

**FACTORS INFLUENCING STAFF TURNOVER IN PUBLIC SECTOR IN  
KENYA: A CASE STUDY OF OFFICE OF THE DIRECTOR OF PUBLIC  
PROSECUTION, NAIROBI, REGION**

**BY**

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**NOVEMBER, 2022**

## DECLARATION

### DECLARATION BY THE CANDIDATE

This is my original research, which has never been submitted for a degree at another university. Without the author's and/or Moi University's explicit permission, no part of this research project may be reprinted.

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## **DEDICATION**

My research project is devoted to the following:

My family for their sacrifice, assistance, inspiration, and continued prayers for me to complete this program smoothly. Finally, I want to convey my heartfelt thanks to my employer and coworkers for their acceptance and tolerance during my studies.

Thank you, and may God bless you abundantly.

## ABSTRACT

Presently, employee retaining in the office of the director in public prosecution is a recurring problem for the government. Despite measures having been put in place to monitor and control employee turnover, there are still cases of higher and lower turnover reported from human resource management. However, this study's primary purpose was to establish elements that influence personnel turnover in government agencies in Kenya, with a focus on the ODPP Nairobi Region. This study's objectives were: to ascertain the nature and magnitude of staff turnover; to ascertain work environment factors influencing turnover of personnel; to investigate remuneration factors influencing staff turnover and to ascertain career-development factors influencing staff turnover by the Office of the Director of Public Prosecutions. The study was founded on Herzberg's two-factor hypothesis. This research utilized a descriptive design to analyze the characteristics of the numerous analyzed parameters. The target population of the study was 236 legal and non-legal staffs. Structured questionnaires were used in data collection. Systematic random sampling was used to yield a sample of 147 respondents from the target population of workers at the Main Office (ODPP House), the PTI, the NSSF, Milimani, Kibera, Mavoko, and Makadara Prosecution offices, as well as the Kiambu, Machakos, and Makueni County offices. Additionally, 25 key informants were purposively sampled among high officials. The Statistical Package for Social Sciences (SPSS version 24) was employed to derive both descriptive and inferential statistics. The findings of the study showed that there are high cases of staff turnover with the respondents confirming having experienced the same with those having experienced it often and very often being at 59.2%. More respondents (61.7%) stated that females experienced turnover as compared to their male counterparts at 38.3%. Marital status as a variable also influenced the turnover with 79.2% of the respondents indicating that more married staff were leaving and in terms of age, 76.7% of the staff indicated that the middle aged were exiting more than the rest. Lack of work life balance, poor job satisfaction, less allowances, low levels of salary, lack of recognition and lack of promotion and mentoring opportunities were the major causes of high staff turnover. The study concluded that the working conditions should be improved with better salaries and chances at mentorship and promotion to ensure the staffs grow their career and are satisfied with their jobs.

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## **CHAPTER ONE**

### **1.0 Introduction**

This chapter summarizes all previous experience upon which the study was based: the study's background, problem of research, objectives, study's importance, limitations, and hypothesis.

### **1.1 Background of the Study**

Human capital is a critical asset in the operation of any firm. Employees' relevance to the firm has been widely recognized due to their critical importance in establishing and maintaining advantage in the marketplace (Grant, 2010). The human capital is constantly at the center stage of organizational ambitions, and they assure an organization's viability.

As a consequence, their capabilities must be successfully managed, cultivated, and protected to ensure the organization's competitiveness (Cappelli, 2011; Lewis & Heckman, 2010). Employee retention seems to have become a critical strategic objective for every organization in the modern era, owing to increased competition (Fernando & Gamage, 2019). Retaining employees entails more than handing them promotions and a significant increase in their base wage at the end of the year; it entails a variety of other factors that must be addressed promptly (Yousuf & Siddiqui, 2019). Thus, managing and retaining top personnel demands a continuous balancing of human interests and the firm's strategic and financial needs (Sousa, 2019). Every organization's productivity and efficiency are largely dependent on its skilled, professional, and engaged workforce (Swamy, Nagesh & Nanjundeswaraswamy, 2019). Nevertheless, employee reservation

continues to be a vital concern for firms in today's competitive economy (Silva, Amorim & Dias, 2019). As a result, the majority of organizations, both governmental and non-governmental, face a greater staff turnover.

According to Price (2013), employee turnover refers to the ratio of the firm's personnel who leaves during a specified period, it is considered as the aggregate total of employees in the organization in a given time frame. The word is frequently used in efforts to assess the interactions of departing personnel, regardless of the cause behind their departure. Attrition rates are a constant source of concern for businesses, both public and private. Employee turnover has been demonstrated to be costly to businesses with respect to acquiring, recruiting, and inducting new employees. (Dess & Shaw, 2012).

Firms are consequently committed to minimizing attrition rate by focusing on the best ways to encourage employees through career growth, awards, incentives, strong leadership, and the environment in which they work. In the United Kingdom and Denmark, perceived threats to job security are frequently associated with external activities such as retrenching, introduction of new technologies, and changes in the industry (Shropshire & Kadlec, 2012). Additionally, employment security for employees may be entirely dependent on the country's economic conditions.

In Palestine, the economy is volatile, and as a result, there is no unemployment insurance system, which would otherwise motivate employers to value job stability as a staff retention factor. Employee turnover and job switching are highly high in developing countries in Africa, both in the public and commercial sectors, owing mostly to bad labor practices and working conditions, which are rapidly attracting the attention of governments, corporations, and the popular press (Dwomoh & Frempong, 2017).

According to Lyengi (2014), Tanzania's private sector has been facing a high rate of staff turnover, particularly among small and medium-sized businesses, where the turnover rate has been increasing day by day. According to Lyengi (2014), keeping employees is a critical issue that private firms in Tanzania should address in order to minimize the costs associated with replacing departing employees, which range from the cost of advertising to the expenditure connected with training new employees.

Maxwell (2010) recommends that staff turnover can be extremely costly to businesses. It entails a plethora of direct and hidden charges that can be thought of as silent but major profit drainers. Among these costs are those associated with recruiting and training, productivity and efficiency, and lastly, replacement. Additionally, unique expertise is wasted when individuals depart with firm-specific knowledge that may be difficult to replace. Replacement costs can include the expenses of errors associated with the new entrant's system learning, lost revenues, and customer displeasure. This also has an effect on the organization's productivity, the quality of its products and services, and its profitability. Luft & Shields (2002) indicate in their study that staff replacement can cost up to 50% to 60% of an employee's yearly income, with the overall cost of turnover reaching up to 90% to 200 percent of an employee's yearly salary. Secondary and invisible expenses include time and effort spent conducting interviews, separation processing, advertising and agency charges, decreased employee morale, time spent on training, and job blunders.

Employee turnover also consumes management time and complicates workforce planning. Low staff turnover is regarded beneficial for organizations because it fosters possibilities for growth, eliminates weak performers, stimulates innovation, and brings

new blood into the organization (Ahsan, Ho & Khan, 2013). On the other hand, William (2006) contends that high turnover can have a detrimental effect on an organization's functioning by reducing team integration, cohesiveness, and morale. Additionally, it fosters intra-group conflict and a breakdown in customer feedback. It is well established that a high turnover rate creates major discord and has a detrimental effect on an organization's effectiveness.

Employee turnover rates in most firms in Kenya have been a topic of worry for personnel management and behavioral science experts due to their impact on organizational performance (Nyakego, 2014). Retention of personnel in the public sector is one of the most important variables impacting a firm's management owing to excessive staff turnover, a shortage of competent labor, and economic growth (Muia, 2013). The majority of people in Kenya lack substitute employment prospects, making it difficult for employees to leave their positions for a variety of reasons, some of which include organizational and social factors, such as marriage, in which an employee leaves to join his or her family (Nyakego, 2014). Despite the high incidence of unemployment, turnover rates are substantial, with the majority of individuals leaving formal employment for self-employment or other organizations, both private and public.

## **1.2 Statement of the Problem**

Government sector faces distinct challenges: Management of employee turnover being the most critical. Employee turnover has developed into a severe management issue due to the negative influence on morale, finances, and the organization's limited resources with better employee turnover and performance improvement strategies, the human resource function can be in a position to instill competitive labor market through

implementation of better and favorable policies and regulations at ODPP. According to a ROK (2010) report on strategic planning and economic survey, the public sector in Kenya was recorded to be having difficulty in recruiting and retaining personnel, particularly when competing for skilled and bright individuals with private enterprises (Njoroge,2012). ODPP Annual Anti- corruption Report (2016) reported that office of the director of public prosecution it is one of the Public Service departments that suffers from excessive personnel turnover which led to high turnover costs and delaying quality of service delivery. As a result of turnover, public sector organizations are having difficulty retaining high-performing, experienced, and well-trained staff. Personnel turnover is among the top most concerns for governmental organizations as experienced and competent professionals quit their positions in offices. Previous studies conducted on factors affecting employee turnover using other constructs focused on different industries rather than the public sector which revealed conflicting insignificant and significant results. Nonetheless, most of them were conducted in the Kenyan private sector and at training institutes. Consequently, it is against this backdrop that the study seeks to determine factors affecting employee turnover in the Kenyan public sector, more precisely in the ODPP Nairobi Region.

### **1.3 Objectives of the Study**

The main objective of the research was to examine factors influencing staff turnover in government agencies in Kenya

### **1.3.1 Specific Objectives**

- i. To identify nature and magnitude of staff turnover in Office of the Director of Public Prosecutions Nairobi region.
- ii. To determine work environment factors influencing staff turnover in Office of the Director of Public Prosecutions Nairobi region.
- iii. To explore remuneration factors influencing staff turnover by Office of the Director of Public Prosecutions.
- iv. To establishment career-development factors by Office of the Director of Public Prosecutions.

### **1.4 Research Questions**

The Study was guided by the following research questions:

- i. What is the nature and magnitude of staff turnover in Office of the Director of Public Prosecutions Nairobi region?
- ii. How does work environment factors influence staff turnover in Office of the Director of Public Prosecutions Nairobi region?
- iii. How do remuneration factors influence staff turnover by Office of the Director of Public Prosecutions?
- iv. How do career development factors influence staff turnover in the office of Director of Public Prosecutions?

### **1.5 Justification of the Study**

The study was crucial for the ODPP, government agencies, non-governmental organizations, and the commercial sector, as it will highlight several critical barriers to



enhanced growth and development in organizations of all types. Numerous stakeholders will thus contribute to the enhancement of operational policies that motivate a firm's elevated risk of staff retention, while human resource managers in all organizations will be best prepared to comprehend the causes of employee turnover and the most effective strategies for managing high staff turnover rates.

The study's findings are expected to have a critical impact on the scholarly works of researches dealing with human capital development studies. The written report of this study is readily available in the library, and it will provide learners with further knowledge and skills regarding the elements that contribute to employee turnover across all employment sectors and other private sector firms. Furthermore, the research will make multiple contributions to the existing literature on staff turnover, which will be included in peer reviewed of interest to researchers as well as other educational interested parties.

### **1.6 Scope of the Study**

This research was confined to the ODPP Nairobi region. The responders were recruited from both legal and non-legal departments to ensure the information was accurate. These stations are divided into 99 for legal staff and 48 for non-legal staff management employees. Due to the study's limited population, a census was conducted on everyone. Respondents were sent questionnaires comprising of open-ended and closed ended questions that they were required to complete within a two-week timeframe. The study took place between the end of January 2022 and the beginning of April 2022.

### **1.7 Limitations and Delimitations of the Study**

According to Orodho (2005), limitations comprise all characteristics of the investigation that the researcher believes will have an effect on the study's outcomes in some way. The primary weakness of this study was a lack of response. This outcome will occur as a result of their targeted responders' hectic schedules. The respondents were educated on the long-term value of such a study and instructed to organize data collection at the most convenient time and location. The majority of respondents expressed concern that they had released confidential information that could be exploited to their benefit by competitors. The researcher promised respondents that no information would be utilized for purposes other than those stated. Because the population under investigation is so small, a census was conducted on everyone.

The study was conducted in the ODPP Nairobi region and focused on the region's staff, whereas other regions such as the Coast, the Rift Valley, and others experience high staff turnover.

### **1.8 Assumptions of the Study**

The research was predicated on a number of assumptions, including those respondents who provided data that accurately reflected the true state of employee turnover in the region. Additionally, it assumed that participants who complete the questionnaire are genuine in their responses.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter focuses on the following issues: chapter introduction, concept on staff turnover, nature and magnitude of staff turnover, working environment factor influencing staff turnover, remuneration factors affecting staff turnover, career development factors affecting staff turnover, the theoretical framework and the conceptual framework

#### 2.2 Concept on Staff Turnover

Retention of skilled professionals is a key success indicator for all organizations. Turnover of employees have been a constant source of contention, and in practically every area, the negative repercussions have been a main focus of management. (Griffeth, Lee & Hom, 2012) When it comes to reducing high turnover rates in any industry, organizational executives face various obstacles (Kayyali, 2014). Numerous difficulties have surfaced throughout the years involving increased personnel turnover rates, the vigorous process of hiring, and retention of trained professionals in the industry (Kayyali, 2014). Filipe F. & Luis Borges (2012) defined turnover as workers moving between labor markets, organizations, work, and careers.

Robbins (2003) elaborates "turnover" as both deliberate and forced permanent departure from an organization. Rion (2009) also termed labor turnover as the proportion of personnel a company has to replace under a certain timeframe to the average number of workers. Additionally, employee turnover does not just refer to voluntary termination of

employment; it also refers to the forced cessation of a firm's membership. The researcher concentrated on voluntary turnover for the purposes of this study.

According to Petersen (2014), human capital is the most mobile asset kind. A business can only maintain a competitive edge if it controls employee mobility properly. Unfortunately, an organization cannot always manage employee mobility. Employee turnover – (the voluntary or involuntary transfer of employees inside an out-of-work business) – is critical in this regard for talent management. As a result, it's unsurprising that managing employee turnover (both voluntary and involuntary) remains a fundamental problem in management literature. Voluntary employee turnover happens when a person leaves an organization of his own free will (due to job unhappiness, poor working conditions, etc.) in order to pursue a better job opportunity. True, a high rate of voluntary turnover is detrimental to an organization's progress. According to some scholars, the primary reason for voluntary departure is job discontent. Voluntary turnover takes place at the moment when individuals of the workforce quit organization of their free will for whatever cause (Dess and Shaw, 2001).

If employees grow dissatisfied with their positions, they may seek employment with another organization that provides a more pleasant work environment. Additionally, the labor market plays a role in voluntary turnover by motivating employees and providing other employment options. However, if the labor market is unfavorable, they will continue in their employment even if they are unsatisfied with them until another position becomes available (Meshane and Glinow, 2000). Thus, both voluntary and involuntary turnover may be dysfunctional if a loss of human capital results (Pietersen, 2014). Voluntary turnover can be avoided or unavoidable; avoidable turnover is something that

firms can avoid by more efficiently employing, evaluating, and motivating their staff (Sandra 2012). Inevitable attrition happens as a consequence of life circumstances outside the control of the employer, such as a propensity to migrate to a different area or a partner's career change (Sandra 2012).

### **2.3 Nature and Magnitude of Staff Turnover**

Employee turnover has been thoroughly studied from a range of angles and suggests a variety of elements that contribute to employee turnover in a business. Certain aspects are demographic in nature, while others are biographical, such as monetary benefits, working conditions, advancement, employee feeling towards self-accomplishment and self-recognition, and employee burnout. Nobody can dispute that demographic characteristic such as tenure, educational status, and age all have a consistent favorable or unfavorable relationship with turnover ratio (Ali, 2014). Yanjuan (2016) defines personal factors as age, gender, education level, marital status, years of employment, individual capacity, and responsibility. Another statistic is that female employees have a greater attrition rate than male employees, which Yanjuan attributes to women's obligation to give birth and care for their families. Personnel who are youthful, unskilled, and have a high level of qualification have a reduced tendency of satisfaction towards their job and therefore they always have a decreased level of commitment to the organization; these unfavorable views are related with intention to leave (Yanjuan, 2016). Employee turnover costs businesses in the United States \$25 billion per annum (James & Matthew, 2012). Increased staff turnover has a negative impact on a firm's budget and output.

A spike in worker turnover, according to James and Mathew (2012), can have a negative impact over a corporation's effectiveness and personnel longevity. According to Castle

and Engberg (2005), the local annual attrition rate for nursing subordinates is at 400 percent. This demonstrated that a sizable proportion of primary care personnel abandon their work voluntarily in long-term care institutions. Consequently, residents suffer negative repercussions both emotional and physically and as a result of care interruptions, untrained temporary workers, and a lack of commitment on the part of care personnel (Castle & Engberg, 2005).

Numerous experts agree that employee retention plans should satisfy the diverse demands of employees in order to increase their job satisfaction and extinguish the significant expenses associated with acquiring and training new staff. Retaining dedicated and bright workers is critical for a firm to preserve its strategic edge. Thus, managers must distinguish between a productive employee and an employee who makes less contribution the organization so as to come up with efficient retention tactics for personnel in the future. The tactics can cover lucrative payment deals to incorporating them in inclusive activities of an organization's operation (Mak and Sockel, 2001). Preceding studies have indicated that factors including competitive pay, a welcoming work atmosphere, excellent social communication, and job stability as important motivational aspects that could really allow firms sustain people (Samuel and Chipunza, (2009), Maertz and Griffeth, 2004). The two-factor theory, developed by Herzberg et al (1959), is a vital theory since it explains what makes employees happy or unhappy, and hence acts as a fundamental cornerstone for staff morale.

#### **2.4 Working Environment Factor Influencing Staff Turnover**

A healthy environment is a necessary condition for sustained growth. Chapter 6 of Agenda 21, UNCED (1992) Declaration on the protection and preservation of human

wellbeing includes specific point about the fact that wellness and advancement are intimately connected. According to Roelofsen's (2002) substantial scientific investigation, improving the workplace conditions reduced a multitude of grievances and truancy, and also increased employees' output. The indoor environment has the greatest impact on productivity when it comes to job tension and dissatisfaction. Companies in the 21st era, according to Govindarajulu (2004), are taking a more systematic approach to sustainable development in order to maximize efficiency by improving employee performance.

Patterson et al (2003) research findings indicate that the more satisfied employees are with their occupations, the more profitable and productive the business is likely to be. According to According to Sekar (2011), the interplay within employment, the workspace, and professional equipment is now an integral part of work. Individual drive and workplace culture structure are two key areas where management considers how to maximize work efficiency.

Assuring that employees have suitable facilities is crucial for increasing employee loyalty and productivity. Inadequate equipment and unfavorable working circumstances have been demonstrated to have a negative effect on employee commitment and intention to remain with the firm (Weiss, 1999). According to Roelofsen's (2002) substantial scientific research, improving the workplace environment reduced a range of concerns and tardiness, as well as increased production. The workplace does have the largest effect on efficiency when it comes to job stress and dissatisfaction. As a result, ensuring that employees have decent working conditions has become a major management concern.

Correspondingly, Choi and Johantgen investigated the effect of work-related and personal factors on CNAs' decision to leave using data from the 2004 National Nursing Home Survey and the 2004 National Nursing Assistant Survey. Personal characteristics such as CNAs' ages, educational backgrounds, and employment histories all played a role in their decision to leave. These factors, however, had little effect on CNAs' job satisfaction. The study's distinctive discovery is that supervision can considerably predict CNAs' intention to leave, as well as their job satisfaction levels (Choi & Johantgen, 2012).

CNAs who consider their managers as helpful have a greater overall job satisfaction, according to Choi and Johantgen (2012). CNAs may be forced to leave their jobs as a result of nursing home maltreatment. Workplace violence has becoming more common, according to studies. According to a prior study by Hall, Hall, and Chapman (2009), long-term care facilities account for roughly 27% of occupational violence. Workplace violence and aggressive behavior can take different forms, such as repeated preferences, supervisory tantrums, and sexual discrimination (Hall et al., 2009).

Zhang et al. (2013) recently established that work environment has a significant impact on both employee mental health and their intention to leave. Employees who cited at least four positive aspects of their workplace were less likely to desire or expect to leave, according to a quantitative study of 1,589 employees across 18 for-profit nursing facilities using Poisson regression modeling (Zhang et al., 2013). Nursing assistants are less likely to leave when they have positive interpersonal interactions, respectful work environments, and empowered work cultures that allow employees to participate in decision-making processes (Zhang et al., 2013).



Additionally, attractive work environments are crucial for retaining skilled personnel and motivating them on the job. Harrison and Gordon (2014) used the structural equation model (SEM) to conduct a quantitative study on retail employees' intentions to resign, aiding top management in designing effective policies and procedures. Harrison and Gordon hypothesized that there is a statistically significant relationship between intention to leave, fatigue, and the workplace of personnel (Harrison & Gordon, 2014). Harrison and Gordon discovered two routes to attrition: (a) an individual's degree of control fosters notions of togetherness, fairness, and incentive, which ultimately shape the worker's system of values; and (b) a staff's degree of stability influences the company's viewpoint on job. Workflow and fatigue are intimately connected (Harrison & Gordon, 2014).

Additionally, they decided that organizational leaders should concentrate on developing retention strategies that are centered on the work environment in order to mitigate employee skepticism and assist in retaining valuable personnel. Per the Herzberg's (1974) two-factor theory, employment conditions are a generator of discontent. Minus extra focuses, retention strategies that are just focused on the work environment will reduce employee dissatisfaction but will not necessarily increase employee engagement and satisfaction. Employee turnover exacerbates customer dissatisfaction on both an internal and external level (Hancock et al., 2013; Vasquez, 2014). Internal customers, as defined by Vasquez (2014), are the organization's employees and stakeholders, whereas external customers are the organization's clients and consumers. The loss of an employee contributes to a low level of job satisfaction among internal customers and fosters an insecure workforce (Vasquez, 2014). Uncertainty in the workforce can impair organizational productivity and output, thereby affecting the organization's performance.

Employee turnover, Hancock et al. (2013) discovered, has a negative effect on internal labor productivity and customer service levels. Negative internal labor productivity has a detrimental effect on the quality and safety of the company's products and services, resulting in decreased external customer service levels and financial performance (Hancock et al., 2013). Reduced work satisfaction with internal consumers reduces productivity and collaboration, which has a detrimental effect on the organization's external customers (Vasquez, 2014). Employees who are unsatisfied will promote dissatisfied clients.

Employee satisfaction levels frequently correlate with customer satisfaction levels. According to K. Woods (2015), job happiness corresponds with customer satisfaction, and unsatisfied employees promote dissatisfied customers. K. Woods discussed how high personnel turnover might erode consumer morale and social capital. Additionally, K. Woods explained that staff turnover weakens social ties between employees and between employees and customers. Without workplace trust, client relationships deteriorate and die. Employee turnover, both voluntary and involuntary, has an effect on connections with both internal and external consumers.

It has been argued that emotional support at work helps employees combine work and family responsibilities by increasing their energy level (Daalen, Willemsen & Sanders, 2006). A supportive boss can enhance a worker's vitality by talking about family difficulties, create a positive identity via feedback, and relieve stress by showing understanding for the employee's family life (Halbesleben, 2006; Lapierre & Allen, 2006). Using the findings of the enrichment approach (Vasquez, 2014), We believe that such emotional resources will most effectively boost workers' job performance when they

are used to substitute for capabilities that persons miss at household. According to the conflict method (Griffeth, 1997) one may claim that employees require greater supervisor support due to their increased family responsibilities. However, supervisor support is not solely focused on balancing work and home responsibilities.

Rather than that, it assists employees in general in doing better at work and achieving a work-life balance (Woods, 2015). As a result, we anticipate that those employees who have the fewest resources at home will benefit the most from supervisor help.

## **2.5 Remuneration Factor Influencing Staff Turnover**

Although study of the role of compensation in turnover was inconsistent, there's been typically no link between salary and turnover (Mobley, Griffeth, Hand, & Meglino, 1979). No similar link was identified in other studies. Improved wages/career chances, on the other hand, are the key motive for voluntary turnover (Daalen, 2006).

Johnson & Shields (2007), uses establishment-level survey data to investigate the factors that influence labor turnover in the United Kingdom. The link between relative earnings and turnover, according to Martin, is unfavorable (i.e., establishments with higher relative pay had lower turnover).

Wage and compensation-related variables have a minor effect on turnover, according to TGriffeth, Hom, and Gaertner (2000). Their research also includes studies that looked at the link between compensation, performance, and turnover. They discovered that exceptional performers leave when they are not sufficiently compensated. They cite Milkovich and Newman's (1999) findings indicating when communal reward programs are implemented instead of individual incentives, high achievers are more likely to leave.

A basic salary is a monthly payment offered to non-manual employees that is usually expressed in annual terms and paid monthly with no additional remuneration for productivity. Wage is the term for the monetary compensation for manual labor, which is always calculated on an hourly or piece rate basis. Internal and external job evaluations were used to determine basic pay increases. Basic pay, according to Shields (2007), is a large part of overall remuneration that is fixed in nature and predominantly time-based rather than performance-based. The majority of nonexecutive employees' total salary is made up of basic pay. It also acts as a benchmark for other cash incentives, such as profit sharing, which are calculated as a percentage of basic salary.

Employee recruitment and retention are aided by basic remuneration. Employees compare job offers based on basic pay rather than intrinsic rewards and other non-monetary perks not recognized in the official organizational structure, such as employment security. In a competitive market, companies pay above-market wages to retain employees. The term "basic salary" or "basic wage," according to Lynch (2000), refers to the essential payment made by an employer to an employee for work accomplished. Pay reflects the employer's opinion of the worth of the work done by its employees. Employees are paid according to their abilities and capabilities, not the job's worth. Employees have a market worth, not jobs (Shields, 2007). Employees' pay rises in proportion to the number and depth of skills they learn and apply. By executing a wider range of jobs, it compensates for the horizontal and vertical skill growth necessary to operate at a higher level.

Rapid technological breakthroughs and evolving production processes necessitate a focus on skill development (Stuart, 10 2011). According to Armstrong (2003), good practice

requires businesses to keep up with inflation by providing employees with market-related compensation to avoid strikes and poor performance. Salaries continue to climb and have become a big fixed expense for businesses, putting them in financial hardship. Regardless of fundamental pay inefficiencies, according to Livingstone (2009), employees should be paid at or above market rates as agreed by labor unions concerned with employee welfare.

In a competitive market, an increased base salary is used to recruit and retain staff. Any other violation of this regulation has negative implications for the company. Employees' commitment is communicated through basic pay, which also acts as a benchmark for assessing other benefits packages such as skill and competency pay.

## **2.6 Career Development Factor Influencing Staff Turnover**

Professional development is an organized system that involves a deliberate effort to strike a balance between an individual's career goals and the organization's labor requirements. According to Holtom et al. 2005, numerous companies worldwide incur the penalty of a high turnover rate. The cost of a high turnover rate lies in the expense of fresh recruiting and training. Employee turnover can be disastrous to a business, even more so when the lost employees are excellent performers. To begin, replacing workers is expensive, and the unique knowledge that departing employees take with them is irreplaceable. Additionally, a ripple effect frequently happens. When employees leave, they have a detrimental effect on morale, generate rumors, and frequently pave the way for others to leave the firm.

According to the Saratoga Institute, an organization that specializes in quantitative human resource monitoring systems, the average business loses almost \$1 million for every ten professional staff who leave. The difficulty for human resource experts is to establish and identify career development tactics that increase an employee's commitment and make him or her feel valued.

This assist the firm in retaining staff and drive them to work diligently and enthusiastically, hence assisting the organization in achieving their objectives successfully and efficiently. Human resource experts should make efforts to promote career prospects, keep employees satisfied, and retain them in the organization by giving options for internal promotion (career advancement), as well as training and skill development opportunities that benefit employees. High-performing staff leave because of a lack of training and opportunities for promotion.

Zig Ziglar, a well-known motivational speaker in the United States, correctly stated, "What's worse than training your employees and then losing them?" Not educating and retaining them!" Unless an employee is being bullied or something similar, the primary reason they leave their work is a lack of career chances. Numerous firms struggle with staff retention. Replacing employees who quit for better pay or are hired by competition is too expensive. Recruiting new personnel requires far more effort and money than the compensation of the departing employee. To maintain a good percentage of staff morale, employers might use specialized career advancement methods.

Organizations are employing career progression programs as an expense retention tool as the need for higher talent grows. Paying for various programs that employees attend to develop their abilities, designing career routes to target roles, and employing career

management consultants to assist employees in preparing their resumes are just a few of the tactics. While this may appear to be preparing applicants to be poached by competitors or other organizations, such activities really boost employee morale and increase their loyalty to your organization. Promoting the concept of career lattice may also benefit employees who wish to shift into new industries as their careers grow.

It allows for progress flexibility, as any employee can move in any direction, up, sideways, or downward, and each step will be considered progress. Permit employees to customize their career growth rate based on their preferences and current circumstances. Additionally, the organization will place a premium on results rather than on the number of hours worked. Recognize that what first attracts a candidate to a position is frequently distinct from what keeps that prospect there. While pay is an important factor for prospective employees, it alone will not keep them in a job (Angott, 2007). Other than remuneration, attractive features attract and maintain good personnel; something more than a number retains them. Today's employees seek a career package that includes a welcoming business culture, a clear career path, a diverse range of tasks, and a healthy work/life balance (Griffiths, 2006).

Training and development efforts have a critical role in lowering employee turnover. Human Resource approaches based on training and development of an organization's human capital, according to Krishna (2016), will assist reduce employee turnover. Furthermore, training and development approaches increase an employee's commitment to the company and reduce turnover (Devi & Krishna, 2016). Employee turnover is reduced when companies implement interpersonal and peer support programs

into their employee development strategies, according to Tian, Cordery, and Gamble (2016).

On the other hand, training and development programs must align with the organization's strategic motivational approaches; otherwise, they will fail to minimize turnover rates (Ferreira & Almeida, 2015). Retaining valuable employees is crucial to the success of any firm. Herzberg (1974) identified the vital role of retention and performed a study on the various retention strategies employed by various organizational leaders. Jang (2015) contended that high-performing employees are crucial for an organization's success and that leaders must maintain and harness human capital in order to develop and sustain organizational success. The researchers conducted quantitative analysis and surveyed personnel from three distinct corporate units. Liu (2006) concluded that successful retention strategies prioritize training and development based on their examination of questionnaires and secondary data (literature review). Herzberg's (1974) two-factor theory includes training and development as a satisfier. Employees' happiness and motivation increase as their careers progress (Herzberg, 1974).

Furthermore, research shows that mistrust in management contributes to high employee turnover. According to studies, some employees have lost trust in their supervisors as a result of perceived worksite supervision and manager's emphasis on employee status distinctions-that is, whether the organization regards them as higher-level or lower-level employees (Jang et al., 2015). Employees have little faith in management because they believe it is rude. The majority of employees believe they are at the bottom of the food chain, which affects their job happiness (Jang et al., 2015). How leaders communicate with ground staff may also have an impact on employee turnover rates (Jang et al., 2015).



According to Hayes et al. (2012), turnover rates will decrease if employees perceive that management supports them through communication and collaboration.

The length of time employees stay with the company will also be influenced by training and development possibilities. They will not be able to develop their talents and abilities unless the organization allows them to study. In other words, employees are exceedingly unlikely to achieve self-realization and hence be unable to continue their professional development within the firm. Employees may be enticed to leave as a result (Liu et al, 2006). According to Pearce and Mawson (2009), a low training rate in a corporation has a contradicting effect, resulting in lower job performance and a higher likelihood of staff turnover. Certain businesses, on the other hand, who provide adequate training for their employees' learning and skill development have a high success rate while also lowering employee turnover. As a result, employees may be more committed to their jobs and are more likely to stay with the company (Amos et al., 2008).

The literature review covered various aspects associated to staff turnover in adequacy. Various gaps were also identified which this study sought to fill. On the aspect of nature and magnitude of staff turnover, more emphasis has been put on employees in the private sector forgetting those in the public or rather government agencies. On environmental factors, researchers have focused on internal organizational factors overlooking the effect of the external factors like government policies and the bureaucracy, chains of command and corruption that comes with such agencies, remuneration factors go beyond good salary and pension package and entail aspects of attractive medical covers especially for individuals working in high risk environment and the effect of this was also examined by this study and on the issue of career development, the researcher acknowledges the issues

of training and promotion but then it goes beyond that and hence the gap of skill underutilization and lack of recognition were covered too to explore their impact on staff turnover.

## 2.7 Empirical Review

**Table 2.1: Empirical Review**

<b>Title</b>	<b>Authors</b>	<b>Objectives</b>	<b>Methods</b>	<b>Findings</b>
Staff turnover and employee performance in non-profit healthcare providers in Uasin Gishu County, Kenya	Okoth Chite Castroh	To investigate effects of staff turnover and employee performance among non-profit health care providers in Uasin Gishu county, Kenya To establish the influence of voluntary staff turnover on employee performance To determine how voluntary staff turnover relates to performance To determine how dysfunctional turnover of staff relates to their performance.	Descriptive study design Purposive sampling A sample of 195 Questionnaires for data collection SPSS for analysis	Majority of the employees were not satisfied with their job security Remuneration packages were unsatisfactory and this was associated with poor performance Involuntary staff turnover had a significant influence on employee performance
The effect of employee turnover on performance, a case study of Kwa Zulu natal department of arts and culture	Steve Mawere Agony	To identify the factors that cause employee turnover To identify employee challenges faced by the department as a whole because of employee turnover	Exploratory and descriptive design Mixed methods approach Structured questionnaire SPSS and thematic analysis	Causes of turnover were lack of promotion, unsatisfactory salary, unsatisfactory working conditions and work stress. Staff turnover leads to performance challenges, wastage of resources, reduction in work productivity, disruption in service delivery, increased workload and spending too

				much training staff
An assessment of the impact of employee turnover on organization performance; A case study of Barclays Bank Tanzania LTD	Maryam Farid Mote	To assess the impact employee turnover on organization performance in Barclays Bank Tanzania Limited To investigate the causes of staff turnover in Barclays Bank Tanzania Limited	Questionnaires, interviews and documentary review	Salary is among the primary causes of staff turnover High staff turnover increases workload Staff turnover causes reduction in effective service delivery
Factors affecting employee's voluntary turnover; A case of deloitte and Touche Kenya	Mwihaki Maureen Kamau	To examine the factors that influence employee voluntary turnover at Deloitte and Touche Kenya To establish the relationship between turnover and employee attributes (work life, career development opportunities and financial compensation)	Cross-sectional descriptive research design Sample of 65 employees Self-administered questionnaires Analysis was done by SPSS	Age was significantly associated with employee voluntary turnover Gender, education and tenure in position held did not have a statistical significance with voluntary turnover. A strong positive association between financial compensation and employee turnover
Factors influencing employee turnover in NGO managed community development project, Bomet	William Kibet Kitur	To explore the factors influencing employees' turnover in Community development projects managed by NGO in Bomet Examine the prevalence of staff turnover in selected community development projects managed by NGO To find out the effect of job	Mixed methods research design Questionnaires and In-depth schedules SPSS and Thematic analysis for data analysis	Findings showed that project leadership, employee retention, motivation reward and creation of a conducive working environment

		<p>satisfaction on staff turnover in projects managed by NGO in Bomet</p> <p>To find out the effect of general work environment on staff turnover</p>		
<p>Factors influencing employee turnover in E&amp;E manufacturing industry in Northern Malaysia</p>	Ium Chut Seong	<p>To examine the staff turnover in E&amp;E manufacturing industry in Northern Malaysia</p> <p>To analyze whether the factors such as training, supervision, pay and fringe benefit and perceived organizational support influence staff turnover</p> <p>To examine training, supervision, pay and fringe benefit and perceived organizational support as factors that may influence employee commitment</p> <p>To investigate relationships between employee commitment and employee turnover</p> <p>To determine whether employee commitment mediates the relationship between training, supervision, pay and fringe benefit and employee turnover</p>	<p>Seld administered questionnaire</p> <p>Partial Least Square and SPSS were used for data analysis</p>	<p>Pay was crucial in influencing employee turnover</p> <p>Training, supervision, fringe benefits and perceived organizational support do not influence staff turnover but have a positive influence on employee commitment</p>

Effect of organizational factors on employee turnover intention; an empirical study of academic professionals at Jordanian Government universities	Abdullah Abbas Al-Khrabisheh&Islam Bourin	The aim was to examine the relationship between turnover intention and some organizational factors among professional academics at Jordanian Government universities	A sample of 250 participants Data was collected using structured questionnaire	Job satisfaction, work exhaustion, organizational culture, occupational health and safety management significantly influence staff turnover intentions Implications are that managers who work at Jordanian university must recognize the significance of research factors that motivate staff to be committed to their organization
Determinants of employee turnover in Non-Government Organizations; A case of Jhpiego organization	Samuel Ndungu Njoroge, Dr. Joyce Nzulwa&Ronald Kwena	To establish the determinants of employee turnover in non-Governmental organizations in Kenya To determine the effect of reward programme on employee turnover	Descriptive survey design Census survey	Adequate reward system in the organization would effectively reduce turnover A good rewarding system motivates employees in an organization Job dissatisfaction demotivated employees to be loyal to the organization

Source (Researcher, 2022)

## **2.8 Theoretical Framework**

A theoretical framework is a group of related concepts that acts as a road map for conducting scientific research. It provides a singular viewpoint, or lens, through which to view a subject. Additionally, it aids in the grasp of concepts and variables based on their stated definitions and adds to the production of new knowledge through the validation or testing of theoretical assumptions. Numerous disciplines have generated theories and propositions about relationships. The researcher may wish to establish or test a certain concept in these fields, Mugenda and Mugenda (2003). Tromp and Kombo (2006) describe a theoretical framework as a collection of related ideas based on theories and principles that provide an explanation for the existence of the phenomena for which the theories are named.

Motivation is a metric that measures how dedicated someone is to achieving their objectives. Maslow's Hierarchy of Needs, Herzberg's Two-factor Theory, and Vroom's Expectancy Theory are the most widely acknowledged motivation theories, according to Costley & Todd (1987); Covey (1991: 70); Flipppo (1976: 37); Wood (1994); Beckford, 1998; Mullins (1996), and Wye External Programme (1998). Maslow's hierarchy of desires and Herzberg's two-factor theory are both characterized as 'content' theories. As a result, Herzberg's Two-Factor Theory was used to guide this research.

### **2.8.1 “Two –Factor’ Theory**

Herzberg, Mausner, and Snyderman's (1959) work established the two-factor theory, commonly known as the motivation-hygiene theory, as the theoretical foundation for comprehending the fundamental difficulties relating to employee turnover. The Herzberg hypothesis incorporates motivational components affecting job happiness. It is based on

prior research demonstrating the importance of motivation and job satisfaction to employee retention in various industries. These motivational constructs include (a) achievement, (b) acknowledgment, (c) employees' perceptions, (d) accountability, (e) promotion, and (f) growth potential. Additionally, Herzberg identified (a) job security, (b) organizational commitment, (c) work environment or working circumstances, (d) working relationships, (e) supervision, and (f) incentive as hygienic factors determining employees' job discontent levels.

Herzberg's two-factor theory's independent variables are quantifiable employing diverse motivational-based surveys to ascertain the organization's employee turnover rate. The components include factors that connect to employees' perceptions of work settings and how they influenced the theory's motivations. Previously, researchers examined linked variables that influence remuneration, engagement, job satisfaction, motivation, work environment, and employee turnover using the Herzberg hypothesis (Davis, 2013). This two-factor hypothesis has the potential to serve as a basis for explaining employee motivation and engagement as potential predictors of turnover fluctuations (Kelleher, 2011). As a result, Herzberg's theory serves as the foundation for examining the relationship between employee compensation, engagement, job satisfaction, motivation, work environment, and turnover rates in the ODPP.

The discussion above on the two-factor theory explicitly shows that its main tenets are the fact that it differentiates between the aspects of job satisfaction and job dissatisfaction. He also shows the influence of hygienic and motivational factors are interdependent and goes ahead to explore their influence on job satisfaction and job dissatisfaction. This theory is relevant to the study because it helps explain the fact that

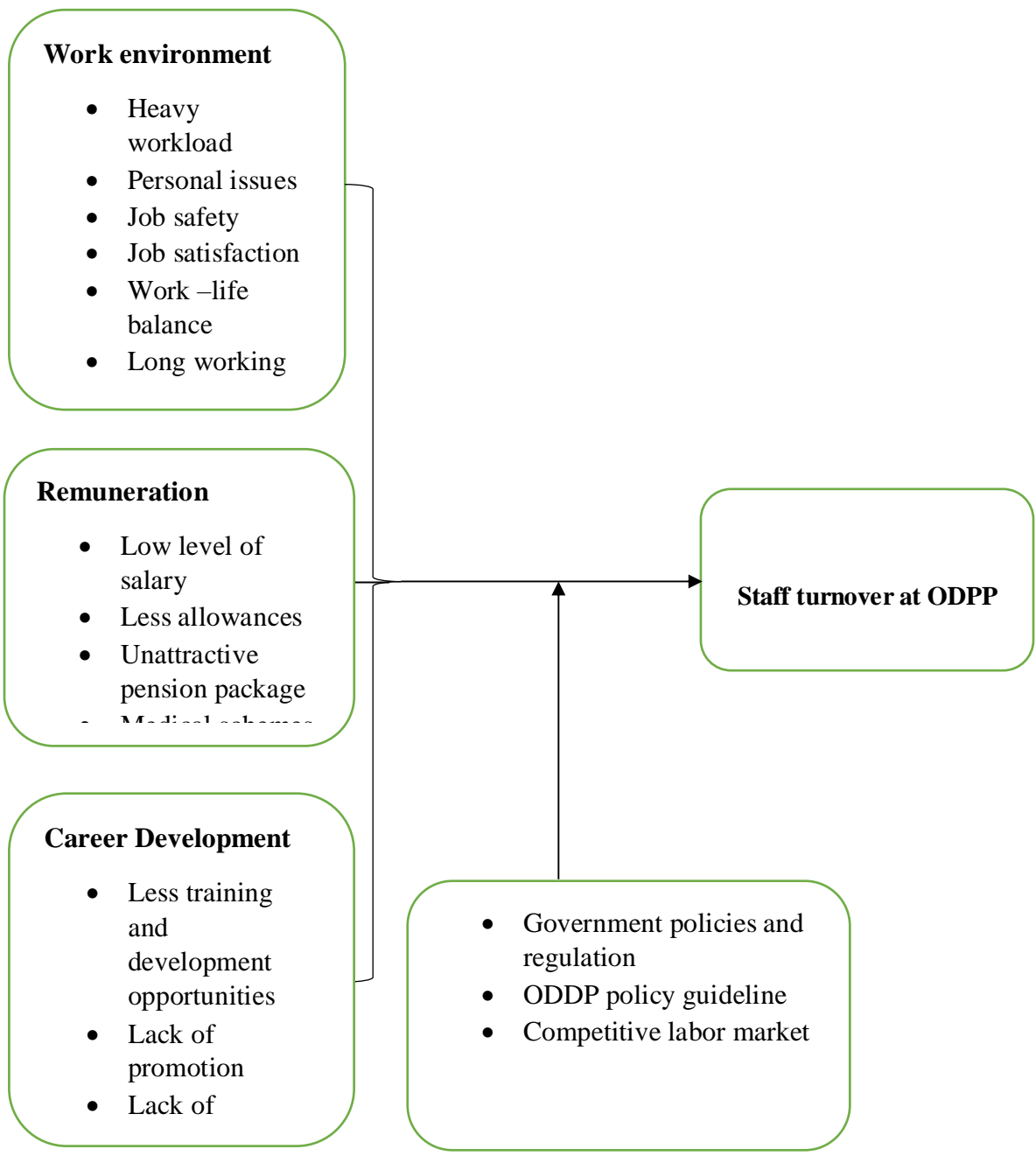


employees just like any other human being desires to be appreciated and work in a hygienic environment. They require motivation, encouragement through good remuneration and career development opportunities so that they can grow professionally, boost their self-esteem, fulfill both their personal and organizational goals and reach self-actualization. It also explains the aspect of dissatisfaction which causes staff turnover. Even though the theory has been criticized for having been developed when organizations were bureaucratic in nature, to this study its relevance is still noted being that the study site is a government agency which still upholds the bureaucratic model of organization and operation.

### 2.9 Conceptual Framework

#### Independent Variables

#### Dependent Variable



**Figure 2.1:** Figure Showing Conceptual Framework

(Source: Researcher, 2022)

Independent variables are those variables that can be manipulated by the researcher in order to determine their influence on other variables. (Mugenda & Mugenda, 1999). They are also used in predicting the amount of variation occurring in other variables. In this context the independent variables comprised of the factors that cause high cases of staff turnover and they included work environment factors (heavy workload, personal issues, job safety, job satisfaction, work-life balance and long working hours), remuneration factors (low level of salary, less allowances, unattractive pension package and medical schemes) and career development factors (less training and development opportunities, lack of promotion, lack of recognition and underutilization).

The dependent variables attempt to indicate the influence arising from the effects of the independent variables. After being exposed to a working environment with poor conditions with poor remuneration and low or no aspects of career development, employees may opt to exit leading to staff turnover at the ODPP as the dependent variable.

Intervening variables act as links between the independent variables and the dependent variables in a causal sequence. The situation resulting from exposure to poor working environments, poor remunerations and lack of career development opportunities may be fueled up by government policies and regulations, ODPP policy guidelines and competitive labor market thus increasing the cases of staff turnover at the ODPP.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter is divided into the following sections: research design, study area, study population, sample selection, research instruments, and procedures for data collecting.

#### **3.2 Research Design**

Hancock & Algozzine (2006) define research design as "the method through which we wish to study what we wish to study. According to Kumar (2014), research design is a road map that a researcher follows in order to discover the answers to the research questions. A design in research is essentially the organization of crucial elements for the aim of gathering and interpreting research data by balancing the study's value and purpose with its economic implications (Kothari, 2018). The researcher employed a quantitative research design in order to elicit information pertinent to describing the current status of the studied component. The design was deemed appropriate due to its capacity to provide extensive explanations of the population's characteristics and its applicability when dealing with a big population of the study's discovery (Burns & Bush, 2016).

#### **3.3 Study Site and Rationale**

This study was done at the Office of the Director of Public Prosecutions in Nairobi Region, which includes Milimani, Kibera, JKIA, City Station, and Makadara Prosecution offices and is divided into Nairobi County, Kiambu County, Machakos County, Makeni

County, and Kajiado County. The study chose Nairobi as a starting point for future replication in other regions.

### 3.4 Target Population

A population is a clearly-defined group or collection of people, services, elements, and events, as well as a collection of items or households that is being studied (Ogula, 2005).

The study's target demographic was the entire 236-strong ODPP personnel in the Nairobi region. They are made up of both legal and non-legal personnel.

**Table 3.1: Target Population of the Study**

<b>ODPP Within Region</b>	<b>Stations Nairobi</b>	<b>Legal Staff</b>	<b>Non-Legal Staff</b>	<b>Total</b>
<b>Kibera</b>		13	9	22
<b>Milimani</b>		27	8	35
<b>Makadara</b>		7	2	9
<b>JKIA</b>		2	2	4
<b>Machakos</b>		26	15	41
<b>Kajiado</b>		15	7	22
<b>Makueni</b>		11	5	16
<b>Kiambu</b>		25	11	36
<b>NSSF</b>		33	18	51
<b>Total</b>		<b>159</b>	<b>77</b>	<b>236</b>

Source (Researcher, 2022)

### 3.5 Sampling Procedures

The researcher employed purposive sampling in this study, with individuals drawn from a variety of stations within the ODPP Nairobi Region. This technique was chosen because it enables the researcher to concentrate on specific characteristics of interest (nature and

magnitude of staff, work environment factors, remuneration factors, and career-development factors influencing staff turnover by the Office of the Director of Public Prosecutions) within the study population, thereby ensuring that the research questions receive reliable answers. Additionally, by employing a systematic random sampling technique, it became easier to establish generalizations about the sample due to the consistency of the participants' traits. According to Viechtbauer's 2015 formula, the sample size was estimated as follows:

$$\text{Sample Size (n)} = \frac{X^2 \times NP(1-P)}{O^2(N-1) + X^2P(1-P)}$$

$$\mathbf{n=147}$$

Where:

N - Target Population Size of the ODPP Staff in Nairobi Region

N - Required Sample Size

O<sup>2</sup> -Degree of accuracy approximated as 0.05

P - Population of proportion assumed as 0.50

X<sup>2</sup> -Table Value of Chi-Square for a given degree of freedom =3.841

These values will be substituted in the equation to estimate the sample size (n)

For Legal staff the actual sample size for the study was:  $\frac{159 * 147}{236} = 99$

236

For Non-Legal staff the actual sample size for the study was:  $\frac{77 * 147}{236} = 48$

236

Specific sample size for the study was calculated as follows:

**Table 3.2: Sampling Procedure for ODPP Staff in Nairobi Region**

<b>ODPP Stations Within Nairobi Region</b>	<b>Legal Staff</b>	<b>Sample Size for Legal Staff</b>	<b>Non-Legal Staff</b>	<b>Sample Size for Non-Legal</b>	<b>Total Sample Size</b>
<b>Kibera</b>	13	8	9	6	14
<b>Milimani</b>	27	17	8	5	22
<b>Makadara</b>	7	4	2	1	5
<b>JKIA</b>	2	1	2	1	2
<b>Machakos</b>	26	16	15	10	26
<b>Kajiado</b>	15	9	7	4	13
<b>Makueni</b>	11	7	5	3	10
<b>Kiambu</b>	25	16	11	7	23
<b>NSSF</b>	33	21	18	11	32
<b>Total</b>	<b>159</b>	<b>99</b>	<b>77</b>	<b>48</b>	<b>147</b>

**Source (Researcher,2022)**

The sample size was 147 extracted from a target population of 236 using Viechbauer's formula 2015. Purposive sampling enables generalization of the results obtained from the selected sample to a larger population. Purposive sampling focuses on a given characteristics which enables the researcher to make conclusion of the findings from the selected population of interest.

### **3.6 Methods of Data Collection**

Primary data were obtained using a structured questionnaire based on a five-point Likert scale (where 1 equals Strongly Disagree, 2 equals Disagree, 3 equals Neutral, 4 equals Agree, and 5 equals Strongly Agree). Structured questionnaires were put into consideration since they are easily administered to and confidentiality of data collected through questionnaires is guaranteed as respondents are not allowed to provide information about their firms without writing their names. The closed ended questions were put on five Likert scale for easier coding in the SPSS for better interpretation of the analyzed data. Therefore data collected was analyzed using the SPSS software and later presented and interpreted in form of means and standard deviation. The questionnaire was used because it is considered the primary instrument for data collection in a survey, making it an ideal tool for collecting data that is relevant to the research objectives, as it enables the researcher to create standardized questions that follow a predetermined pattern in order to collect data on one or more specified areas (Merriam, 2016).

### **3.7 Pilot Test**

A pilot study was undertaken prior to fieldwork activities to standardize the instruments. Mugenda & Mugenda (2003) recommended that the number of participants in a pilot study be between 1% and 10% of the research population. In accordance with the target population (5 percent of 236=12), 5% of the target population was acquired from randomly selected ODPP workers in the Nairobi region. Those chosen were not included in the study's final sample size. The pilot research data were utilized to alter the questionnaire and eliminate unclear items. The pilot sample was omitted from the final population.



### **3.8 Validity and Reliability of the Study**

Validity is the extent to which the sample of the items under study do represent the content which is meant to be measured by the test (Somekh and Cathy, 2015). Reliability refers to the degree which any given investigation consistently measures (Sekaran and Bougie, 2013).

#### **3.8.1 Validity of the Instruments**

Expert judgment was used to evaluate the study instrument. The questionnaire's validity, specifically its construct and content validity, was determined using correlational analysis and expert judgment, respectively. This was confirmed further by the pilot study, which established if all participants understood the questions in the same way. The tools were edited until they were capable of measuring what they were designed to measure.

#### **3.8.2 Reliability of the Instruments**

Split-half analysis was employed to determine the instruments' reliability; test items were separated into two groups and each group was assessed independently, with the results correlated. Correlation analysis was used to determine the instrument's dependability. This investigation determined that a coefficient of 0.7 was sufficient. Pallant (2001) recommended that an Alpha Crobach value of greater than 0.6 be regarded a reliable and appropriate index.

### **3.9 Data Collection Procedure**

The researcher gained approval from Moi University's graduate school. Additionally, authorization was secured from the section heads. As part of the consent process, each respondent received an introductory letter. They were assured of their confidentiality and

voluntary involvement in the study via the letter, and were also informed of the study's goal. The data was indexed and coded to obscure any personally identifiable information.

### **3.10 Data Analysis and Presentation**

After data collection, it was edited, analyzed, and coded. To conduct the analysis, descriptive statistics were employed; data were entered and then analyzed using the Statistical Package for Social Sciences (SPSS) version 24.0 software. The package's comprehensive statistical techniques enable it to handle both little and large amounts of data (Bell, 2017), which influenced the researcher's selection of the same. Frequencies, means, percentages, and standard deviations were used in descriptive analyses. Multiple linear regression was used to examine inferential statistics at a 0.05 level of significance. Following analysis, findings were presented using frequency tables, bar charts, and pie charts due to their ease of use and ability to graphically reflect the diverse replies provided by respondents. The qualitative data were presented in a descriptive manner.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter presents, interprets and discusses the research findings pertaining an investigation on the factors influencing staff turnover at the ODDP. The data was analyzed quantitatively using SPSS and the findings have been presented in forms of tables, pie chart and percentages which make the results easy and possible to read.

#### 4.2 Response Rate

In terms of response rate, out of the 147 sampled respondents, 120 were able to complete the questionnaires and be interviewed. The response rate was therefore at 81.6%. According to Mugenda and Mugenda (2003) a response rate of 30-50 is suitable for generalization of characteristics under study hence the researcher found the response rate of 81.6% suitable for analysis. Table 4.1 below shows the response rate.

**Table 4.1:Response Rate**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Response	120	81.6
Non-Response	27	19.4
<b>Total</b>	<b>147</b>	<b>100</b>

Source (Researcher, 2022)

### 4.3. Background Information

The study collected information on the background of the respondents in regard to their work departments and stations, age, marital status, gender and their level of education. All these variables were to ensure that all dynamic views and opinions are sought conclusively. Findings on these variables are as presented and discussed below.

#### 4.3.1 Department Respondents Work at ODDP

The study sought to know the distribution of respondents per department and findings on the same are as shown in Table 4.2 below

**Table 4.2: Department Respondents Work at ODDP**

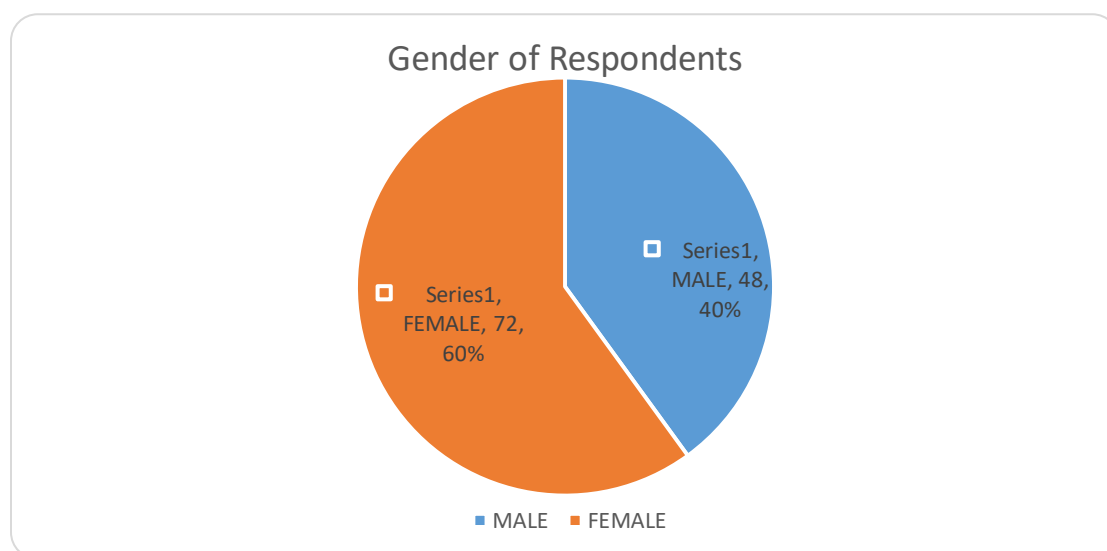
<b>Department Respondents Work at ODDP</b>	<b>Frequency</b>	<b>Percent</b>
Offence Against Persons	45	37.5
Inspectorate and Central Facilitations	21	17.5
Economics and Emerging Crimes	19	15.8
County affairs	8	6.7
Registry	7	5.8
Executive Secretariat	5	4.2
Human Resource and Administration	4	3.3
IT and Communication	4	3.3
Finance	3	2.5
PTI	2	1.7
Research and Legal Analysis	2	1.7
<b>TOTAL</b>	<b>120</b>	<b>100</b>

Source (Researcher, 2022)

According to the data as illustrated in Table 4.2 above, the study was able to reach 120 respondents and had the questionnaires completely filled. These respondents comprised

of individuals from 11 different departments at the ODDP with 37.5% of the respondents working at the offense against persons department, 17.5% at the inspectorate and central facilitations, 15.8% at the economics and emerging crimes, 6.7% at county affairs, 5.8% at registry, 4.2% at the executive secretariat, 3.3% at the human resource and administration, 3.3% at the IT and communication, 2.5% at finance, 1.7% at PTI and 1.7% at the research and legal analysis. The variation in the representation per department was determined through sampling to ensure all departments will be equally represented. In the target population, offense against persons comprised the highest number which would explain why their percentage is higher followed by inspectorate and central facilitations and economics and emerging crimes. All the departments were included in the study to ensure all their views are sort in regard to staff number and to explore if individuals in a given group could be more exposed to turn over than the others and if that's the case then to find out the reasons behind the same.

#### 4.3.2 Gender of the respondents



Source (Researcher, 2022)

**Figure 4.1: Gender of Respondents**

Figure 4.1 above shows the distribution of the study respondents per gender. The females were higher with 60% while the men were at 40%. The females were more than the males in the target population which explains why their representation in the sample is higher too. There was need to note the gender of the respondents to help in examining if it's a factor influencing the staff turnover at ODDP as it will be discussed later on in this section.

### 4.3.3 Age of Respondents

The respondents were asked about their age and the findings were as illustrated in table 4.3 below.

**Table 4.3: Age of Respondents**

<b>Age of Respondents</b>	<b>Frequency</b>	<b>Percent</b>
18-25	9	7.5
26-35	57	47.5
36-45	34	28.3
46-55	16	13.3
Above 55	4	3.3
<b>Total</b>	<b>120</b>	<b>100</b>

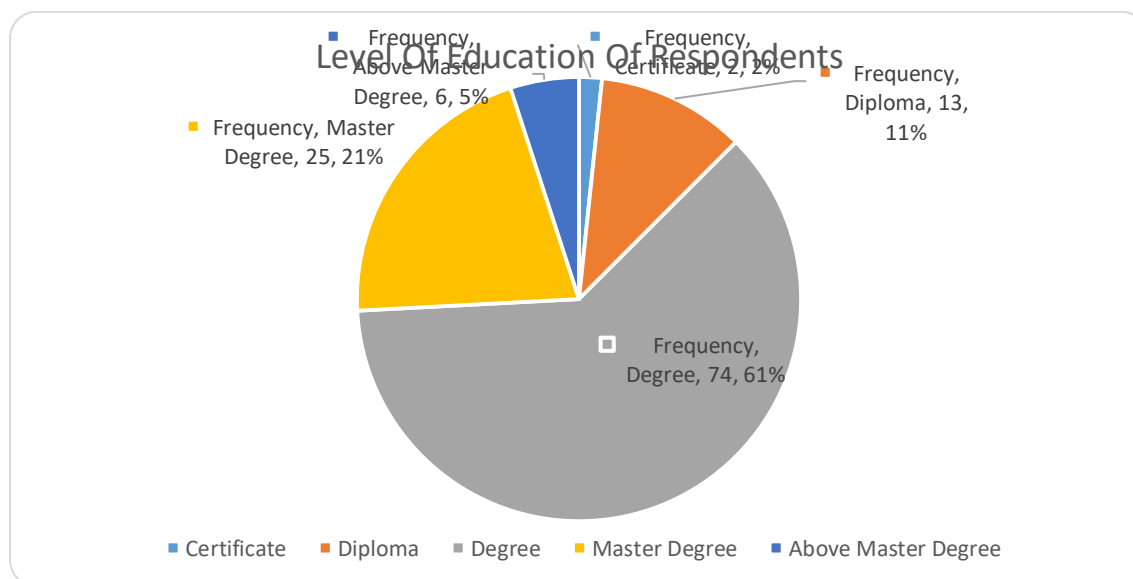
Source (Researcher, 2022)

The findings indicated that most of the respondents (47.5%) were aged 26-35 years, 28.35 were aged 36-45 years, 13.3% were aged 46-55 years, 7.5% were aged 18-25 and the least (3.3) were above 55 years. The least percentage could be explained by the fact that this was a government agency and the retirement age is 60 years hence those above the age of 55 years were fewer. The youngest age categorization was 18-25 years and this could be explained by the fact that in Kenya at 18 years is when one is considered an adult and can access an identity card hence standing a chance to be legally employed.

This data shows that respondents of different ages were reached and interviewed during the study thus bringing forth their unique thoughts, opinions and experiences regarding the topic under study. Age was an important study variable because the researcher also needed to see if it affects the magnitude of the staff turnover in any way.

#### 4.3.4 Level of Education of Respondents

The respondents were asked to indicate their level of education at the time of the study and the findings were indicated in figure 4.2



Source (Researcher, 2022)

#### Figure 4.2: Level of Education of Respondents

Findings in figure 4.2 above shows that most (61%) of the respondents were degree holders, 21% were master degree holders, 11% had diplomas, 5% were above master degree in terms of their level of education and 2% were certificate holders. The high percentage of degree holders result from the fact that the entry level into the study agency for formal employment is a degree. The different job cadres call for different skills and academic qualifications hence the variations in the levels of education of the respondents,

### 4.3.5 Work Station of Respondents

The respondents were asked to name their work stations and the findings for the same were as indicated in table 4.4 below.

**Table 4.4: Work Station of Respondents**

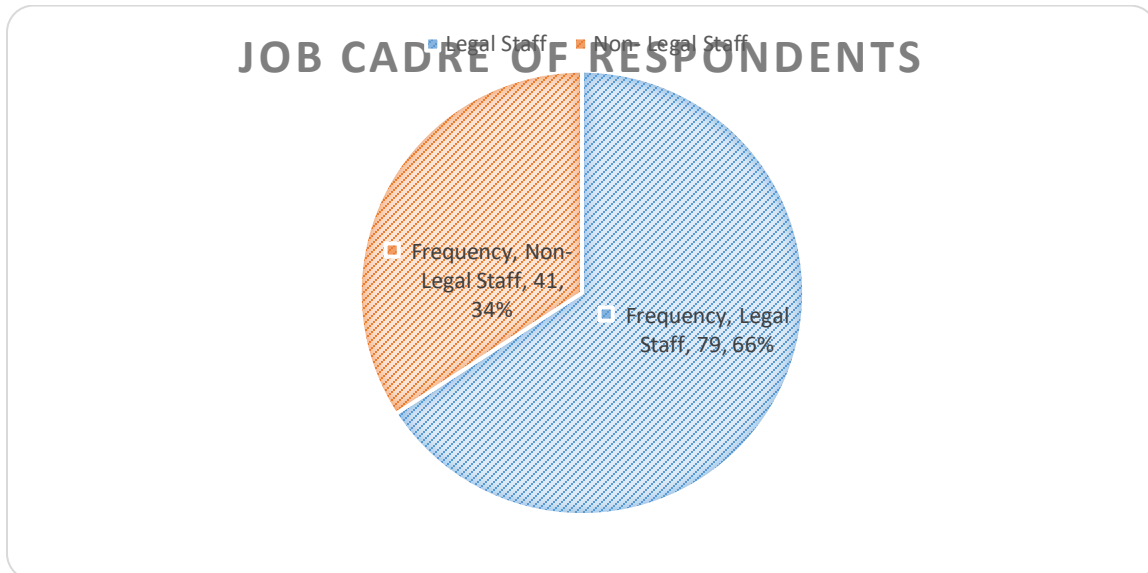
<b>Workstation of Respondents</b>	<b>Frequency</b>	<b>Percent</b>
NSSF Building	24	20
Milimani	21	17.5
Kiambu	20	16.7
Machakos	19	15.8
Kajiado	11	9.2
Kibera	10	8.3
Makueni	9	7.5
Makadara	4	3.3
JKIA	2	1.7
<b>Total</b>	<b>120</b>	<b>100</b>

Source (Researcher, 2022)

During sampling, a representative sample of respondents was taken from every station to ensure generalization of findings. In the findings, NSSF building had the highest (20%) number of respondents, Milimani had 17.5%, Kiambu had 16.7%, Machakos 15.8, Kajiado 9.2%, Kibera 8.3%, Makueni 7.5%, Makadara 3.3% and JKIA 1.7%. The researcher sought to find out if staff turnover was high in some stations than the other, and compare with the work environment to see if employees in different stations are exposed to different working conditions that could be resulting to turn over.



### 4.3.6 Job Cadre of Respondents



Source (Researcher, 2022)

#### Figure 4.3: Job Cadre of Respondents

The study agency comprised of 66% legal staff respondents and 34% non-legal staff. This inquiry was useful to measure if either of the categories was experiencing turn over than the other and what could be the factors behind the same or if both the cadres experience staff turnover in equal measures. The legal staff respondents were more because it's a legal agency.

#### 4.3.7 Duration Worked at ODPP

**Table 4.5: Duration Respondents Worked at ODPP**

<b>Duration Respondents Worked at ODPP</b>	<b>Frequency</b>	<b>Percent</b>
2-5	35	29.2
6-9	59	49.2
10 and above	26	21.7
<b>Total</b>	<b>120</b>	<b>100.0</b>

Source (Researcher, 2022)

The researcher sought to know for how long the respondents had stayed at the agency and the responses on the duration were as illustrated in table 8 above. Most (49.2%) had stayed at the agency for 6-9 years, 29.2% for 2-5 years and 21.7% for more than ten years. The duration that the respondents had stayed at the agency was significant in this study because it enabled the researcher to get views and the history from those who had stayed for so long and understand the arguments of those who have recently joined. This would help compare the thoughts and experiences of those who have served there for many years and those who are still new.

#### 4.4: Nature and Magnitude of Staff Turnover at ODPP

This section entails findings on the frequency and level of permanency of staff turnover and how gender, marital status, level of education, job cadre and age affect the occurrence of staff turnover at ODDP.

#### 4.4.1 Do you know what meant by staff turnover

To help in understanding the nature and magnitude of staff turnover, the researcher sought to know if all the respondents understood what staff turnover means. The responses for the same were as shown in table 4.6 below.

**Table 4.6: Understanding Staff Turnover**

Do you know what meant by staff turnover		Frequency Percent	
		Valid	Yes
	No	5	4.2
<b>Total</b>		<b>120</b>	<b>100.0</b>

Source (Researcher, 2022)

According to the findings in table 9 above, 95.8 percent knew what staff turnover meant while 4.2% did not. For those who did not know the meaning of staff turnover, the researcher proceeded by explaining to them what staff turnover means. This was relevant because it informed how they would have responded to the other questions in the tool. The explanation was to ensure the data to be captured in the other sections was complete hence reliable and valid.

#### 4.4.2 Cases of occurrence of staff turnover

**Table 4.7: Are there cases of occurrence of Staff turnover in ODDP**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	120	100.0	100.0	100.0

Source (Researcher, 2022)

The researcher sought to know if at all there were cases of staff turnover in the agency and findings showed that there was an occurrence of staff turnover as all (100%) of the respondents confirmed the same. This response rate indicated that the research site was

relevant for the study and that the researcher was bound to get reliable views on the topic under study.

#### 4.4.3. Frequency of occurrence of staff turnover

**Table 4.8: Frequency of Occurrence of staff turnover in ODPP**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Rarely	27	22.5	22.5	22.5
	Sometimes	22	18.3	18.3	40.8
	Often	56	46.7	46.7	87.5
	Very often	15	12.5	12.5	100.0
	<b>Total</b>	<b>120</b>	<b>100.0</b>	<b>100.0</b>	

Source (Researcher, 2022)

In terms of frequency of occurrence, table 4.8 shows that more than half (59.2%) of the respondents confirmed that staff turnover occurred very often and often making it a common phenomenon in the agency while only 18.3% indicated that it occurs sometimes and 22.5% said it rarely occurs. No one indicated that it rarely occurs.

#### 4.4.4 Who initiates staff turnover in ODDP

The foregoing findings have indicated that staff turn-over occurs in the study agency which then called for the need to know who initiates the turnover and responses to this were as indicated in table 4.9 below.

**Table 4.9: Initiator of Staff Turnover in ODPP**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Staff themselves	108	90.0	90.0	90.0
	Head of Departments	2	1.7	1.7	91.7
	ODPP itself	5	4.2	4.2	95.8
	Natural Attrition	5	4.2	4.2	100.0
	<b>Total</b>	<b>120</b>	<b>100.0</b>	<b>100.0</b>	

Source (Researcher, 2022)

According to the findings in table 4.9 above, 90% of the respondents indicated that the staff themselves initiate the turnover, 4.2% indicated that the ODDP itself was the initiator, 4.2% indicated that it was a natural attrition while 1.7% indicated that the turnover was initiated by the head of departments. The staffs' initiating the turnover was attributed to the fact that they are not comfortable with the job environment and the working conditions.

#### 4.4.5 Level of permanency of staff turnover in ODDP

**Table 4.10: Level of Permanency of Staff Turnover in ODDP**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent	95	79.2	79.2	79.2
	Temporary	10	8.3	8.3	87.5
	Both	15	12.5	12.5	100.0
	<b>Total</b>	<b>120</b>	<b>100.0</b>	<b>100.0</b>	

Source (Researcher, 2022)

On the level of permanency as illustrated in table 13 above, 79.2% of the respondents said that the staff turnover was permanent, 8.3% said it was temporary while 12.5% said it was both. Despite the tough economic times in the country plus the negative effects posed by covid 19, most cases of staff turnover are permanent. This shows that the employees believe exiting is better than staying and the conditions may not be intriguing enough for one to consider coming back. The temporary staff turnover was explained by those who leave to further their studies, those who take unpaid leave to do other business or take up private contracts. Being that it's a government agency with job security, some individuals may prefer to take unpaid leave, go look for other opportunities then come back to protect their retirement package.

#### 4.4.6 Gender and staff turnover

The researcher was interested in knowing if staff turnover was affected by gender and findings on the same are as illustrated in table 4.11 below.

**Table 4. 11: Gender and Staff Turnover**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	46	38.3	38.3	38.3
	Female	74	61.7	61.7	100.0
	<b>Total</b>	<b>120</b>	<b>100.0</b>	<b>100.0</b>	

Source (Researcher, 2022)

According to these findings, 61.7% of the respondents said females experience more staff turnover than the 38.3% for males. When the working conditions are tough and demanding, women are bound to suffer more considering the aspects of pregnancy, child bearing and rearing which take a toll on them. They opt to leave the agency because they

lack the work-life balance. The setting of the study area is in Africa where patriarchy has dominated with child rearing left for the women while men are considered as the breadwinners. This puts a lot of pressure on the women thus unable to keep up with work pressure and at the same time raise babies. These findings are in agreement with Yanjuan (2016) who defines gender as another statistic affecting attrition. According to him, female employees have a greater attrition rate than male employees, which he attributes to women's obligation to give birth and care for their families.

#### 4.4.7 Marital Status and Staff Turnover

**Table 4.12: Marital Status and Staff Turnover**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	95	79.2	79.2	79.2
	Single	14	11.7	11.7	90.8
	Divorced/Separated	10	8.3	8.3	99.2
	Widowed	1	.8	.8	100.0
	<b>Total</b>	<b>120</b>	<b>100.0</b>	<b>100.0</b>	

Source (Researcher, 2022)

In terms of marital status and staff turnover as in table 15 above, 79.2% of the respondents stated that married individuals experience staff turnover, 11.7% indicated the single ones, 8.3% the divorced or separated while 0.8% the widowed. These findings can be explained by the fact that married individuals have more responsibilities hence the need to explore for better opportunities with better salary packages, poor working conditions may interfere with one's balance between marriage and work hence causing havoc in the marital life, this may also lead to one having the desire to exit such an

environment to save the marriage. Government policies also advocate for married couples to stay together hence when one is transferred, the partner may seek transfer on the same basis. The single individuals are mostly answerable to themselves at home so they can put up with work pressure.

#### 4.4.8 Age and staff turnover

**Table 4.13: Age and Staff Turnover**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Young	11	9.2	9.2	9.2
	Middle aged	92	76.7	76.7	85.8
	Elderly	17	14.2	14.2	100.0
	<b>Total</b>	<b>120</b>	<b>100.0</b>	<b>100.0</b>	

Source (Researcher, 2022)

Table 4.13 above shows the findings on the age of staffs who experience staff turnover most. The middle-aged experience the highest cases of turn over at 76.7%, followed by the elderly at 14.2% and lastly were the young at 9.2%. The middle age is an exploration age where most people want to grow career wise and invest for the future years thus the desire for greener pastures. At that point also, the staffs have advanced in their education level and have gained experience hence stand better chances at other opportunities. The middle age is the stronghold of any work place. The elderly exit to go into consultancy or other ceremonial positions. The young ones are still new, they are seeking to gain experience and this would explain why their turnover is low.



#### 4.4.9 Seniority and Staff Turnover

**Table 4.14: Seniority and Staff Turnover**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior staff	11	9.2	9.2	9.2
	Middle staff	92	76.7	76.7	85.8
	Senior staff	17	14.2	14.2	100.0
	<b>Total</b>	<b>120</b>	<b>100.0</b>	<b>100.0</b>	

Source (Researcher, 2022)

In terms of seniority as illustrated in the table 4.14 above, the staff turnover was reported to be high for the middle staff at 76.7%, followed by the senior staff at 14.2% and lastly the junior staff at 9.2%. The middle staff are easily poachable due to their experience and they also have more responsibilities probably at that age most are raising children and paying fees hence they are open minded for better opportunities.

#### 4.4.10 Statements on nature and magnitude of staff turnover

**Table 4.15: Statements on Nature and Magnitude of Staff Turnover in ODDP**

Statements on Nature and Magnitude of Staff Turnover in ODDP	Mean	Std. Deviation	Rank
There is high rate of legal staff leaving the office than non-legal staff	3.64	1.302	1
At least 2 legal staff exit ODPP every financial year	3.63	1.189	2
At least 2 non legal staff leave the office of ODPP every financial year	3.62	1.196	3
Most of staff leave due to age and end of their tenure	3.51	1.449	4
There is high rate of female staffs leaving the office of ODPP compared to male staffs	3.44	1.215	5

Source (Researcher, 2022)

On statements regarding the nature and magnitude, table 4.15 shows high rate of legal staff leaving the office than the non-legal staff was ranked at one. This could be explained that the study site was a legal firm hence more employees there were legal staff plus external opportunities are in their favor due to their educational level and skills. At least two legal staff exit ODPP every financial year was ranked second. At least two non-legal staff leave the office every financial year was ranked third. Most of the staff leave because of their age and end of tenure was ranked fourth and lastly ranked was there is high rate of female staffs leaving the office of the ODPP compared to male staffs.

#### **4.5: Factors Affecting Staff Turnover at ODPP**

##### **4.5.1 Work Environment Factors Affecting Staff Turnover at ODPP**

**Table 4.16: Work Environment Factors Affecting Staff Turnover at ODPP**

<b>Work Environment Factors Affecting Staff Turnover at ODPP</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Rank</b>
Lack of Work –life balance	3.71	1.08	1
Job satisfaction	3.70	1.29	2
Too Much Personal issues	3.63	1.24	3
Heavy Workload	3.60	1.40	4
Long working hours	3.54	1.37	5
Lack of Occupational safety	3.28	1.38	6
Job security	3.03	1.31	7

Source (Researcher, 2022)

Table 4.16 shows study findings on work environment factors affecting staff turnover where lack of work-life balance was ranked first and this can be explained by the fact that apart from work people need a social life and family life to create balance, without these people succumb to pressure and this may cause psychological distress and mental

problems. Job satisfaction was ranked second. In workplaces at times people are allocated jobs that do not fit in their skill set or at times their skill sets are underutilized. At this point the staff are underappreciated and not satisfied with their jobs. As Abraham Maslow put it in the hierarchy of needs theory, people seek satisfaction and self-actualization; this may result to staff turnover as they opt to try out other work environments in the quest of realizing their actualization. This finding coincide with findings by Homer, (2011) that safe working environment where employees are appreciated increases job satisfaction and helps to retain employees for long periods of time. Too much personal issues were ranked third; this can be attributed factors like being bullied at work, family or marital issues and in extreme cases sexual abuse at the office.

Heavy workload and long working hours were ranked fourth and fifth respectively and lack of occupational safety and job security ranked at sixth and seventh. The prosecution job exposes both the prosecutors and those close to them to physical and emotional danger. They can be attacked, their families threatened and cyber bullied yet no protection is provided even while dealing with high profile cases. The system is also biased in putting importance to what they do for instance the magistrate may be treated better than the prosecutor. Such situations drive them to seeking opportunities elsewhere. What they do legally determines national security yet their job security is not as powerful as that of the other civil servants; one wrong move and an individual stands to be fired and their license revoked. These findings agree with those of Giffiths who found out that today's employees seek a career package that includes a welcoming business culture, a

clear career path, a diverse range of tasks, and a healthy work/life balance (Griffiths, 2006).

#### 4.5.2 Remuneration Factors Affecting Staff Turnover at ODPP

**Table 4.17: Remuneration Factors Affecting Staff Turnover at ODPP**

Remuneration Factors Affecting Staff Turnover in ODDP	Mean	Std. Deviation	Rank
Less Allowances	3.99	1.27	1
Low Levels of Salary	3.88	1.33	2
Unattractive Pension package	3.86	1.34	3
Lack of Comprehensive medical scheme	3.45	1.59	4

Source (Researcher, 2022)

Table 4.17 shows findings on the remuneration factors affecting staff turnover. Less allowances and low levels of salary were ranked first and second respectively. The greatest need for working is to earn a living, when this need is not satisfied then staffs may easily consider having the need fulfilled elsewhere considering the current high cost of living. Unattractive pension package was ranked third. Most jobs in government agencies have for years been admired due to their provision of pension benefits but when the benefits are no longer worth the trouble then the staff decide to exit, the fourth ranked aspect was lack of comprehensive medical scheme. With the dangers the prosecutors are exposed to, an agency failing to protect their health well-being is a factor that can cause turn over. They are only accorded the NHIF cover which at times limits the kind of health facilities they may visit while their counterparts in private practice have better medical insurances. This finding agree with those by Trevor (2004) that an organization which

lacks adequate reward incentives and bonuses lowers the level of employees' motivation and increases the likelihood of employee turnover. Also, according to Armstrong (2003), good practice requires businesses to keep up with inflation by providing employees with market-related compensation to avoid strikes and poor performance. So, remuneration is an important factor in every job environment for it helps retain the employees and enhance good performance too.

#### 4.5.3 Career-Development Factors Affecting Staff Turnover at ODDP

**Table 4.18: Career-Development Factors Affecting Staff Turnover at ODDP**

Career Development Factors Affecting Staff Turnover in ODDP	Mean	Std. Deviation	Variance
Lack of recognition	4.06	1.31	1
Lack of Promotions Opportunities	4.00	1.23	2
Lack of Mentoring Opportunities	3.98	1.21	3
Underutilization of staffs	3.83	1.41	4
Lack of Training and development Opportunities	3.82	1.28	5

Source (Researcher, 2022)

Table 4.18 details the means, std. variation and the variance of Career development factors affecting staff turnover where lack of recognition had the highest mean of 4.06, lack of promotions had a mean of 4.00, lack of mentoring opportunities had a mean of 3.98, underutilization of staffs had a mean of 1.41 and lack of training and development opportunities had a mean of 3.82. Lack of career development lowers the morale of the staff and leaves them with no room for career growth which could negatively impact on their performance and self-esteem.

Most government agencies provide fewer opportunities for promotion and getting them is not necessarily based on experience, education and skills but on corruption which leaves out the actual qualified candidates. This pushes some to leave the agencies. These findings on promotion are line with those of Armstrong (2003) who established that failure by an organization's management to carry out promotion on basis of performance and merit demotivates some employees and may be factor which leads to turnover. Social change is inevitable and it affects every profession; to bring to par those who schooled twenty years ago and those who graduated five years ago, there is need to consider on job trainings and mentoring sessions to boost their morale or else they will consider going to environments where they can get the same. These findings are supported with previous studies which showed that rapid technological breakthroughs and evolving production processes necessitate a focus on skill development and mentorship (Stuart, 2011), the existence of career development opportunities in organizations helps to minimize employee turnover rates(Donald 1999).

#### 4.5.4 Ranking of factors affecting staff turnover at ODPP

**Table 4.19: Ranking Factors Affecting Staff Turnover**

<b>Ranking factors influencing staff turnover</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. deviation</b>	<b>Rank</b>
Work environment	120	1	3	1.425	0.76326	1
Remuneration related	120	1	3	1.992	0.33041	2
Career development	120	1	3	2.808	0.53915	3

Source (Researcher, 2022)

In ranking of the factors influencing staff turnover at the ODPP, table 4.19 above shows that study respondents ranked work environment factors at one, remuneration related

factors at two and career development factors at three. This shows that work related factors comprising of heavy workload, personal issues, job safety, job satisfaction, work-life balance and long hours are majorly influencing staff turnover.

#### 4.6 Challenges Experienced Due to Staff Turnover at ODPP

**Table 4.20: Challenges Experienced Due to Staff Turnover at ODPP**

<b>Challenges Experienced Due to Staff Turnover in ODDP</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Variance</b>
Increase in Working Hours	4.01	1.13	1
Increment In Workload After Many Staff Turnover	3.92	1.18	2
Work Planning Difficulties	3.85	1.21	3
Losing Touch with Colleagues Who Were Resourceful Persons After They Exit the Organization	3.67	1.22	4
Most Staff Have Turnover Intentions	3.52	1.35	5

Source (Researcher, 2022)

Table 4.20 shows the challenges experienced due to staff turnover at ODPP with an increase in working hours having the highest mean at 4.01. When some members of the work force leave, the remaining ones will have to take up their tasks and this would mean working for longer hours and with increased work load as the second challenge with a mean of 3.92. Work planning difficulties is third with a mean of 3.85. Being a bureaucratic agency where commands take top-down flow, when staffs leave, there is disruption in the system and planning work becomes difficult. These findings are supported by Homer (2007) who states that's staff turnover is costly and disruptive. It reduces output and requires schedules and programmes to be changed or adjusted.

Losing touch with colleagues who were resourceful persons after they exit the organization was fourth with a mean of 3.67 and most staff having the staff turnover intentions had a mean of 3.52. When all the people you have been associating and interacting with leave the organization, those remaining will consider the same too. This is in line with other previous studies for instance, the loss of an employee contributes to a low level of job satisfaction among the remaining employees and fosters an insecure workforce (Vasquez, 2014). Uncertainty in the workforce can impair organizational productivity and output, thereby affecting the organization's performance.

Also, on employee turnover, Hancock et al. (2013) discovered, has a negative effect on internal labor productivity and customer service levels. Negative internal labor productivity has a detrimental effect on the quality and safety of the company's products and services, resulting in decreased external customer service levels and financial performance (Hancock et al., 2013). Reduced work satisfaction with internal consumers reduces productivity and collaboration, which has a detrimental effect on the organization's external customers (Vasquez, 2014). Employees who are unsatisfied will promote dissatisfied clients.

#### **4.7. Mediating Factor Influence**

Mediating factor influence was based on government policies and regulation, ODPP policy guidelines and competitive labor markets as shown in the table below.



**Table 4.21: Intervening Factors Relationships**

<b>Statements</b>	<b>Mean</b>	<b>Standard Deviation</b>
The government regulates policies on staff turnover	3.742	0.528
Regulation of government policies affect staff turnover	3.731	0.801
ODPP policy guidelines are implemented to monitor and control staff turnover	3.710	1.008
Implementation of ODPP policy guidelines monitor and control employee turnover influences staff turnover	3.651	0.611
Competitive labor markets results to employee exit	3.533	0.611
Employee exit due to competitive labor markets has an effect on staff turnover	3.214	0.663

From the findings on intervening factors, a larger extent that regulation of policies affects staff turnover with a mean of 3.731 and a standard deviation of 0.801. The results also proved that implementation of policy guidelines by ODPP influences employee turnover having a mean of 3.651 and a standard deviation of 0.611. Employee exit due to competitive labor market and its influence on labor markets and its influence on staff turnover had a mean of 3.533 and a standard deviation of 0.611. If employees leave, they take the knowledge acquired elsewhere and this leads to lack of continuity and loss of labor and knowledge especially if the employees leave the organization and join or be recruited with a competitor firm. These findings are in line with study done by Dess and Shaw (2001) on voluntary turnover, social capital and organizational performance.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter discusses the major findings of the study, draws conclusions and presents relevant recommendations on the problem of staff turnover.

#### 5.2 Summary of Findings

The summary of the findings is discussed in the two sections below;

##### 5.2.1 Nature and Magnitude of Staff Turnover

All the respondents confirmed having experienced cases of staff turnover at the agency with the frequency of occurrence being high with 46.7% often and 12.5% very often. On the staff turnover initiator, 90% of the respondents said that the staffs initiate the turnover themselves and this was because of the poor conditions which involved heavy workloads with low salaries and benefits. For those who leave the agency, most of them leave permanently and this was affirmed by 79.2% of the respondents. On the frequency of staff turnover in terms of gender, more (61.7%) of females experienced turnover as compared to 38.3% males. This was attributed to the child bearing and rearing duties that affect the ability of women to balance between work and family responsibilities.

Another variable affecting turnover was marital status with 79.2% of respondents indicating that more married individuals experienced turn over as compared to the single and divorced/separated. This was explained by the fact that they may have more family responsibilities to fulfil and the need to look for work environments with less pressure so that they can avoid marital/family conflicts that result from one concentrating way too

much on their jobs. 76.7% of the respondents indicated that the middle-aged individuals were exiting more than the young (9.2%) and the elderly (14.2%). At middle age, most people have furthered their education and gained experience hence they stand better chances in the job market plus family responsibilities call for some aggressiveness to help earner better salaries and benefits and more legal staffs were exiting as compared to the non-legal ones.

### **5.2.2 Factors Affecting Staff Turn Over**

The research findings found three major factors affecting the staff turnover to be work environment factors, remuneration factors and career development factors. Under work environment factors, lack of work-life balance was ranked first followed by lack of job satisfaction. Under remuneration factors, less allowances were ranked first followed by low levels of salary and under career development factors, lack of recognition was ranked first followed by lack of promotion opportunities.

## **5.3 Conclusions**

### **5.3.1 Factors Influencing Staff Turnover**

On the factors influencing staff turnover at ODDP, the study findings showed that the agency does actually experience staff turnover at a high rate with gender, marital status and age influencing the staffs' decisions to exit or stay.

#### **5.3.1.1 Work environment factors affecting staff turnover**

Work environment factors were ranked as the major factors that affect staff turnover. Among the major factors here were lack of work-life balance, lack of job satisfaction and too much personal issues, heavy workload, long working hours, lack of occupation safety

and job security. The work environment factors affect performance and productivity with employees feeling low job satisfaction which drive them into seeking new jobs.

#### **5.3.1.2 Remuneration factors**

Remuneration factors were ranked as second major factors affecting staff turnover at ODPP. Among the factors were less allowances, low levels of salary, unattractive pension package and lack of comprehensive medical scheme. With the tough economic times, most employees are on the search for better opportunities with better pay rates. The need for economic growth is very important and influences the decision to exit an organization.

#### **5.3.1.3 Career development factors**

Career development factors were as third major factors affecting staff turnover. Among the factors were lack of recognition, lack of promotion opportunities, lack of mentoring opportunities, underutilization of staff and lack of training and development opportunities. The changing times and career dynamics have resulted to the need of on job trainings, staff capacity building and career development opportunities. When these are not provided by an employer then the staff may opt to consider other working environments where they can grow their careers, have their skills utilized, learn new technologies and knowledge and be recognized.

### **5.4 Recommendations**

The agency should consider training and development approaches to increase the staffs' commitment to the company and reduce turnover. This is because staff turnover is reduced when companies implement interpersonal and peer support programs into their

employee development strategies. Certifications to be provided for those who complete the trainings.

The agency should promote open communication that allows the staffs to communicate freely with each other and with the management. Through sharing their thoughts and ideas, they will have room to learn and grow and improve their relations and the management will deal with feelings of dissatisfaction and underutilization in good time thus reducing the cases of turn over.

Employee recruitment and retention are aided by basic remuneration. Employees compare job offers based on basic pay rather than intrinsic rewards and other non-monetary perks not recognized in the official organizational structure, such as employment security. In a competitive market, companies pay above-market wages to retain employees. As a result, the agency should review the salary and benefit packages and improve on the medical cover that they provide their staff with to help reduce cases of staff turnover.

It has been argued that emotional support at work helps employees combine work and family responsibilities by increasing their energy levels. A supportive boss can enhance a worker's vitality by talking about family difficulties, create a positive identity via feedback, and relieve stress by showing understanding for the employee's family life. This will help reduce the problem of staffs lacking a balance between their work and life. Expectant and nursing mothers will feel appreciated and hence be more productive.

When promotion opportunities are available, the management should ensure fairness on the basis of education, experience and relevant skills. If finances allow, they should

consider using an external firm to conduct the interviews and evaluations to determine the staffs that actually qualify for the promotion. By doing this they will all feel appreciated and even the successful candidate will be respected.

### **5.5 Recommendations for Further Studies**

The study focused on the factors influencing staff turnover at the ODDP. The findings have showed that policies and leadership play a role in influencing staff turnover hence recommends an investigation on the same to measure the extent of the influence. To help curb the problem of high staff turnover, the study also recommends future studies to explore the other causes of turnover currently and in future so that the management can be in the lookout of issues that may cause high turnover.

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## APPENDICES

### APPENDIX II: INTRODUCTORY LETTER

**Dear respondent,**

I am a postgraduate student in Moi University carrying out research for my master's thesis titled, "factors influencing staff turnover in government agencies in Kenya". The proposed study is based on the need to address high level staff's turnover in government sector. I am requesting you to voluntarily participate in this research by assisting in completing this questionnaire. The information provided will be used for academic purposes only; and it will be treated with utmost privacy and confidentiality. In case of any enquiry on this research, you can contact me through the following:

**Telephone number: 0721939587**

**Email:** [suekuruga@gmail.com](mailto:suekuruga@gmail.com)

Thank you.

Yours Sincerely

Susan Kuruga

## APPENDIX II: Questionnaire for staff in ODPP Nairobi region

**Instruction:** Fill the questionnaire by either ticking (√) in the bracket or writing the answers in the blank spaces as appropriate.

### **Section 1: Demographic information**

1) What is your work station?

ODPP Ragati House { } NSSF Building { } Nairobi County { } PTI { } { }  
 Kiambu { } Kajiado { } Machakos { } any other (Please specify).....

2. What is your Age Range?

18-25 { } 26-35 { } 36-45 { } 46-55 { } More than 55 { }

3. What is your gender?

Male { } 2) Female { }

4. What is your highest educational level?

1) Certificate { } 2) Diploma { } 3) Degree { } 4) Masters Degree { } 5) Above  
 Masters Degree

4. How many years have you worked for ODPP?

2-5years { } 6-9 years { } 10 years and above { }

5. What is your department?.....

6. What job category

Legal Staff { } Non – Legal Staff { }

**PART 2 –Nature and Magnitude of Staff Turnover** (Please tick (√) the appropriate choice)

7. Do you understand what is meant by Staff Turnover? Yes { } No { }

8. Are there cases of occurrence of Staff turnover in ODDP?

Yes { } No { }

9. If yes in Question 8, What is the frequency of Occurrence of staff turnover in ODPP:

Never { }

Rarely { }

Sometimes { }

Often { }

Very Often { }

10. If yes in Question 8, who initiates staff turnover in ODPP?

Staff Themselves { }

Head of Departments { }

ODDP Itself { }

11. If Yes in Question 8, what is the level of permanency of staff turnover in ODDP?

Permanent { }

Temporary { }

Both { }

12. If Yes in Question 8, in terms of gender whom among staff of ODDP experience staff turnover most?

Male { }

Female { }

13. If Yes in Question 8, in terms of marital status whom among staff of ODDP experience staff turnover most?

Married { }

Single { }

Divorced/Separated { }

Widowed {    }

14. If Yes in Question 8, in terms of age whom among staff of ODDP experience staff turnover most?

Young            {    }

Middle Aged {    }

Elderly            {    }

Widowed        {    }

15. If Yes in Question 8, in terms of seniority whom among staff of ODDP experience staff turnover most?

Juniour Staff {    }

Middle Staff {    }

Seniour Staff {    }

- 16. On a scale of 1 to 5 where; 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4=Agree; 5=Strongly Agree comment on the following statements with regard to nature and magnitude of staff turnover in ODPP**

<b>Statements of Nature and Magnitude Of Staff Turnover in ODPP</b>	1	2	3	4	5
At least 2 legal staff exit ODPP every financial year					
At least 2 non legal staff leaves the office of ODPP every financial year					
There is high rate of legal staff leaving the office than non-legal staff					
There is high rate of female staffs leaving the office of ODPP compared to male staffs					
Most of staff leave due to age and end of their tenure					

**PART 3 –Work environment Influencing Staff Turnover in ODPP** (Please tick (√) the appropriate choice)

**17.** The following are work environment factors contributing to employee turnover at ODPP? On scale of 1 to 5 where; **1= Strongly Disagree; 2= Disagree; 3= Neutral; 4=Agree; 5=Strongly Agree**

<b>Work Environment factors Contributing to Employee Turnover at ODPP</b>	1	2	3	4	5
Heavy Workload					
Too Much Personal issues					
Lack of Occupational safety					
Long working hours					
Lack of Work –life balance					
Job security					
Job satisfaction					

**18.** The following are remuneration factors contributing to employee turnover at ODPP? On scale of 1 to 5 where; **1= Strongly Disagree; 2= Disagree; 3= Neutral; 4=Agree; 5=Strongly Agree**

<b>Remuneration Factors Contributing to Employee Turnover at ODPP</b>	1	2	3	4	5
Low Levels of Salary					
Less Allowances					
Unattractive Pension package					
Lack of Comprehensive medical scheme					

- 19 The following are factors contributing to employee turnover at ODPP? On scale of 1 to 5 where; **1= Strongly Disagree; 2= Disagree; 3= Neutral; 4=Agree; 5=Strongly Agree**

Factors affecting staff turnover	1	2	3	4	5
Work environment factors					
Remuneration factors					
Career development factors					

20. The following are career Development factors contributing to employee turnover at ODPP? On scale of 1 to 5 where; **1= Strongly Disagree; 2= Disagree; 3= Neutral; 4=Agree; 5=Strongly Agree**

<b>Career Development Factors Contributing to employee turnover at ODPP</b>	1	2	3	4	5
Lack of Training and development Opportunities					
Lack of Promotions Opportunities					
Lack of Mentoring Opportunities					
Underutilization of staffs					
Lack of recognition					

21. Any suggestions on the way forward on staff turnover levels at ODPP?

.....

.....

.....

**Thank you for your participation!**



### **APPENDIX III: Interview guide for key informants**

**Dear respondent,**

I am a postgraduate student in Moi University carrying out a research for my master's thesis titled, "factors influencing staff turnover in government agencies in Kenya". The proposed study is based on the need to address high level staff's turnover in government sector. I am requesting you to voluntarily participate in this research by assisting in completing this questionnaire. The information provided will be used for academic purposes only; and it will be treated with utmost privacy and confidentiality. In case of any enquiry on this research, you can contact me through the following:

**Thank You**

**Susan Kuruga**

**Telephone number: 0721939587**

**Email:**suekuruga@gmail.com

Thank you.

Yours Sincerely

Susan Kuruga

**Instruction:** Fill the questionnaire by either ticking (√) in the bracket or writing the answers in the blank spaces as appropriate.

#### **Section 1: Demographic information**

1 What is your work station?

ODPP Ragati House { } NSSF Building { } Nairobi County { } PTI { } Makeni County { } Kiambu { } Kajiado { } Machakos { } any other (Please specify).....

2. What is your Age Range?

18-25 { } 26-35 { } 36-45 { } 46-55 { } More than 55 { }

3. What is your gender?

Male { } 2) Female { }

4. What is your highest educational level?

1) Certificate { } 2) Diploma { } 3) Degree { } 4) Masters Degree { } 5) Above Masters Degree

4. How many years have you worked for ODPP?

2- 5years { } 6-9 years { } 10 years and above { }

5. What is your department?.....

6 Do office experience staff turnover?

7. If (Yes) in question 6 from your understanding how can commend on the nature and magnitude of staff turnover experienced in your office?

.....  
.....  
.....

8 Briefly explain on factors contributing to staff turnover in your office?

.....  
.....  
.....

9 What are of the challenges experienced by your office due to staff turnover?

.....  
.....  
.....

10 What is the office doing to reduce the labor turnover patterns being experienced?

.....  
.....  
.....

11 In your view what should be done to reduce the labor turnover patterns that are being experienced?

.....  
.....  
.....

12. Other Remark related to factors affecting employee turnover?

.....  
.....  
.....

**Thank you for your participation!**