19 | 6 | 2.48 | 0.125 |
| | 1 | 2 | 35 | 63 | 56 | 4.09 | 0.186 |

The study further requested the respondents to describe employee turnover in the organization. Respondents indicated that majority of people who left the organizations usually did so less than one year after being hired. Respondents further indicated that the organization was competing with other International NGOs which offer higher salaries and better terms and conditions which as well influence employee turnover in the organization.

The study requested the respondents to indicate other factors that determined employee turnover in nongovernmental organizations. The respondents indicated factors such as wages, organizational socialization practices, the length of time that a service setting has been in existence, the characteristics of the people served in the setting, supervisor tenure and the extent to which supervisors are viewed as treating staff fairly. Others indicated factor such as working conditions, promotion opportunities and poor structures and policies as the factors causing high staff turnover within NGO sector.

SUMMARY, CONCLUSIONS AND RECOMMEDATIONS

On the influence of reward programme on employee turnover the study found that adequate

reward system in the organization effectively reduced the employee turnover rate. A good rewarding system motivated employees in an organization. Inadequate reward was a major reason why employee left the organization and that employee' rewards did not reflect their contributions in the organization. The study further found that the organization did not have a reward and recognition policy that motivates employees to retain in the organization. The study further found out other ways in which reward influence employee turnover in non-governmental organizations were that a good reward system in non-governmental organizations uplifted the morale of the employees as they felt valued by the organization.

On the influence of Job Satisfaction on Employee Turnover the study findings revealed that job satisfaction was an overall determinant of employee turnover in nongovernmental organizations. Job dissatisfaction demotivated employees to be loyal to the organization, employees who were not satisfied with their job in the organization constantly looked for greener pastures. Absence of job satisfaction was a key factor causing employee to leave the organization and satisfied employees were always loyal to the organization. The study also established that the employees were not

satisfied with their job and they could quit the organization for a better job. More so the study found that organizations that did satisfy employees in ways such as fair and adequate compensation retained the employees in the organizations.

Conclusion of the Study

Based on the first objective to determine the influence of reward programme on employee turnover in Non-governmental Organizations the study found that adequate reward system in the organization would effectively reduce the employee turnover rate. A good rewarding system motivates employees in an organization. Inadequate reward was a major reason why employees leave the organization and employee's rewards did not reflect their contributions in the organization. The organization did not have a reward and recognition policy that motivated employees to retain in the organization.

Based on the findings the study concluded that job satisfaction was an overall determinant of employee turnover in nongovernmental organizations. Job dissatisfaction demotivated employees to be loyal to the organization. Employees who are not satisfied with their job in the organization constantly look for greener pastures. The absence of job satisfaction was a key factor causing employee to leave the organization and satisfied employees were always loyal to the organization. The employees were not satisfied with their job and they could quit the organization for a better job.

Recommendations of the Study

On reward programme, the study revealed that the NGOs did not put in place aspects of rewards that would boost employees' morale for enhanced commitment to their job. Inadequate reward was found to be a major reason why employees leave the organization. The study recommended that policies be formulated to ensure that rewards

systems were put in place clearly indicating conditions upon which these rewards were offered.

The study reviewed that the employees were not satisfied with their job and were willing to quit the organization for better jobs. Job dissatisfaction demotivated employees to be loyal to their organizations and therefore the NGOs should have strategized to ensure that their employees were satisfied with their job. This would ensure that the employees were committed to their job and the organization as well which would in turn prevented their turnover.

NGOs should consider introducing flexible working hours and increased work autonomy so that the employees could schedule their work in a manner that allowed them to attend to non-work matters during off peak working hours/seasons, without compromising on other benefits, for instance. As the nature of the workforce continues to diversify, it would become increasingly important for the NGOs to consider all the factors influencing their employees' ability to balance work and non-work commitments.

In organizations where there was no career growth employees tend to leave and work elsewhere. Therefore, having in place training and development opportunities was essential in retaining staff as they are looking in advancing their career goals.

The NGOs should hence had training and development programmes which would increase employee's skills and knowledge and this in turn made the individual to be committed to the organization to reduce the employee turnover.

Suggestions for Further Studies

The study focused on the determinants of employee turnover in non-governmental organizations in Kenya, a case of Jhpiego

organization. There was need to conduct a similar study in profit making organizations to establish the

determinants of employee turnover in profit making organizations in Kenya.

REFERENCES

Abassi, D & Hollmank, W. (2011). "Turnover: the real bottom line", *public Personnel management*, 2, (3), 333-342.

Alamdard H. K. (2014) Impact of job satisfaction on employee turnover: An empirical study of Autonomous Medical Institutions of Pakistan. University of the Punjab.

Allen, N. J., & Meyer, J. P. (2003). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 4, (9), 252-256.

Amamo, A. (2013). *A survey of factors that attract and retain FM radio presenters in Kenya* Unpublished MBA project University of Nairobi.

Aman R.F. (2012). The causes and effects of employees' turnover: the case of Oromia water works design and supervision enterprise. Unpublished MBA project University of Tanzania.

Armstrong M. (2011), *A handbook of Human Resource Management*. Practice. Kogan Page, London.

Armstrong M. (2011), *A Handbook of personnel management practice*, Kogan

Arthur, M. & Rousseau, D. (1996). "Introduction: The boundary less career as a new employment principle". In M. Arthur and D. Rousseau (eds). *The Boundary less Career: A New Employment Principle for a New Organizational Era*. New York: Oxford University Press, 3-20

Asingo, E. A. (2014). Managers perception of the influence of rewards on employee retention at south Nyanza sugar company limited. Unpublished MBA project University of Nairobi.

Barnard. C. (1994). *Functions of the Executive*. Mass.: Harvard Univ. Press, 19-20.

Bassi, L., & Buren, M. V. (2010). Valuing investments in intellectual capital. *International Journal of Technology Management* 18(5), 414-432. Arlond, E. (2005). Managing human resources to improve employee retention. *The Health Care Manager*, 24, (2), 132-140.

Beach, L.R (2011) *Image theory: decision making in personal and organizational contexts*.

Becker, G. (1964) *Human Capital: A Theoretical and Empirical Analysis With Special Reference to Education*. Chicago: The University of Chicago Press.

Bloom, N., & Van Reenan, J. (2011). Management practices, work-life balance, and productivity: A review of some recent evidence. *Oxford Review of Economic Policy*, 22, (4), 457-482.

Bloom, N., Kretschmer, T., & Van Reenen, J. (2011). Are family-friendly workplace practices a valuable firm resource?. *Strategic Management Journal*, 32 (4), 343-367.

- Bosire, R. K. (2015). Factors influencing employee turnover in Kenyan media industry: The case of nation media group Nairobi County. Unpublished MBA project University of Nairobi.
- Bratton, J., & Gold, J. (2009). Human resource management: Theory and practice. (4th ed.). Basingstoke, Hampshire, UK: Palgrave Macmillan. Appendix I: Letter of Introduction
- Brownell, J and Judi, R. (2011) Striking a balance; *the future of work and family issues in the Hospitality industry*: The Haworth Press inc. 28, (2), 21-26.
- Bula, H. O. (2012). Labor Turnover in the Sugar Industry in Kenya. Unpublished MBA project Kenyatta University.
- Cappelli, P. (2011). *Talent on demand: Managing Talent in the Age of Uncertainty*. Boston: Harvard Business Press.
- Chege, J. K (2014). The effects of job satisfaction on job turnover. Unpublished MBA project University of Nairobi.
- Chiang Hui-Yu (2013) The effect of work-life balance policies on women employees turnover. Graduate school of Economics, Osaka University .Mamiko Takeuchi.
- Clark, S. C. (2014). Work/family border theory: A new theory of work/family balance. *Human Relations*, 53, (2): 747–770.
- Cole, G.A. (2012) *Personnel and Human Resource Management*, 5th Ed. Continuum London: York Publishers.
- Cooper R.D. & Schindler S.P. (2006). *Business research methods (7th Ed)*. New York: Irwin/McGraw Hill.
- Cotton, J. & Tuttle, J. (2014). Employee Turnover: A Meta Analysis and Review with Implications for Research. *Academy of Management Review* 11, 55-70.
- Creswell, J. W. (2003). *Research Design, Qualitative, Quantitative and Mixed Approach* (2nd edition). London: Sage publications thousand Oaks.
- Degraft-otoo, E. (2012). The effect of training and development on employee performance at accra polytechnic. Unpublished MBA project Accra polytechnic.
- Dess, G. G and Shaw, J. D (2012), "Voluntary Turnover, Social Capital and Organizational Performance", *The Academy of Management Review*, 26(3): 446-456.
- Dizaho, Kadarko Esther (2013) *Impact of work life balance on employees loyalty, satisfaction and productivity*. Unpublished MBA project University of technology, Malaysia.
- Doherty, L & Manfredi, S (2012), Action research to develop work life balance in UK University, *Women in Management Review*, 21, (3), 241-59.
- Elizabeth M. (2012). Job Satisfaction and Employee Turnover Intention. Unpublished Masters of Arts Project Columbia University.

Ellickson, M. and Logsdon, K. (2012), "Determinants of job satisfaction of municipal government employees", *State Local Government Review*, 33, (3), 173- 84.

Esther, G. M. (2013). Factors influencing employees' turnover in the banking industry: National Bank of Commerce (NBC) head office dar es salaam. Unpublished MBA project university of Tanzania.

Fisher-McAuley, G., Stanton, J., Jolton, J., & Gavin, J. (2003). Modelling the relationship between work-life balance and organisational outcomes. Paper presented at the Annual Conference of the Society for Industrial-Organisational Psychology. Orlando, April 12, 2003, 1-26.

Fortino, P., Ninemeier, J. (1996). Industry in the dark about turnover rate, *Lodging*, 22, (4), 25.

Gachanja, D. (2014). Workers motivation and labour turnover among sales agents. A case study of British American Tobacco. Unpublished MBA project University of Nairobi.

Gilbert, F., Lope, A., & De Alós, R. (2014): Las organizaciones firmriales y las firms ante la conciliación de la vida laboral, familiar-personal. Papers: *revista de sociología*, 83, 57-82

Grant, R. M. (2010). *Contemporary strategy analysis*. 7th edition. London: Palgrave-McMillan

Greenberg, J. (2011) "Employee Theft as a Reaction to Underpayment Inequity: The Hidden Cost of Pay Cuts" *Journal of Applied Psychology* 75, (5), 561-568.

Grobler, P. A., Warnich, S., Carrell, M., Elbert, N. F. and atfield, R. D. (2010), "*Human Resource Management in South Africa, (3rd Edition)*", London: Thomson Learning

Gupta, N. and Shaw, J. (2011) Pay fairness and Employee outcomes. Exacerbation and attenuation effects of financial needs. *Journal of Occupational and Organizational Psychology*, 74 (3), 22.

Hatch, N. W., & Dyer, J. H. (2011). Human capital and learning as a source of sustainable competitive advantage. *Strategic management journal*, 25, (12), 1155-1178.

Hinkin, T. R. and Tracey, J. B. (2012) The cost of turnover, *The Cornell HRA Quarterly* .page 14-21.

Horn, P. & Griffeth, R. (2014). *Employee turnover*, south western College publishing, Cincinnati, OH, 200-340.

Igbaria, M and Greenhaus, J. H. (2012). Determinants of MIS employees' turnover intentions: Singapore Study ", *The International Journal of Human Resource Management*, 6, (1): 122-131.

Israel, G. D. (2009) Determining Sample Size. Program Evaluation and Organizational Development, Institute of Food and Agricultural Sciences (IFAS), University of Florida, Gainesville 32611.

Jhpiego Annual Report 2016.

Kataike, S. (2011). Factors influencing employee turnover in organizations: a Case of Kenya medical research institute programme - Kisumu District. Unpublished MBA project University of Nairobi.

Kibet, J. (2015). Rethinking and Managing Non-Profit Organisations in *Africa in Management of Organisations in Africa: A Handbook and Reference*, edited by Waiguchu, J, Tiagha, E & Mwaura, M . London: Quorum Books.

Kinicki, A and Kreitner, R. (2011), *Organizational Behavior*, McGraw-Hill, New York, NY.

Koh, H.C. and Goh, C.T. (2015), " An Analysis of the Factors Affecting the Turnover Intention of Non-managerial Clerical Staff: A Singapore Study ", *The International Journal of Human Resource Management*, 6,(1), 122-131.

Konrad, A., & Managel, R. (2014). The impact of work-life programs on firm productivity. *Strategic Management Journal*, 21, (12), 1225-1237.

Kuria.S., Odingi, A & Wanderi, P (2012).Assessment of Causes of Labour Turnover in Three and Five Star-Rated Hotels in Kenya. Unpublished MBA project Kenyatta University.

Kyndt, E., Dochy, F., Michielsens, M., & Moeyaert, B. (2009). Employee retention: Organisational and personal perspectives. *Vocations and Learning*, 2, (3), 195- 215.

Kyule, F. (2014). Determinants of staff turnover in the hospitality industry in Kitui town, Kitui County, Kenya. Unpublished MBA project Kenyatta University.

Lewis, R. E and Heckman, R.J. (2010), "Talent Management: a Critical Review", *Human Resource Management Review*, 16: 139-154.

Luecke, R. (2012). *Hiring and keeping the best people*. Boston: Harvard University Press.

Mamoria, P. (2011). The bottom line in employee compensation. *Association Management*, 53(4), 44-47.

Mano, O.D (1994). The Differences between Barnard's and Simon's Concepts of Organization Equilibrium-- Simon's Misunderstanding about Barnard's Intention: *Economic journal of Hokkaido University* 23, 13-28.

March, J. G and Simon, H. A. (1958), "*Organizations*, (2nd edition)", Wiley-Bladewell. *Marketing*, 18, (3): 219-236.

Masdia M. (2012). Job satisfaction and turnover intention among the skilled personnel in triplc berhad. Unpublished MBA. Project University of Utara Malaysia.

Messersmith, J., (2007). "Managing Work-life Conflict among Information Technology Workers", *Human Resource Management*, 46, (3): 429 – 451.

Mincer, J. (1974).Schooling, Experience, and Earnings.*Human Behavior & Social Institutions* No. 2.

Miner, J. B.(2013). *Organizational Behavior: Essential theories of motivation and leadership. Volume 1*. M.E. Sharp, 2013.

Mokaya, S. O and Kittony, L. K (2012), "*Factors that Influence Labour Turnover of Aircraft Maintenance Engineers in Kenya: A Case of Kenya Airways*", Paper presented at Makerere University Business School International Management and Conference.

- Moore, J. E., (2011), "One Road to Turnover: An Examination of Work Exhaustion in Technology Professionals", *MIS Quarterly*, 24, (1): 141-168.
- Muathe, S. M. A., Kwenin, D O & Nzulwa, R. D. (2013). The influence of employee rewards, human resource policies and job satisfaction on the retention of employees in Vodafone Ghana limited. Unpublished MBA project Kenyatta University.
- Mugenda, & Mugenda, (2003). Research methods; Quantitative and qualitative approach. Nairobi: Acts Press.
- Mullins. R. (1996). Managing the outsourced enterprise, *Journal of Business Strategy*, 17, (4), 28 – 36
- Mulwa, R. S. (2011). An investigation of the impact of employee training on job satisfaction and retention: a case study of Kenya Medical Research Institute (KEMRI). Unpublished MBA project Kenyatta University.
- Mutune, K. & John M. (2013) Factors that Influence Secondary School Teachers' Turnover in Mbeere South District, Embu County, Kenya. Unpublished MBA project Kenyatta University.
- Ngure, W. A. (2012). Determinants of labour turnover among the micro finance institutions in Kenya. Unpublished MBA project Kenyatta University.
- Njama, K M. (2012). Factors contributing to high employee turnover in CARE Kenya's refugee assistance project in Dadaab- Garissa district. Unpublished MBA project Kenyatta University.
- Njoroge, S. (2009). A survey of factors that influence employee retention in Manufacturing firms in Nairobi. Unpublished MBA project University of Nairobi.
- Njuguna, T. M (2010), "Factors Influencing Labour Turnover In Fuel Service Stations In Nyahururu", *International Journal of Business and Social Science*, 3, (6): 41 – 53.
- Orodho, J.A. (2005). *Elements of Education and Social Science Research Methods*. Nairobi: Masola Publishers.
- Osoian, C., Lazar, L., & Ratiu, P. (2011). "The benefits of implementing and supporting work – life balance policies in organizations". Babeş-Bolyai University, Cluj-Napoca. Rumania.
- Prena. (2012). Work / Life Balance In Corporate Sector. *International Journal of Marketing and Technology* , 1, 136-147.
- Price, J. (2013). *The study of turnover*, 1st edition, Iowa state University press, pp10-25.
- Punden, A. (2013). A survey of factors influencing staff turnover in Teachers Service Commission in Kenya. Unpublished MBA project Kenyatta University.
- Rashed S. S. (2012). The Work Life Balance and Job Satisfaction in Oil and Gas organisations in the UAE context. Unpublished MBA project The British university of Dubai.
- Samson, Kuria., Alice N & Wanderi, P. M. (2012). Assessment of Causes of Labour Turnover in Three and Five Star-Rated Hotels in Kenya. Unpublished MBA project Kenyatta University

Samuel, M. O. and Chipunza, C. (2009), "Employee Retention and Turnover: Using Motivational Variables as a Panacea", *African Journal of Business Management*, 3, (8): 410 – 415.

Sands J., and Harper T.L. (2007). Family-Friendly Benefits and Organisational Performance. *Business Renaissance Quarterly*, 2, (3), 107-126.

Schultz, Theodore W. (1961) *Investment in Human Capital*. *American Economic Review* 51(1): 1-17.

Sell, L. and B. Cleal (2011). Job Satisfaction, Work Environment, and Rewards: Motivational Theory Revisited. *Labour* 25, (1): 1-23.

Shropshire, J., and Kadlec, C. (2012), "Feeling Marginalized: Turnover of Public-Sector it Professionals", *Journal of Emerging Trends in Computing and Information Sciences*, 3, (6): 848-864.

Shropshire, J., and Kadlec, C. (2012), "Feeling Marginalized: Turnover of Public-Sector it Professionals", *Journal of Emerging Trends in Computing and Information Sciences*, 3(6): 848-864.

Sirtuy, E. (2015). Perceived influence of learning and development on employee retention at Kenya Power. Unpublished MBA project University of Nairobi.

Spector, P. (2011), *Satisfaction: Application, Assessment, Causes and Consequences*, Sage, London.

Strober, M. H. (1990). Human capital theory: Implications for HR managers. *Industrial Relations: A Journal of Economy and Society*, 29, (2), 214-239.

Taylor, S. (2010) *People and Organization Employee Resourcing*. Prentice-Hall, Sidney; Australia.

Tett, R. P. and Meyer, J. P. (2013), "Job Satisfaction, Organizational Commitment, Turnover Intention: Path Analyses Based on Meta-analytic Findings", *Personnel Psychology*, 46: 259-293.

The National Council of NGOs Report, 2015.

Togia, A., and Tsigilis, N. (2014), Job satisfaction among Greek academic librarians, *Library & Information Science Research*, 26, 373-83

Ugboro, I.O. (2015). "Organizational Commitment, Job Redesign, Employee Empowerment and Intent to Quit Among Survivors of Restructuring and Downsizing", Institute of Behavioural and Applied Management, North Carolina A&T State University.

Yohannes M. (2014). Factors affecting employee turnover and its impact on Ethiopian evangelical church Mekane yesus. Unpublished MBA project Addis Ababa University.

Yutaka Y. (2014). Effect of organizational family supportiveness on employee's turnover intention. Unpublished MBA project University of Tsukuba.