

**EFFECTS OF HUMAN RESOURCE PRACTICES ON EMPLOYEE TURNOVER
IN THE FLOWER INDUSTRY IN THE NORTH RIFT, KENYA**

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DECLARATION AND APPROVAL

Declaration by the Candidate

I hereby declare that this thesis is my original work and has not been presented for a degree in any other University. No part of this thesis may be reproduced without the permission of the university.

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DEDICATION

I dedicate this thesis to my family, my husband who has been so supportive encouraging me even when I am discouraged and who made a lot of sacrifices to see me succeed, and also to my appreciative children who are always delighted in my work. Thanks and God bless you all.

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ABSTRACT

Employee turnover is one of the core challenges in human resource practices. The expertise of employees is a treasure for organizations to achieve competitive edge. However retention of employees in organizations has been a serious concern in the turbulent enterprise environment. The purpose of this study was to investigate the influence of human resource practices on employee turnover. The objectives of this study were to: examine the contribution of employee management styles on employee turnover; examine the role of intrinsic and extrinsic rewards on employee turnover; examine the function of work life balance on employee turnover and the contribution of health and safety practices on employee turnover. The study was based on two factor theory by Fredrick Herzberg. A survey of six flower farms in North Rift Kenya was undertaken targeting 4922 employees. A sample of 357 respondents was determined using Krejcie and Morgan formula. The sample was selected using stratified sapling technique. Purposive sampling was used to select managers and supervisors. Data was collected using questionnaires and observation guider and analyzed using descriptive and inferential statistics for quantitative data and content analysis for qualitative data. Study hypotheses were tested using Pearson correlation, the highest correlations were: objective one $r=0.283$ participative and attrition, objective two $r= 0.278$ extrinsic rewards and resignation, objective three $r= 0.378$ work life balance and resignation and objective four $r= 0.895$ accidents and attrition. The study findings were employees: were dissatisfied with management styles, were discontented with the reward systems, were happy when working hours fitted in well with their program, and finally employees believed that proper health and safety policies should be implemented. The study concluded that: there were little interactions between management and employees, reward systems were inequitably distributed, employee personal programs conflicted with work schedules and health and safety standards were hardly adhered to. The study recommended that flower farms should adopt: facilitative and participative management styles which promote close ties between managers, supervisors and lower cadre employees; intrinsic and extrinsic rewards to improve employee's commitment to the organization; flexible working hours for employees finally a comprehensive environmental impact assessment to be carried out by the government and other regulatory bodies regularly with a view to tracking implementation of government policies and employee laws. The study findings will benefit flower farms management, employees and policy formulators in improving human resource practices to reduce employee turnover. A further study should be conducted on other factors that could influence employee turnover.

TABLE OF CONTENTS

DECLARATION AND APPROVAL.....	i
DEDICATION	ii
ABSTRACT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	x
LIST OF FIGURES	xii
OPERATIONAL DEFINITION OF TERMS	xiii
LIST OF ABBREVIATIONS AND ACRONYMS.....	xiv
CHAPTER ONE	1
1.0 Overview	1
1.1 Background to the Study	1
1.2 Statement of Problem	6
1.3 Purpose of the Study	8
1.4 Objectives of the Study	9
1.5 Research Hypotheses.....	9
1.6 Scope of the Study.....	9
1.7 Significance of the Study	10
1.8 Justification of the Study.....	10
1.9 Limitations to the Study	11
1.10 Theoretical Framework	12
1.10.1 Criticisms of the Two-Factor Theory.....	14

1.11 Chapter Summary.....	17
CHAPTER TWO.....	18
LITERATURE REVIEW.....	18
2.0 Overview.....	18
2.1 The Concept of Human Resource Practices.....	18
2.2 Management Styles.....	19
2.3 Reward Systems.....	24
2.3.1 Intrinsic Rewards.....	25
2.3.2 Extrinsic Rewards.....	25
2.4 Work Life Balance.....	30
2.5 Health and Safety Practices.....	35
2.6 The Concept of Employee Turnover.....	41
2.7 Link between Human Resource Practices and Employees Turnover.....	42
2.8 Conceptual Framework.....	44
2.9 Chapter Summary and Research Gap.....	46
CHAPTER THREE.....	48
RESEARCH METHODOLOGY.....	48
3.0 Overview.....	48
3.1 Research Design.....	48
3.2 Research Paradigm.....	49
3.3 Research Approach.....	52
3.4 Study Area.....	53

3.5 Target Population	54
3.6 Sample size and Sampling Procedures	54
3.6.1 Sample size determination	54
3.6.2 Sampling Procedures	55
3.7 Data Collection Instruments	57
3.8 Data Collection Techniques	57
3.9 Primary Data	57
3.9.1 Questionnaires	58
3.9.2 Observation	60
3.10 Secondary Data	60
3.11 Validity and Reliability of the Research Instruments	61
3.11.1 Validity of the Study Instrument	61
3.11.2 Validity factor analysis.....	63
3.11.3 Reliability of the Instrument	64
3.12 Measurement and Scaling Technique.....	65
3.13 Measurement of Independent and Dependent Variables.....	66
3.14 Data Analysis and Processing	67
3.15 Ethical Considerations.....	68
3.15.1 Ethical issues relating to Research Process	68
3.15.2 Ethical issues Relating to the Individual Researchers.....	68
3.15.3 Issues Relating To Research Subjects	69
CHAPTER FOUR	70

DATA PRESENTATION, ANALYSIS, INTERPRETATION AND.....	70
DISCUSSION	70
4.0 Overview	70
4.1 Demographic Information	70
4.2 Age of the Respondents.....	71
4.3 Gender of the Respondents	72
4.4 Marital Status	73
4.5 Employees' Education Level	74
4.6 Work Experience.....	75
4.7 Normality Test Results of Dependent Variable	76
4.8 Management Styles and Employee Turnover	81
4.9 Ordinal Regression Analysis	92
4.10 Intrinsic and Extrinsic Rewards and Employee Turnover	96
4.11 Work Life Balance and Employee Turnover	112
4.12 Health and Safety Practices and Employee Turnover	131
4.13 Documents Analysis.....	157
CHAPTER FIVE.....	163
SUMMARY, CONCLUSION AND RECOMMENDATIONS	163
5.1 Summary of the Study Findings.....	163
5.3 Recommendations of the Study.....	170
5.4 Limitations and Implications for Further Research.....	172
APPENDICES.....	194

APPENDIX I: QUESTIONNAIRE FOR EMPLOYEES	194
APPENDIX II: OBSERVATION SCHEDULE	204
APPENDIX: III MAP OF NORTH RIFT REGION: STUDY AREA	205
APPENDIX IV: SAMPLING FORMULA.....	206
APPENDIX V: RESEARCH AUTHORIZATION LETTER	207
APPENDIX VI: RESEARCH PERMIT	208
APPENDIX VII: AN INTRODUCTORY LETTER	209

LIST OF TABLES

Table 3.1 Target Population	54
Table 3.2 Sample Size	55
Table 3.3 Kaiser-Meyer-Olkin and Bartlett's Test Results	63
Table 3.4. Reliability of the Instrument	64
Table 4.1: Gender of the Respondents	73
Table 4.2. Normality Test Results for Dependent Variable	77
Table 4.3 Homoscedasticity of the Residuals of Dependent Variable	79
Table 4.4 Breusch-Pagan and Koenker Test for Heteroskedasticity	80
Table 4.5 Satisfaction of Employees to Participative Management Styles	82
Table 4.6 Satisfaction of Employees to Facilitative Management Style	87
Table 4.7 Management Styles and Employee Turnover in Flower Farms	91
Table 4.8 Model Fit	93
Table 4.9 Goodness-of-Fit	94
Table 4.10 Pseudo R-square Statistics	95
Table 4.11 Test of Parallel Lines	95
Table 4.12 Extrinsic Rewards and employee Turnover	97
Table 4.13 Intrinsic Rewards and employee Turnover	102
Table 4.14 Intrinsic and Extrinsic Rewards and Employee Turnover	107
Table 4.15 Model Fitting Information	109
Table 4.16 Goodness-of-Fit	110
Table 4.17 Pseudo R-Square	110
Table 4.18 Test of Parallel Lines	111
Table 4.19 Responses on Work Life Balance and Employee Turnover	113
Table 4.21 Responses on Work demands at Flower Farms	123
Table 4.22 Work Life Balance and Employee Turnover in Flower Farms	126
Table 4.23 Model Fitting Information	127
Table 4.24 Goodness-of-Fit	128
Table 4.25 Pseudo R-Square	129
Table 4.26 Test of Parallel Lines	130
Table 4.27 Managements' Improvement of Occupational Health and Safety	131
Table 4.28 Responses on Causes of Accidents at Flower Farms	136
Table 4.29 Occupational Health and Safety Management Systems	141
Table 4.30 Health and Safety Practices and Employee Turnover	146

Table 4.31 Model Fitting Information.....	147
Table 4.32 Goodness-of-Fit.....	148
Table 4.33 Pseudo R-Square	148
Table 4.34 Test of Parallel Lines.....	149
Table 4.35 Model Fitting Information.....	150
Table 4.36. Goodness-of-Fit.....	151
Table 4.37 Pseudo R-Square	151
Table 4.38 Test of Parallel Lines ^a	152

LIST OF FIGURES

Figure 2.1. Conceptual Framework	45
Figure 4.1. Age of the Respondents	71
Figure 4.2. Gender of the Respondents	72
Figure 4.3. Marital Status of the Employees	73
Figure 4.4. Education Level of the Respondents	74
Figure 4.5. Employees' Work Experience.....	75
Figure 4.6. Normal Q-Q Plot for Employee Turnover in flower farms.....	78
Figure 4.7. Histogram for Employee Turnover in flower farms.....	79

OPERATIONAL DEFINITION OF TERMS

A flower farm: Refers to a branch of horticulture concerned with the growing of ornamental plants to obtain flowers for cutting.

Employee turnover: employee turnover refers to the ratio of the number of employees that leave an organization through attrition, dismissal or resignation over a period to the number of employees on payroll during the same period.

Extrinsic rewards Refers: to an award that is tangible or physically given to you for accomplishing something.

Health and safety practices: refers to maintenance of the physical, mental and social well-being of workers in an organization.

Health: refers to the general condition of a persons' mind and body, usually meaning to be free from illness, injury or pain.

Intrinsic rewards: refers to an intangible award of recognition, a sense of achievement, or a conscious satisfaction

Management styles: refers to the method of leadership that an administrator usually employs when running a business.

Safety: Refers to protection from an event or from exposure to something that causes health or economic losses.

Work life balance: Refers to a daily effort in managing competing roles and responsibilities at work, at home and in the community.

LIST OF ABBREVIATIONS AND ACRONYMS

CEO	-	Cheif Executive Officer
EHF	-	Environmental Health Foundation
H&S	-	Health and Safety
HRM	-	Human Resource Management
HRP	-	Human Resource Practices
HSACT	-	Health and Safety Act
HSMS	-	Health and Safety Management Systems
ICC	-	International Code of Conduct
ILO	-	International Employee Organisation
LMX	-	Leader Member Exchange Theory
NOSA	-	National Occupational Safety Association
OSHA	-	Occupational Safety and Heath Association
WLB	-	Work Life Balance

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter presents the background to the study, statement of the problem, study objectives, research hypotheses, scope of the study; limitations, justification of the study, assumptions, theoretical framework, conceptual frame work and chapter conclusions.

1.1 Background to the Study

Currently, retention of valuable employees is a global challenge. Managers and top level authorities are constantly confronted with the issue of retaining employees, and there is a wealth of evidence that worldwide, retention of skilled employees has been of serious concern to managers in the face of ever increasing high rate of employee turnover (Samuel & Chipunza, 2009). In recent years, the focus of research on HR has shifted from study and relationship of individual HR practices on business performance to entire HR system and its influence on employee turnover (Khan, 2010).

Human Resource practices (HRP) have been defined in several aspects. Schuler and Jackson (1987) defined Human Resource practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation of organizational objectives and the survival of the organization and its members. Besides, HR practices are also conceptualized as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives (Delery & Doty, 1996). Likewise, Minbaeva (2005) viewed HRP as a set of practices used by organization to manage human resources through facilitating the

development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. Against this backdrop, we concluded that HRP relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization.

The notion of modern Human Resource practices has become an increasingly used way of referring to high levels of delegation of decisions, extensive lateral and vertical communication channels, high reward systems, often linked to multiple performance indicators, and other practices that either individually or in various bundles are deployed to achieve high levels of organizational performance (Teece, 2007; Colombo & Delmastro, 2008). Following Foss *et.al* (2011) the Human Resource practices considered in the literature involve: delegation of responsibility, such as team production; knowledge incentives, such as profit sharing, individual incentives and incentives for knowledge sharing; internal communication, encouraged for instance by practices related to knowledge sharing or job rotation; employee training, both internal and external; and recruitment and retention, such as internal promotion policies). It can be noted that the first three classes of practices are typically included as modern Human Resource practices in the literature (Teece, 2007), while the latter two classes in a stylized fashion can be considered traditional Human Resource practices.

Employee retention is an increasingly important challenge for organisations as the age of the knowledge worker unfolds (Lumley et al, 2011). Presently the employee market belongs to employees, because talented candidates in the global job skills market have the luxury of choice (Harris, 2007). Cascio (2006) also affirms that the costs associated with recruiting, selecting, and training new employees often exceed 100% of the annual salary

for the position being filled. Thus, every turnover of skilful employees comes at a cost and the combined direct and indirect costs associated with one employee leaving ranges from a minimum of one year's pay and benefits to something more substantial. Also, when knowledgeable employees leave an organisation, the consequences go far beyond the substantial costs of recruiting and integrating replacements. Consequently, most employers are seeking better ways to manage turnover in order to retain valued human resources as well as sustain competition and high performance. Indeed several factors contribute to employee turnover or retention and researchers have proposed different theories on what motivates employees to stay or leave an organisation.

Organisations undertake several functions (such as accounting, marketing, research and development), however, managing human resource is one of its key functions. There has been immense realisation of the impact of strategic use of HR practices and visionary organisations are setting the pace to leverage this aspect for competitive advantage (Khan, 2010). According to Bratton and Gold (2009), HR is a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmes and practices. Thus, effective Human Resource practices can be the main factor accounting for the success of an organisation. Human Resource practices can also be used to elicit some positive behavioural outcomes as well as advance the skills and abilities of employees.

Weaver and Yancey (2010) in a related study investigated the impact of dark leadership on organizational commitment and turnover among 80 employees working for a manufacturing company. Results indicated that dark leadership (narcissistic, compulsive leader, paranoid leader, co-dependent leader, passive-aggressive leader) were found to be

inversely related to the workers' affective commitment to the organization and to the workers' intent to remain with the organization. Jaskyte (2004) assessed changes in employees' perceptions of leadership behaviour, job design and organizational arrangements and their job satisfaction and commitment. It was hypothesized that employees' perceptions of organizational arrangements, job characteristics, and leadership behaviour would be related to their job satisfaction and commitment. The result showed that employees' perceptions of leadership behaviour were important predictors of job satisfaction and commitment (Jaskyte, 2004).

Akroyd, Jackowski and Legg (2007) conducted a related study to determine the predictive ability of selected organisational leadership, work role and demographic variables on organisational commitment. They gathered data from 3000 full time radiographers. The participants were surveyed by mail regarding their commitment to their employers, leadership within the organisation that employ them, employer support and demographic information. Radiographers were found to have only a moderate level of commitment to their employers. Among the factors that significantly affected commitment of the radiographers' were educational level, perceived level of organisational support, role clarity and organisational leadership.

Akintoye (2000) asserts that money remains the most significant motivational strategy. Although there is some school of thought that claims payment is not a direct determinant of job satisfaction, yet pay does extrinsically motivate the employees from the economic perspective. Additionally, working environments can also be a contributor to employee turnover (Buzzle, 2010). An appropriate environment is important in influencing the employees to contribute good performance. The employees will prefer to work in an environment which is suitable for them. Retirement of experienced employees is also a

cause of the turnover (Enotes, 2010). The company may incur high turnover costs and significant loss in productivity. Furthermore, work stress experienced can also create turnover (Softworks, 2008). Work stress may causes employees become less motivated and committed, which may result in lower quality performance and productivity. Based on the empirical researches, (Zaman, 2011; Qureshi *et al.*,2010; Hashim, 2011) most tested extrinsic reward variables are pay, bonus, benefits and promotions and intrinsic variables are recognition, career advancement, responsibility and learning opportunity. Therefore the current research focused to identify the effect of the above extrinsic and intrinsic variables on employee performance.

Casper and Buffardi (2004) have suggested that (WLB) work-life balance benefits are universally appealing and foster the perception that the organisation was supportive of employees' personal needs. Also employee engagement serves as a route to business success and is achieved when organisations and employees value each other. WLB is vital for individuals' wellbeing, organisations' performance and a functioning society (Grady *et al.*,2008). Family and work are the most important elements of everyone's life. Any competing demands of work and family life cause conflict and negatively affect the wellbeing of workers. Findings from the literature review show that conflicts caused by interference between work and family activities lead to lower family life satisfaction and work satisfaction and are negatively related to WLB (Kalliath & Monroe, 2009).

Therefore, good WLB and wellbeing can be achieved when there is no role conflict, and when people are satisfied with their work and family roles. Grady *et al.* (2008) argue that apart from an increasing female workforce and two-income households, the Irish employee force is ageing. This could lead to higher demands for more flexible working arrangements for employees with eldercare and childcare responsibilities.

Employee turnover is considered to be one of the persisting problems in flower industry (Armstrong, 2009). In particular it involves quality employees who have worked for the organization for many years, high performers and experienced and loyal individuals (Somaya and Williamson, 2008). Flower farms are important to the Kenyan economy because apart from creating employment, they are among the principle earners of foreign exchange for the country. However the state of HRP and employee turnover has remained unclear as empirical studies in the area are scarce and not well documented. This study therefore attempted to establish the relationship between human resource practices and employee turnover by providing an understanding on how the two concepts influence each other especially in regard to how flower industry are managed in Kenya.

1.2 Statement of Problem

Human Resource Practices is a significant influence on employee turnover (Bratton and Gold 2007). Good human resource practices should effectively focus on Management style, Intrinsic and Extrinsic rewards, Work-life balance and Health and safety among other things. Effective Management style should establish a relationship with their employees and the nature of the relationship influences the manner in which the leader treats each individual employee (Khandwalla, 1995). However, Dolan *et al.*,(2003) indicate that workers on the farms commonly cite job insecurity, supervisor intimidation, sexual harassment and assault, unclear definitions of permanent and casual employee's, compulsory overtime during peak seasons, and gender inequity as major problems ignored by management. This state of affairs is not supporting good management style likely to cause low motivation and leads to employee turnover.

A good reward system in the form of Intrinsic and extrinsic rewards are key ingredients in determining whether an employee stays or leaves an organization. Equity theory by

Adams (1965) posits that employees seek to maintain equity between the inputs that they bring into a job. In the same theory Adam argues that employees seek to maintain equity between the input they bring into a job such as education, time, experience, commitment and the outcome they receive such as promotion recognition and increased pay against the perceived inputs and outcomes of other employees. This is not the case in flower farms. Report by Ethical Trading Initiative involvement 2002-2004 posits that in flower farms, there are low basic rates of pay, severance pay not paid, when laid off no payment received for previous days working; unfair dismissal when pay is questioned. Overtime payments not correctly paid and poorly communicated. This discrepancy in rewarding of employees in flower farms has been known to cause feelings of iniquity and therefore dissatisfaction hence employee turnover. It is therefore necessary to investigate the relationship between intrinsic and extrinsic rewards and employee turnover.

Work-life balance when practiced effectively reduces absenteeism and positively impacts employees' job satisfaction, productivity and retention. Effective WLB strategies include flexitime and compressed workweeks, which would assist employees to maximize greater enrichment at home and these would spell higher job satisfaction and lower turnover intentions (Gitonga, 2010). There have been allegations of poor employee practices in flower farms according to (Dolan *et al.*, 2003). He argued that workers are sacked when they do not agree to work overtime. Workers are required to work long hours at short notice when large orders come in, with little right to refuse. In some cases, up to 15 hours worked per day at peak season with only break being one hour lunch. Long working hours could lead to family conflicts which affect employee morale and commitment. Employees will consider searching for alternative employment thus leading to employee turnover.

According to Cole, (2002) the protection of workers in their employment from risks resulting from factors adverse to health is a duty of every organization. Organisations

should provide a safe working environment for its employees and to minimize the risk of accidents, diseases and injuries. Lack of health and safety facilities can lead to job stress and job dissatisfaction. Research by Ayieko (2011) shows that, workers in flower farms lack basic training on health and safety in what they do and have poor adherence to safety practices at work place. He further says that workers are at high risk due to lack of personal protective equipment and non compliance of re-entry rules to green houses following spraying. Respiratory problem and gastro intestinal problems top the illness list of these workers. Lack of adherence to safety practices especially use of personal protective equipments is associated with presence of various health problems among the workers in floriculture. Frequent illness will prompt an employee to leave. There was need to conduct a research in order to come up with solutions to this problems.

In view of the discrepancies cited above there was need to determine the right Human Resource Practices that can reduce employee turnover in flower industry in Kenya through improved management styles, intrinsic and extrinsic rewards, work life balance and health and safety. If this problem is not tackled urgently, the influence of high employee turnover could impact on employee moral as well as their commitment to work. This is a dangerous position for the flower industry and the country's economy especially given that the flower industry earns Kenya a lot of income. This study therefore investigated the influence of human resource practices on employee turnover in flower farms in the North Rift.

1.3 Purpose of the Study

The purpose of this study was to establish the influence of the human resource practices on employee turnover in flower industry in North Rift, Kenya.

1.4 Objectives of the Study

The objectives which guided this study were to examine:

- i) The contribution of employee management styles on employee turnover in flower farms.
- ii) The role of intrinsic and extrinsic rewards on employee turnover in flower farms.
- iii) The function of Work life balance practices on employee turnover in flower farm.
- iv) The contribution of health and safety practices on employee turnover in flower farm.

1.5 Research Hypotheses

H₀₁: There is no significant statistical relationship between management styles and employee turnover in flower farms which have human resource practices in place

H₀₂: There is no significant statistical relationship between intrinsic and extrinsic rewards and employee turnover in flower farms which have human resource practices in place

H₀₃: There is no significant statistical relationship between work life balance and employee turnover in flower farms which have human resource practices in place

H₀₄: There is no significant statistical relationship between health and safety practices and employee turnover in flower farms which have human resource practices in place

1.6 Scope of the Study

This study covered North Rift region of Kenya formerly the northern part of Rift Valley province which covers the following counties; Uasin-Gishu, Trans Nzoia, Nandi, Elgeyo Marakwet, West Pokot and Turkana counties. The study investigated the influence of the

human resource practices (management styles, rewards, and work life balance and health and safety practices) on employee turnover in flower industry. The participants of the study were employees of flower farms.

1.7 Significance of the Study

The importance of this study can be seen in diverse ways. The study will provide bases for the formulation of effective human resource practices in the flower industry. The study will also provide the opportunity for employees, employers to identify their specific respective roles in human resource issues. It will also provide basis for farmers in Kenya in formulating of effective human resource measures in their institutions. The study results will be used as reference material for policy makers in making decisions concerning human resource practices and policies. It is expected that the results of the study will contribute to existing knowledge on human resource management. The study will be used as reference material for policy makers in making decisions concerning human resource practices.

1.8 Justification of the Study

Employee turnover is considered to be one of the persisting problems in organizations (Armstrong, 2009). In particular if it involves quality employees who have worked for the organization for many years, high performers and experienced and loyal individuals (Somaya & Williamson, 2008). Turnover means that another organization benefit from new knowledge employee. The loss of knowledge thus is a threat for the former organization.

The study on human resource practices is important because it will provide information which could shed light on dynamics of human resource practice in flower farms. Some of the factors of interest include how management handles human resource issues and how it affects employee turnover. Good human resource practices within flower farms can immensely contribute to low employee turnover from the flower farm. The study will go a long way in helping to uncover the causes of labour turnover in flower farms and therefore make the understanding of it.

1.9 Limitations to the Study

This study has a number of limitations. The limitations take on conceptual, contextual, and methodological manifestations. Conceptually, the study only focused on factors influencing employee turnover in flower farms in North Rift Kenya. These are management styles, rewards systems, work life balance and health and safety. These may not be the only factors that influence employee turnover. From literature, there are factors like career development and management succession that causes employee turnover. The researcher collected information through questionnaires document analysis and observation and ensured high return rate of questionnaires to get sufficient information.

Contextually, the findings may change if the study were to be applied to a different area with different, demographic landscape, organizational culture, payment incentives and even culture practice. Thus, the situation in one area may not be generalized to other areas. The area is scarcely researched by human resource practitioners and therefore research material includes academic journals, books and papers are limited. Human resource practices are a large area; it will not be possible to cover all its aspects in this study.

Methodologically, this study relied on questionnaires, observations and document analysis. From literature there are other methods like interview and focused group discussions which could also be used. But employing more methods than the three would make the results unmanageable and time consuming. The researcher believed that the methods were most suitable to this kind of research. Limitation rose from the sampling method in that the research was base on information collected from a sample that had been selected randomly. It is therefore possible that people who were not selected could have had some more information that was not collected.

1.10 Theoretical Framework

This study was based on the theory of Fredrick Herzberg (1959). Reviewed by Dr. Lew Tek Yew *et.,al* (2012) which reported research findings that suggested that man has two sets of needs his need as an animal to avoid pain, and his need as a human to grow psychologically. These findings led them to advance a "dual factor" theory of motivation. Since that time, the theory has caught the attention of both industrial managers and psychologists. Management training and work-motivation programs have been installed on the basis of the dual-factor theory. Psychologists have both advanced criticisms and conducted substantial research relevant to the dual-factor theory. The criticisms and the empiric investigations reported to date, in an effort to assess the validity of the theory. Whereas previous theories of motivation were based on causal inferences of the theorists and deduction from their own insights and experience, the dual-factor theory of motivation was inferred from a study of need satisfactions and the reported motivational effects of these satisfactions on 200 engineers and accountants.

The subjects were first requested to recall a time when they had felt exceptionally good about their jobs. The investigators sought by further questioning to determine the reasons for their feelings of satisfaction, and whether their feelings of satisfaction had affected their performance, their personal relationships, and their well-being. Finally, the sequence of events that served to return the workers' attitudes to normal was elicited. In a second set of interviews, the same subjects were asked to describe incidents in which their feelings about their jobs were exceptionally negative cases in which their negative feelings were related to some event on the job.

Recognition that produces good feelings about the job does not necessarily have to come from superiors; it might come from peers, customers, or subordinates. Where recognition is based on achievement, it provides more intense satisfaction. The dissatisfaction factors are associated with the individual's relationship to the context or environment in which he does his work. The most important of these is company policy and administration that promotes ineffectiveness or inefficiency within the organization. The second most important is incompetent technical supervision that lacks knowledge of the job or ability to delegate responsibility and teach. Working conditions, interpersonal relations with supervisors, salary, and lack of recognition and achievement can also cause dissatisfaction.

The second major hypothesis of the dual-factor theory of motivation is that the satisfiers are effective in motivating the individual to superior performance and effort. In book, Herzberg (1966) advances the following analogy to explain why the satisfier factors or "motivators" affect motivation in the positive direction. The environment may be safe or unsafe, healthy or unhealthy but ultimately it is the human judgment and action that determines whether there was accident or no accident. The theory further to a large extent

to a capture the variables under study, therefore the theory was useful in guiding the research and interpreting the findings.

1.10.1 Criticisms of the Two-Factor Theory

The theory has been criticized on several grounds: first, that it is methodologically bound; second, that it is based on faulty research; and third, that it is inconsistent with past evidence concerning satisfaction and motivation. Methodological Bounds of the Theory Vroom (1964) has argued that the story telling critical-incident method, in which the interviewee recounts extremely satisfying and dissatisfying job events, accounts for the associations found by Herzberg *et al.* and that other methods are required to adequately test the theory. The obtained differences between stated sources of satisfaction and dissatisfaction stem from defensive processes within the individual respondent.

Persons may be more likely to attribute the causes of satisfaction to their own achievements and accomplishments on the job. On the other hand, they may be more likely to attribute their dissatisfaction not to personal inadequacies or deficiencies, but to factors in the work environment; i.e., obstacles presented by company policies or supervision. (Vroom, 1964) argued that people tend to take the credit when things go well, and enhance their own feeling of self-worth, but protect their self-concept when things go poorly by blaming their failure on the environment" (Vroom, 1966). He further states that if you grant the assumption about the way in which biases operate, it follows that the storytelling methods may have very little bearing on the actual consequence of managerial practice (Vroom, 1966).

Faulty Research Foundation not only has it been argued that the theory is method bound, but it is also argued that the research from which it was inferred is fraught with procedural

deficiencies. The major criticism involves the utilization of Herzberg's categorization procedure to measure job dimensions, the satisfiers and "hygiene factors. Coding is not completely determined by the rating system and the data, but requires, in addition, interpretation by the ratter. For example, the dimension of supervision encompasses categories: (a) supervisor competent (b) supervisor incompetent and (c) supervisor showed favouritism. The three classifications require an interpretation of the supervisor's behavior. If respondent offers the evaluation, no interpretation by the ratter is required. However, if the subject describes the supervisor's behaviour, evaluation by the ratter is necessary.

The necessity for interpretations of the data by a ratter may lead to contamination of the dimensions so derived. Employing one of Herzberg's own incidents to illustrate the dimension of recognition, Vroom (1964) pointed out the way in which the dual-factor theory may contaminate the coding procedure. The dimensions in the situation can quite possibly reflect more the ratter's hypothesis concerning the compositions and interrelations of dimensions than the respondent's own perceptions. An objective approach, to minimize the possibility of learning more about the perceptions of ratters than those of interviewees, would be to have the respondents do the rating and do evaluations (Graen, 1966).

Second and closely related to the first methodological problem, is the inadequate operational definitions utilized by Herzberg and associates to identify satisfiers and dissatisfies. Numerous critics (Malinovsky & Barry, 1965; Burke, 1966; Ewen, 1964; Dunnette, 1965) have questioned the mutual exclusiveness of these dimensions. Malinovsky and Barry (1965) reported that it is possible that correlations between motivator items and hygiene items in the evaluations of factors resulted from response set effects the tendency of workers to respond in the same manner to like-worded statements.

The original study has also been criticized because it contains no measure of overall satisfaction (Ewen, 1964). However, such a measure is important if a factor is to be called a satisfier or dissatisfier. There is no basis for assuming that the factors described as hygiene or motivators contribute to respondent overall satisfaction or dissatisfaction. Smith and Kendall (1963) have shown that a worker may dislike some aspects of his job, yet still think it is acceptable. Similarly, workers may dislike the job despite many desirable characteristics. Smith and Kendall (1963) propose that job satisfaction is a function of the perceived characteristic of a job in relation to an individual's frame of reference. A particular job condition can be a satisfier or dissatisfier. Other procedural criticisms concern the lack of reliability data for the critical-incident method, and the fact that the research was not based solely on current satisfaction with a presently existing job situation. As a result, there is no control over sampling time for data, and no basis for drawing inferences about the relative contribution of various job factors job satisfaction.

Despite criticism of the Two factor theory propounded by Herzberg *et al.*, (1959) it is an important theory to the study that it explains what satisfies or dissatisfies employees and hence, serves as an important framework for this study. According to this theory, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. Herzberg theorized that employees must be motivated to experience job satisfaction but that unacceptable working conditions can result in a lack of satisfaction. The presence of sufficient maintenance factors prevents employment discontent, whereas adequate motivators may direct occupational contentment.

The most important part of this theory is that the main motivating factors are not in the environment but in the intrinsic value and satisfaction gained from the job itself. Human resource practices are geared towards meeting the needs of employees so that they can be

motivated to give their best to the organization. The thrust of this study therefore was to survey the degree to which these needs were being met. Herzberg theory helped in designing the study by providing the study variables which were; management styles, intrinsic & extrinsic motivation, work life balance and health and safety.

1.11 Chapter Summary

This chapter started with an outline of human resource practices and understanding of how it affects employee turnover in flower farms in North Rift Kenya. The key areas are highlighted on how the two variables relate. The researcher has offered a working definition of the concept of occupational health and safety management systems that is subject to this research. A justification is given to show why this study is important and necessary. The research objectives and hypothesis guiding this study are stated, as the theoretical framework that guides this research is also stated. In chapter two we explore scholarly studies on the influence of human resource practices on employee turnover.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter discusses literature related to influence of human resource practices on employee turnover. It will cover recent research on employment practices as they relate to employee turnover. It focuses on management styles, intrinsic and extrinsic rewards, work life balance and health and safety practices. These are considered as the pillars of this study. The interrelationship between human resource practices and theory will also be addressed, as will the relationship between HRM practices and employee turnover in the context of Human Resource management with particular attention to the possible cause of high employee turnover.

2.1 The Concept of Human Resource Practices

Minbaeva (2005) viewed HR practices as a set of practices used by an organization to manage human resources through facilitating the development of competencies that are firm specific, producing complex social relations and generating organization knowledge to sustain competitive advantage. Bratton and Gold (2007), observe that human resource practices as the process of linking human resource function with the strategic objectives of the organization in order to improve performance. They added that HR is a managerial process requiring human resource policies and practices to be linked with objectives of the organization. Christiansen and Higgs, (2008) suggested that Company's HR practices contribute to employee retention and thus help the company to grow and gain sustainable competitive advantage. Human resource practices in this study has been operationalise as

Management styles, intrinsic and extrinsic rewards, work life balance and health and safety.

2.2 Management Styles

Minzberg (1973) considered entrepreneurial and strategic planning as forms of management styles adopted by managers in organizational entities. According to Schleh (1977), management style is the adhesive that binds diverse operations and functions together. It is the philosophy or set of principles by which the manager capitalizes on the abilities of the workforce. Khandwalla (1995) considered management style as the distinctive way in which an organization makes decisions and discharges various functions of goal setting, formulation, implementation of strategy, corporate image building, dealing with key stakeholders and other basic management activities. Management style is a managerial parlance often used to describe the how of management. It is a function of behaviour associated with personality (McGuire, 2005). In recent times, commonly exhibited styles of management includes authoritarian, coercive, authoritative, democratic, affiliative, permissive, indifferent, coaching, pacesetting, visionary, bureaucratic and defensive styles of management (Effere, 2005).

Management styles, therefore, refers to the method of leadership that an administrator usually employs when running an organization. It should not be authoritarian, coercive, authoritative but rather democratic, permissive, indifferent, coaching, pacesetting, visionary. Therefore management style is a way of life operating throughout the organization and permits an executive to rely on the initiative of the personnel of an entity. Effective management style is the extent to which a leader continually and progressively leads and directs followers to a predetermined destination agreed upon by the whole group. It is the manner of approach to issues of the managers towards achieving the goals

of their organization by transforming various resources available to any organization into output through the functions of management (McGuire, 2005)

According to Arthur (1994) high commitment human resource activities increase organisational effectiveness by engendering conditions where employees feel more involved in the achievement of the organisation's objectives, and are therefore more likely to work harder to help the company meet those objectives. The dominant approach used in testing the link between HRM and employee turnover has considered HRM as an ideal set of practices (Delaney & Huselid, 1996; Huselid, 1995), very loosely labeled high performance, high involvement, or high commitment'. High organisational commitment motivates employees to become highly involved in the organisation and work to accomplish its goals (Arthur, 1994; Youndt, 2000), this lower turnover.

An assessment by Jaskyte (2004), studied changes in employees' perceptions, leadership behaviour, job design, organizational arrangements, job satisfaction and commitment. It was hypothesized that employees' perceptions of organizational arrangements, job characteristics, and leadership behaviour would be related to their job satisfaction and commitment. The result showed that employees' perceptions of leadership behaviour were important predictors of employee turnover and commitment (Jaskyte, 2004).

Akroyd, Jackowski & Legg (2007) conducted a related study to determine the predictive ability of selected organisational leadership, work role and demographic variables on organisational commitment gathered data from 3000 full time radiographers. The participants were surveyed by mail regarding their commitment to their employers, leadership within the organisation that employ them, employer support and demographic

information. Results indicated that radiographers were found to have only a moderate level of commitment to their employers.

A study by Laka-Mathebula (2003), investigated the relationship between organisational commitments among 246 employees from 11 institutions of higher learning. There were 45.12% females and 54.51% males. The average age of respondents was 41.9 years. Correlation analysis and multiple regressions indicated a weak prediction of organisational commitment. Jaskyte (2004) revealed that, for commitment, the combination of leadership behaviour, participation, work control and subordinate relations explained 48.1% of its variance.

Mester, Visser, Roodt, (2003) examined the relationships between leadership styles and organisational commitment, job satisfaction, job involvement and organisational citizenship behaviour among employees of selected engineering company. A sample of 52 leaders and 276 employees participated in the empirical study. The results of a canonical correlation analysis using the rater data indicated that, the most prominent relationship was that of transactional leadership and affective commitment. Furthermore, transformational and transactional leadership styles did not correlate significantly with the constructs of job involvement and job satisfaction.

According to Leader-Member Exchange Theory (LMX), the types of one-on-one, or dyadic, relationships that develop between the leader and each follower will be somewhat different. The theory is based on the assumption that leaders establish a social exchange relationship with their employees and that the nature of this exchange relationship influences the manner in which the leader treats each individual employee. Lower-quality exchange relationships between a leader and his or her employees are characterized by the

leader's use of formal authority and average levels of employee performance. In contrast, high-quality exchange relationships involve mutual trust, support, and loyalty between the leader and his or her employees, enhanced levels of interpersonal attraction (example, liking), and bi-directional influence. Thus, employees in high-quality exchange relationships are motivated to exhibit higher levels of commitment, conscientiousness, and loyalty to their leaders in return for more favourable performance appraisals, promotions, and other rewards from their leaders (Graen & Uhl-Bien 1995).

LMX model posited that leaders treat subordinates differently at varying degrees and levels contingent on whether the latter are part of the in-group (high-quality relationship) or out-group (low-quality relationship) (Graen and Scandura, 1987). The theory asserts that leaders do not interact with subordinates uniformly (Graen & Cashman, 1975) because supervisors have limited time and resources. "In-group" subordinates (workers who have positive image of their leaders) perform their jobs in accordance with the employment contracts and can be counted on by the supervisor to perform unstructured tasks, to volunteer for extra work, and to take on additional responsibilities.

Furthermore, in any work group, the leader tends to develop better relationships with a few subordinates (the in group), while the rest (out-group) receive less attention or concern from the leader. The character of the leader member exchange can range from low quality, in which the leader and the subordinates have a negative image of one another and the subordinate does not respect or trust the leader, to high quality, in which the leader and the subordinates have a positive view of one another and the subordinates feel that the leader is supportive and provides encouragement. Such difference has been found to affect subordinates' job outcomes such as work performance, loyalty, commitment, attendance and job satisfaction (Vecchio & Boatwright, 2002).

Weaver & Yancey (2010) in a related study investigated the impact of dark leadership on organizational commitment and turnover among 80 employees working for a manufacturing company. Results indicated that dark leadership (narcissistic, compulsive leader, paranoid leader, co-dependent leader, passive-aggressive leader) were found to be inversely related to the workers' affective commitment to the organization and to the workers' intent to remain with the organization.

McGuire (2005) explored basic management styles and different managers in the pharmaceutical industry and came up with charismatic, persuasive, consultative, transactional, transformational and delegating styles. A survey was conducted by Worrall (2004) in United Kingdom and found that most managers were bureaucratic and restrictive in their management styles which were not conducive to development of high performance cultures for creativity and innovation to flourish in most organizations.

Employment conditions, according to flower industry management, have improved since the establishment of Kenya Flowers Corporation codes (Dolan *et al.*, 2001), however this is not always manifested on the ground due to high management autonomy (Dolan & Opondo, 2005; Dolan *et al.*, 2001; Hughes 2004). Workers on the farms commonly cite job insecurity, supervisor intimidation, sexual harassment and assault, lack of benefits, unclear definitions of permanent and casual employees, lack of maternity leave, chemical exposure, inadequate childcare due to compulsory overtime during peak seasons, and gender inequity as major problems that are ignored by management, regardless of codes (Dolan *et al.*, 2001). Only 30% of workers are union members, and trade unions are often criticized by NGOs to be representative solely of male permanent workers, thus ignoring the predominant flower employee demographic, which is seasonal females (Dolan *et al.*,

2001; Hughes, 2001). Some workers express fear of being sacked as a result of joining these unions. These conditions do not provide sustainable livelihoods for those employed by the flower industry.

The literature reviewed in this sub section has mainly focused on studies conducted in countries outside Kenya. The leadership styles practised in those countries may not be necessarily being relevant to the Kenyan situation and culture. An empirical study specifically dealing with leadership styles in flower farms in Kenya and particularly in North Rift is lacking. The purpose of this study was to examine the contribution of management styles on employee turnover in the flower farms in North Rift Kenya.

2.3 Reward Systems

Armstrong and Murlis (2004) defined reward systems as the process of formulating and implementation of strategies and policies that aim to reward people fairly, equitably and constantly in accordance with their value to the organization. It also deals with the design, implementation and maintain of reward processes and practices that are geared towards the improvement of organizational, team and individual performance.

Literally, according to the above definitions reward management is a motivational tools use in appreciating employees on the efforts contributed to the organisation. Which means reward could be interchanged as compensation or remuneration or explicit price of labour. Reward management is more concerned with people (employee) and the value they create in the organisation (Schneider 1987). For organisations to achieve a highly committed business environment and its overall business goal, a reward strategy must be developed to ensure that the contribution people make to achieving organisational or team goals are valued, recognised and rewarded (Armstrong 2010). According to Byars and Rue (2005),

rewards are of two types, the extrinsic reward and the intrinsic reward. Rewards in this study were categorised as intrinsic and extrinsic rewards.

2.3.1 Intrinsic Rewards

Intrinsic rewards are derived from the content of the task itself and include such factors as interesting and challenging work, self-direction and responsibility, variety, creativity, opportunities to use one's skills and abilities, and sufficient feedback regarding the effectiveness of one's efforts (Mottaz, 1985). According to (Ryan & Deci, 2000), Intrinsic motivation is defined as the doing of an activity for its inherent satisfaction rather than for some separable consequence. When intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures or reward.

Intrinsic rewards are those that exist in the job itself. Examples are achievement, variety, challenge, autonomy, responsibility, and personal and professional growth. They also include status, recognition, praise from superiors and co-workers, personal satisfaction, and feelings of self-esteem (Mahaney & Lederer, 2006). Employees are thought to be intrinsically motivated to work hard to produce quality results when they have pride in their work, they believe their efforts are important to the success of the team, and their jobs are fun, challenging, and rewarding (Mahaney & Lederer, 2006).

2.3.2 Extrinsic Rewards

According to Kenneth Thomas (2009) extrinsic rewards are the tangible rewards given to employees by managers, such as pay raises, bonuses and benefits. They are called extrinsic because they are external to the work and other people control their size and

whether or not they are granted. Extrinsic motivation thus contrasts with intrinsic motivation, which refers to doing an activity simply for the enjoyment of the activity itself, rather than its instrumental value (Ryan & Deci, 2000). Extrinsic rewards comprise such elements as pay, fringe benefits, job security, promotions, private office space, and the social climate. Other examples include competitive salaries, pay raises, merit bonuses, and indirect forms of payment as compensatory time off (Mahaney & Lederer, 2006).

Reward system should match with the organizational culture and strategy in order to achieve sustainable competitive advantage. Reward systems are strategically designed when rewards are linked to activities, attributes and work outcomes that support the organization's strategic direction and that foster the achievement of strategic goals. Such linkages can lead to increased employee knowledge or skill development, flexibility, commitment, retention and productivity. Reward systems are likely to have a direct effect on the direction of employees' individual attention and effort.

Extrinsic rewards are used to show that the company is serious about valuing team contributions to quality. The monetary rewards consist of a cash bonus allocated to each team member. The team bonus would be given separately from the salary. On the other hand, team rewards must be used in ways that avoid destroying employees' intrinsic motivation to do their job. The need for continuous improvement requires employees to be innovators; devising novel solutions that improve a work process or that delight the customer. The use of extrinsic rewards that are tightly linked to team performance may teach team members to become money hungry and undermine their intrinsic interest in the work itself (Balkin & Dolan, 1997).

The equity theory by Adams (1965) recognises that individuals are concerned not only with the rewards they receive for their efforts, but also compare their rewards with what others receive. The theory is founded on people's perception of fairness or equity which is usually subjective. The Equity theory posits that employees seek to maintain equity between the input that they bring into a job such as education, time, experience, commitment and effort and the outcome they receive such as promotion, recognition and increased pay against the perceived inputs and outcomes of other employees (Spector, 2008). Equity theory proposes that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress, and that this leads to efforts to restore equity within the organisation. Failing to find equity according to, Hellriegel, *et al* (2004) may make them behave in ways that will harm the organisation.

Farms are able to lower employee turnover by paying workers a wage premium- a wage that is above the wage paid by other organizations for comparable employee. A wage premium may enhance productivity by improving nutrition, boosting morale, encouraging greater commitment to firm goals, reducing quits and the disruption caused by turnover, attracting higher quality workers and inspiring workers to put forth greater effort (Goldsmith, Veum & Darity, 2000). As a result, people are attracted to well-paying jobs, extend extra effort to perform the activities that bring them more pay, and become agitated if their pay is threatened or decreased (Stajkovic & Luthans, 2001). Based on the empirical researches, (Zaman, 2011; Qureshi *et al.*,2010; Hashim, 2011) most tested extrinsic reward variables are pay, bonus, benefits and promotions and intrinsic variables are recognition, career advancement, responsibility and learning opportunity.

Therefore the current research focused to identify the impact of the above extrinsic and intrinsic variables on employee turnover. In spite of the fact that compensation can

enhance retention, some studies have also found that compensation in the form of base or variable pay may not be sufficient to attract or retain employees. For instance, Milman and Ricci (2004) concluded that significant predictors of retention included intrinsic fulfilment and working conditions rather than monetary rewards.

Similarly, the study by Walsh and Taylor (2007) revealed that although compensation is important, the absence of opportunity for growth and development that affects retention and turnover of management level employees. Reward system is a requirement of any organization to retain and hire the most suitable employee to gain competitive edge in a competitive environment. Reward system inspires employees to work harder and faster because employee needs motivation to put extra effort on their task (Armstrong, 2008). Organisations must see rewards as essential and increase their commitment to use it as an effective tool in retaining talents. In a study conducted by Chew and Chan (2008) remuneration or compensation predicted organisational commitment and intention to stay. The results of this study can be generalized in Australia and Europe because it involved nine large organisations from both private and public sectors and had about 475 respondents. Hong, *et al.*, (2012) found that, compensation is significant to employee retention. The retaliatory measures by employees who think they are unfairly rewarded may include, withholding effort and reducing work inputs, displaying feelings of hostility to co-workers and the organisation itself, and seeking salary increases, challenging superiors about tasks assigned, as well as quitting the job and seeking an alternative. All these options have implications for an organisation.

Numerous rewards systems operate within organizations. The Baldrige Award winners reveals a variety of formal and informal, monetary and non-monetary rewards for individuals and teams who contribute to the quality effort (Blackburn and Rosen, 1993). The structure and allocation of rewards may affect the motivation of individual team members, and the inclusion of rewards is central to many models of work group effectiveness (Kerrin and Oliver, 2002: 322). It is seen in the literature that reward practices of businesses are mostly analyzed under the classification of intrinsic and extrinsic rewards (Mottaz 1985, Mahaney and Lederer, 2006).

Report of Ethical Trading Initiative involvement 2002-2004 cited an international academic research project that included a case study in Kenya found many problems in the cut flower industry. These problems include Low basic rates of pay per day on some farms as low as KSH 64 in 2002, equivalent to 50p per day. This cannot sustain anybody with the current fast growing economy. No pay slips received, just cash in hand. Lack of severance pay owing not paid, when laid off, no payment received for previous days working. Deductions made from wages or unfair dismissal when pay is questioned. Medical expenses deducted from salary. Overtime payments not correctly paid. Workers sacked when they do not agree to work overtime. Workers required to work long hours at short notice when large orders come in, with little right to refuse. In some cases, up to 15 hours worked per day at peak season with only break being one hour lunch. Hardly were lunch break there when there is a big order, yet this is when long hours are worked.

The literature reviewed in this sub section so far concentrates on discrepancies in reward systems in organizations and in flower farms generally. Little attempt has been made to relate intrinsic and extrinsic rewards to labour turnover in the flower industry, particularly

in North Rift. This study aims at examining the role of intrinsic and extrinsic rewards as a human resource practice on employee turnover.

2.4 Work Life Balance

Susan Heathfield (2000) defined work life balance as a concept that supports the efforts of employees to split their time and energy between work and the other important aspects of their lives. Work-life balance is a daily effort to make time for family, friends, community participation, spirituality, personal growth, self care, and other personal activities, in addition to the demands of the workplace. According to Hobbler and Lemmon (2009), work life balance is about the efforts of employees to split their time and energy between work and the other important aspects of their lives.

Work-life balance is defined as satisfaction and good functioning at work and at home with a minimum of role conflict (Clark, 2001). Hill, Hawkins, Ferris, & Weitzman, 2001 saw work life balance as the degree to which an individual is able to simultaneously balance the temporal, emotional, and behavioural demands of both paid and family responsibilities. Any type of formal or informal benefit or working condition that an organization engages to reduce job personal/family conflicts which can arise in the organization is considered a work life balance practice (Thorne, 2011). Employees cannot enjoy their job if they are working with tactless and inflexible manager (Muhammad Sajjad *et al.*, 2013).

According to Win-Win Theory by (Covey, 1989) improving employee work-life balance helps bolster morale and enables firms to retain and attract better quality workers. For example, potential employees with children will not supply their services to firms with poor WLB so such companies will miss a pool of potential talent. Why, then, do

employers not adopt these good practices. It may be that some firms are simply badly managed. The government has a role in information provision or, more radically, in enforcing law on employers who fail to adhere to them. On the other hand, firms may know that improving WLB will increase productivity but they do not want to implement because they are not ready to incur the costs of change.

Research conducted by Malik *et al.*, (2010) shows that unbalanced work-family life caused by increased work demands leads to higher levels of stress. Stress caused by higher demands from work results in family-work conflicts and work-family conflicts. WLB policies have been found to reduce absenteeism and positively impact employees' job satisfaction, productivity and retention. Grady *et al.*, (2008) emphasise the importance for organisations to implement WLB initiatives. These initiatives include flexible working hours, temporal agreements, childcare facilities, and supports such as counselling (Grady *et al.*, 2008). Organisations providing such benefits seem to understand the relationship between greater WLB and retention of a competent workforce, and its effect on organisational commitment and profitability.

Workplace flexibility helps to improve overall employee flexibility and empowerment which reduces turnover. Various studies conducted in the United States and the United Kingdom show that one of the most common consequences of work-life imbalance is depression, resulting in decreased productivity and higher absenteeism (Layous, Chancellor, Lyubomirsky, Wang & Doraiswamy, 2011; Seligman, 2011). Low Work Life Balance leads to employees experiencing low morale and higher absenteeism and organisations experiencing higher staff turnover, lower productivity and poorer work quality (Seligman, 2011).

Work life balance is a daily effort in managing competing roles and responsibilities at work, at home and in the community. One of the strategies for attaining work-life balance is flextime and compressed workweeks, which would assist employees to maximize greater enrichment at home and these would spell higher job satisfaction and lower turnover intentions. Work life balance practices can broadly be categorized as those relating to time (flexi-time, compressed hours, annualized hours, part time working), those relating to the place (tele-working), those related to the job (job re - designing and job sharing) and those relating to the benefits (leave provision, employee assistance programs, dependent care and wellness programs). Given the usually negative impact of the absence of work life balance practices on employees and organizations, initiatives aimed at supporting employees with work life conflict have become more popular and commonplace in organizations.

Aslam, Shumaila, Azhar and Sadaqat, (2011) stated that work-family conflicts occur when contribution in work role creates problems in contribution of family role. Furthermore, work-family conflicts are borne out of situations of tough time demands and stress, which can be traced back to a particular role that spilled-over to another role, which results in the disturbance of the quality of life, and behaviours that were suitable in one domain (such as work) but are seen as inappropriate in other domain (such as in the home). When demands from family and work were equally mismatched and meeting demands of one field created difficulties in meeting demands of another field. (Aslam, Shumaila, Azhar & Sadaqat, 2011).

Watson, Galway, O'Connell and Russell (2009) argue that apart from the variety of family-friendly policies mentioned above, some organisations in the private sector provide WLB initiatives that do not directly affect the number of hours worked. Despite the availability of a range of WLB initiatives across the public and private sector, McCarthy

(2008) reports that employees tend to work longer than their contracted hours. In the private sector a weekly average of worked hours is 42, and in the public sector a weekly average of worked hours is 34.5. Individuals working in the public sector indicated higher levels of WLB satisfaction than those employed in the private sector (Watson et al., 2009; McCarthy, 2008).

A study on fatherhood (Tahmincioglu, 2010), shows that more men are looking for alternatives to their 40 hour work week in order to spend more time with their family. Though working less means a smaller pay check and higher stress levels, men are looking for flexibility just as much as women. Work life balance policies can assist employees to achieve a balance between their work and personal commitments that is right for them. Availability of policies is not necessarily enough for these policies to work, policies need to be supported by the workplace culture, which reflects the beliefs, values and norms of the whole organization from the managers to staff members (Schoenfeld, 2005).

Other important factors in the success of work life balance policies include proper communication and commitment to the policies relating to existing and future employees, raising awareness of the policies, education of managers about the importance of policies, and training of managers on 'how to' implement these policies. By implementing work life balance policies, employers can help to reduce stress in their employees. This can lead to a more motivated and loyal workforce, increased productivity, reduced absenteeism and an enhanced public image.

There is also evidence which suggests that employers who implement work life balance programs and offer flexible working arrangements are likely to have a competitive advantage in the employee market, and in particular in relation to the new generation of employees (Morgan, 2009). According to Cleveland, et al, (2007), organizational stress

literature suggests five major categories of sources of job stress and these are: First, stress associated with the job itself, including work overload, the hours of working, decision-making latitude, and the physical work environment; second, role-based stress that includes role conflict, role ambiguity, and job responsibility; third, stress associated with the changing nature of interpersonal relationships, including those with managers, supervisors, subordinates, and co-workers; fourth, career stress identified with the lack of opportunity for career development and promotion and job insecurity; fourthly, there are stressors associated with the work–family interface, including conflicts of loyalty, spill-over of demands from one domain to the other, and life events.

Work life balance practices improve the autonomy of workers in coordinating and integrating the work and non-work areas of their lives. Benefits of work life balance programs for employees include increased employee control over time and place of work (Thomas & Ganster, 1995) and reduced work-family conflict (Kossek & Ozeki, 1998). These types of practices are seen as a basic requirement for any employee so they can reduce tensions that occur in the working environment. On the other hand, benefits of work life balance for organizations include reduced absenteeism (Dex & Scheibl, 1999), increased productivity (Sands & Harper, 2007) and improved employee retention (Allen, 2001).

Over the last few years flower farms in Naivasha have been beset by allegations of poor employee practices and environmentally damaging production processes (Dwasi, 2006). In July 2010 more than 1,500 workers from Aquilla and Karuturi farms went on strike over poor working conditions and meager wages, the strike being the third in less than two weeks (Gitonga, 2010). Benefits such as paternity/maternity leave, dependent care provision and transport which enable workers to balance unpaid caring work with paid

work are often not extended to temporary workers. Temporary workers in cut flower industry work long hours for low pay, and rarely have access to benefits such as sick pay, medical care and maternity leave (Dolan *et al.*, 2003).

Long working hours, physical exposure to chemicals and psychological and sexual abuse will burn employees out. This is not of concern to the companies, as willing workers are so readily available. Long working hours mean that children are not always well supervised and may not be in school, which hinders the opportunities available to upcoming generations. The threat of job loss is imminent, and will keep employees from taking time to ensure they are healthy and cared for (Dolan *et al.*, 2003), hence the need to investigate the relationship between management styles and employee turnover.

In flower farms in Naivasha, women in particular face difficult working conditions due to their predominance in the most employee intensive aspects of production where long hours and insecure employment are common (Dwasi, 2006). Few studies on Work Life Balance practices in flower farms have been done. This leaves the gap which this study seeks to address. Specifically the study sought to investigate the extent to which Work Life Balance practices influence employee turnover in flower farms in North Rift Kenya.

2.5 Health and Safety Practices

A definition by International Labour Organization and the World Health Organization states that health and safety is the promotion and maintenance of the highest degree of the physical, mental and social well-being of the workers in all occupations. Occupational safety and health is generally defined as the science of the anticipation, recognition, evaluation and control of hazards arising in or from the workplace that could impair the health and well-being of workers (Alli, 2008). Hattingh and Acutt (2009), specialists in

occupational health and safety, state that occupational health is concerned with the relationship between work and health.

In the views of Mathis and Jackson (2004), occupational health is a general state of physical, mental, and emotional well-being of a worker. From the views of these writers, a healthy worker is the one who is free from illness, injury, mental and emotional problems that may impair his normal work activity or routine. Premier Occupational Healthcare (2010) adding their adding their voice to the definition of Occupational Health and Safety as activities, processes, or procedural strategies to protect and promote the health and safety of workers. That is, to eliminate all factors, behaviours and conditions hazardous to human health and safety at work. OHS enhances the physical, mental and social well-being of workers, and supports the development and maintenance of their working capacity, as well as professionalism and social development at work.

According to Hughes, (2007), health is the protection of the body and mind of people from illness resulting from work. He also defined safety as a protection of people from physical injury, farther more he explained health and safety as, the welfare of people at work that is, the protection of facilities to maintain the health and well-being of individuals at the workplace. Safety hazards according to Cole, (2002), are those aspects of the work environment that have the potential of immediately causing violent harm to an employee whilst health hazards slowly and cumulatively lead to deterioration of employees' health.

The protection of workers in their employment from risks resulting from factors adverse to health and the placing and maintenance of the worker in an occupational environment

adapted to his/her physical and psychological state. Definitions by I.L.O and W.H.O were adopted for this study because promotion and maintenance of employees' health is important in avoiding departures. Organisations should provide a safe working environment for its employees and to minimise the risk of accidents and injuries. Health and Safety should be a joint management/employees responsibility.

The Occupational Health and Safety Act 2007 states that it is the duty of the employer (management) to provide and maintain working equipment as far as practicable a working environment that is safe and without risk to the health of the employees. Recent reports indicate that work related injuries are caused by human factor and unsafe working conditions. These findings sparked interest but also raised concerns. Subsequently there could be many factors influencing or contributing to injuries at the firm, namely, management's level of decision-making, their level of understanding of the system, their lack of vigilance, attitude, compliance and commitment to the occupational health and safety management system (NOSA, 2011).

Health and Safety practice is referred to as an important resource for organizations in their ambition to create a good working environment. Health and Safety in the workplace is very important to ensure that an organisation provides a safe working environment for its employees and to minimize the risk of accidents and injuries. Health and Safety should be a joint responsibility between the company, management and employees. Organization should identify and describe the relationships between the work environment, organization, productivity and health (NOSA, 2011).

Bennet (2002), argues that when it comes to the workers' opinions on health and safety, they are often ignored by management. This allows for very little or no room for worker

contribution to health and safety within the organisation. Workers often find themselves compelled to simply follow the rules and policies of the organisation as these policies have already been put in place. Some of the requirements of the Occupational Health and Safety Act No 85 of 1993 (OHSACT) are that companies must create a health and safety policy under the chief inspector's directions (NOSA, 2011:7). According to section 7 of the Act, the function of the SHE policy is the protection of health and safety of employees at work. The act further requires that the Chief Executive Officer must sign this policy whereby the company's commitment, responsibility and accountability for health and safety is well stated in order to promote health and safety in the work place (NOSA, 2011).

Extensive scientific research conducted by Roelofsen (2002) has also yielded indications suggesting that improving working environment results in a reduction in the number of complaints and absenteeism and lower turnover. The indoor environment has the biggest effect on productivity in relation to job stress and job dissatisfaction. As suggested by Govindarajulu (2004), in the twenty-first century, businesses are taking a more strategic approach to environmental management to enhance their productivity through improving the performance level of the employees. It is evident in the research findings of Patterson *et al.*, (2003) that the more satisfied workers are with their jobs the better the company is likely to perform in terms of subsequent profitability and low turnover. Sekar (2011) argues that the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself.

According to a study Lamm, *et. al.*, (2006) there is increasing and compelling evidence that providing a healthy and safe working environment has the potential to increase employee productivity and in turn reduce employees turnover. Lamm *et. al.* also refers to the argument of some commentators that productivity gains are often at the expense of

workers' health and safety. Businesses typically strive to become more productive and in doing so are driving their workers to work longer, harder and with higher utilization often in extremely hazardous conditions, and only implement health and safety measures to keep compensation costs down (Massey and Perry, 2006; Dorman 2000; Quinlan, 2001).

As noted by Lamm *et. al.*, (2006), James (2006) exposure to risks associated with machinery and employees is being reduced; other risks related to the increase in employee turnover are on the rise. Lamm *et. al.* also suggest that efforts to increase productivity through occupational safety and health have contradictory results and point out the gaps in literature that give evidence that occupational injuries and illnesses impact negatively on productivity. It is therefore unclear whether or not reducing injuries and illnesses will automatically influence `employee turnover..

In the globalised world, employee cost has become an important consideration in product and service development as most firms aim at maximizing performance from their workforce and equipment. According to Lehtinen, (2001), healthy and safe working conditions improve performance and will thus, help developing countries become competitive in the globalised world economy and that is why many organisations are making efforts to ensure that health and safety are managed at the work place effectively.

At a three-day conference that ended May 17, 2015 in Nairobi, representatives of non-government organisations from the United Kingdom, Italy, Holland, Germany, and others met with Kenyan employee unions, non-government organisations, and others to hammer out campaigns that would be carried out in Kenya and overseas. The campaigns would highlight what they termed as exploitive employee conditions of workers.

A good practice of health and safety in an organization should demonstrate better task performance and citizenship behaviour which at the end of the day decreases employee turnover. The utilization of health and safety for every department in an organization can offer employees a clear accepted code system of rules or procedures about the safe operation of machinery, various devices and appropriate behaviours. Looking at the effect of occupational health and safety policy on employees' performance, Lim (2012) in his literature observed that when workers understand the health and safety rules and procedures of their job and the tools used for working, they tend to work effectively and efficiently resulting in motivation hence low employee turnover.

Ayieko (2011) conducted a study on health problems for Timau flower farm workers, and concluded that flower farms in Timau mainly engaged the services of young men and women mostly with no education or those of primary school level. Majority of the workers were migrants in respect to Timau area having come from all over Kenya. Majority of the workers lacked basic training on health and safety in what they were doing and had poor adherence to safety practices at work place. He also posited that the workers were at high risk due to lack of personal protective equipment and non compliance of re-entry rules to green houses following spraying. Respiratory problems and gastro intestinal problems top the illness list of these workers like in other areas where floriculture is done. Lack of adherence to safety practices especially use of personal protective equipments is associated with presence of various health problems among the workers in floriculture industry. This study sought to establish the relationship between health and safety and employee turnover in flower farms.

Most of the literature reviewed in this sub section has focused on generalities of health and safety at work. Little has been done to relate it to health and safety practices on

employee turnover in flower farms in Kenya, specifically in North Rift This study will therefore examine the contribution of health and safety on employee turnover.

2.6 The Concept of Employee Turnover

According to Argyle, (1989) states that employee turnover is the movement of people into and out of an organization. He found out that turnover is correlated to human resource management, (Zlotnic *et al.*, 2005) sees employee turnover as those who leave an organization for reasons that include retirement, death, marriage, parenting, spousal job moves, simple job exit as well as intent to leave, (Wermelin, 2009) conceptualized turnover as the voluntary leaving of a job, to (Muntaner *et al.*, 2006) the rate of employee turnover is a measure of the level of commitment of employees to organizational goals, as cited by Nwagbara, (2011). He further stated that the level of turnover in an organization is a gauge of the leadership structure.

Armstrong, (2009) posited that employee turnover can be defined as the ratio of the number of employees that leave a company through attrition, dismissal, or resignation during a period to the number of employees on payroll during the same period. Employee turnover is considered to be one of the persisting problems in organizations where employees are dissatisfied with its working environment. In particular if it involves quality employees who have worked for the organization for many years, high performers and experienced and loyal individuals (Somaya, Williamson, 2008). Turnover means that another organization may gain the new knowledge employee which could become its competitive advantage. The loss of knowledge thus is a threat for the former organization, which increases the significance of knowledge continuity.

When an organisation's managerial structure is not inclusive and distributed, it creates a work environment that makes it extremely difficult for employees to remain in such organisations since their welfare, interests, and opinions are not taken into account in the leadership process. This is crucially important in gauging the level of employee turnover in organisations (Argyle, 1989; Purcell *et al.*, 2003). Research has empirically demonstrated that there is a strong correlation amongst leadership, Rewards, work life balance, health and safety and employee turnover.

Without properly harnessed and cultivated human resource, organisations could barely grow or raise their heads above water in the competitive business environment of today. It is to this end that Storey (2001) has urged that human resource practices generates the ability to attract and hold on to talented employees, which is the single most reliable forecaster of overall organisational excellence and increased Productivity. Assessment of employee turnover is therefore necessary for organizational employee retention and good return on capital employed (Delerey & Doty, 1996; Pfiffer & Viega, 1999).

2.7 Link between Human Resource Practices and Employees Turnover

Managing human resource is one of the main functions that organisations undertake. HRP is a series of integrated decisions that form employment relationship; it involves developing employees to maximise their potential in a manner that furthers the objectives of both the individual and the organisation. Bratton and Gold (2009), HRP is an approach to managing employment relations which emphasises that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmes and practices. Thus, HRP aims at carrying out sets of programmes, functions and activities designed to maximize employee wellbeing and organisational objectives.

Much of the emphasis of good employment practices has however been placed on strategies to retain staff (Hutchings, De Cieri & Shea, 2011). Also, satisfaction and commitment has been linked to retention. The emphasis here has been on flexible employment, communication, family-friendly work policies, telecommuting, well-being programmes, employment conditions, and social and community practice (Beauregard & Henry, 200). All these efforts are aimed at improving HR practices and workplace relations and, consequently, organisational performance through the shaping of employees' attitudes and behaviours (Whitener, 2001).

In spite of the various HR functions that can be initiated as practices, this study would concentrate on four practices namely, rewards, leadership style, workplace health and work-life balance. These practices are among the common ones which cut across the three major viewpoint or theories of HR practices. Also it is believed that these practices have the potential of motivating employees as well as offering them some level of security, autonomy, recognition and improved self-worth leading to affective commitment. The situation of the floriculture industry in East Africa is not different from the rest of the world. The Kenyan floriculture industry is the oldest and most successful flower industry in Africa. The industry has expanded from small scale to one of the key off-season suppliers of cut flowers in the world. There are over 500 producers and exporters growing flowers in Kenya (Dolan *et al.* 2002).

According to the study made by Dolan *et al.* (2002), there are a number of problems affecting Kenyan flower farm workers. These include: employment insecurity, lack of overtime payment, non-representation, absence of complaint procedure, low wages, lack of promotion, poor health and safety issues, inadequate transportation, lack of support for pregnancy and maternity leave, and lack of awareness of rights and codes. Especially, for

women lack of adequate maternity leave creates anxiety about securing women flower farm workers' income. As a result, pregnant workers may hide their pregnancies or be forced to abort, thus need for this study to establish how employees health and safety influences on employee turnover in flower farms.

2.8 Conceptual Framework

Oso and Onen (2009) noted that a conceptual framework is a diagrammatic presentation of a theory and that it's presented as a model where research variables and the relationship between them are translated into a visual picture to illustrate the interconnections between the independent, intervening and dependent variables. Miles and Huberman (1994), also defined a conceptual framework as a visual or written product, one that explains, either graphically or in narrative form; the main things to be studied are variables and the presumed relationships among them.

For this reason, the conceptual framework of the study, the system of concepts, assumptions, expectations, beliefs, and theories supports and informs the research is a key part of the design (Miles & Huberman, 1994; Robson, 2011). The most important thing to understand about a conceptual framework is that it is primarily a conception or model of what is out there that you plan to study. The function of conceptual framework is to inform the rest of your design, to help you to assess and refine objectives, develop realistic and relevant research hypothesis, select appropriate methods, and identify potential validity threats to conclusions. It also helps researcher to justify the research.

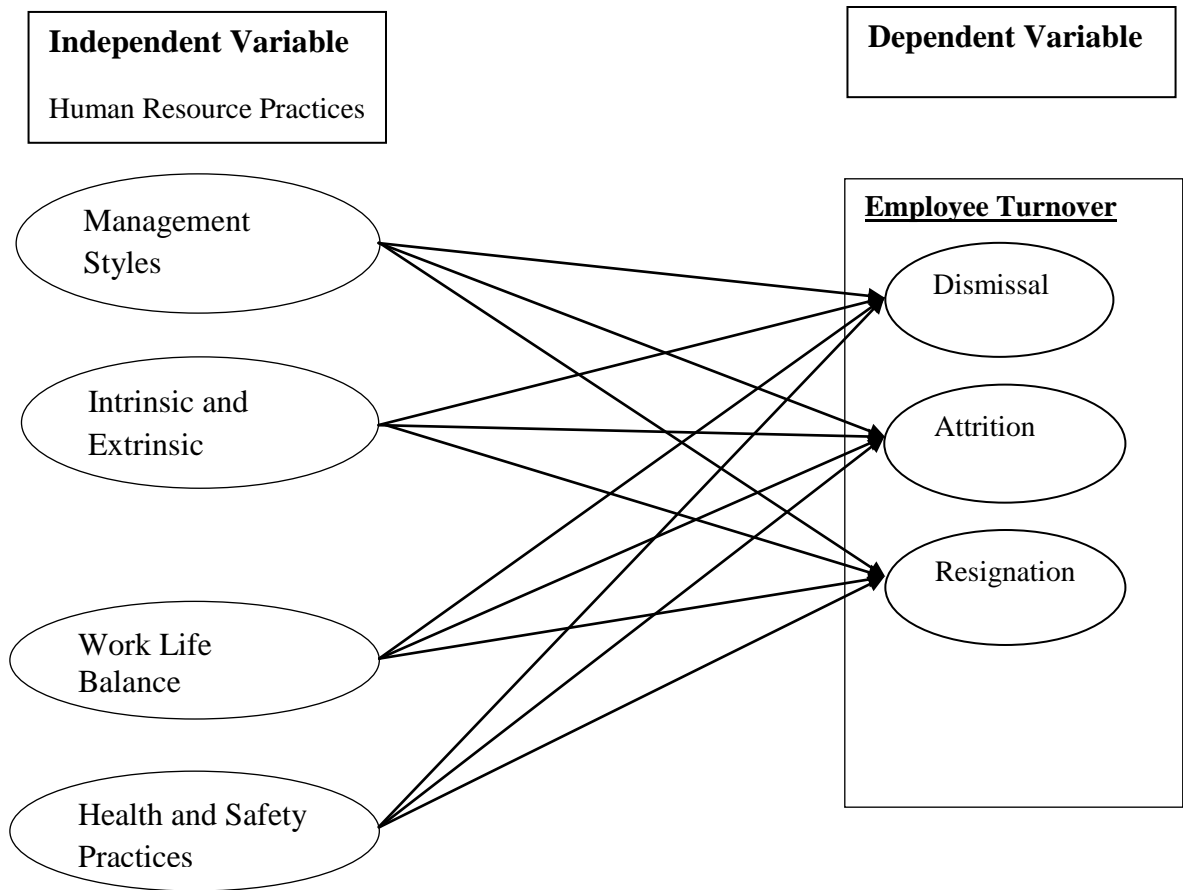


Figure 2.1. Conceptual Framework

Source: Conceived for study, 2016

Variables identified from literature and theoretical framework was used to construct the conceptual framework depicted in Figure 2.1. It shows the relationship between human resource practices and employee turnover. From conceptual framework the independent variable, is human resource practice defined as: Management styles, Intrinsic and Extrinsic Rewards, Work Life Balance and Health and Safety while the dependent variable was defined as attrition dismissal and resignation. It is premised that the independent variable act to affect the dependent variable which is employee turnover. The conceptual framework is based on Herzberg theory as well as the literature review. It not only explains the relationship between the independent and dependent variables but also the interrelationship between the variable themselves.

2.9 Chapter Summary and Research Gap

This chapter is assessing existing scholarly work on the subject human resource practices. Specifically it has taken a review of different perspectives which is put and aligned together to provide a basis that will make it possible to lay certain claims. The works on the topic reviewed include books and journals by eminent authorities on human resource practice. In discussing the rationale for employee retention, the literature pointed to the fact that, retaining employee is an important issue for organisations because turnover is very costly in terms of the economic impact, time, money and other resources especially when critical and knowledgeable employees leave the organisation.

To minimise these potential problems forward-thinking organisations must strive to create a positive organisational climate through various HR practices initiatives to retain valuable employees. Also from literature several studies have been conducted to establish the relationship between human resource practices and employee turnover which the researcher finds in critical in terms of determining whether employers in flower farms have actually put in place effective human resource practices systems to insure the welfare of their employees' hence managing employee turnover.

The theoretical and empirical examination revealed that human resource practices factors that could affect employee retention are numerous and include rewards, management styles, work-life balance and health and safety. The effect of job satisfaction on turnover and retention has also been reviewed. However previous studies on best practices in HR have been fragmented and researchers have not arrived at an effective blend of practices that could improve organisational commitment and retention (Chew & Chan, 2008). Also most of the studies on retention were conducted mainly in Western World (Samuel &

Chipunza, 2009). Hence there is a limited empirical study on employee retention in Africa and particularly in Kenya; this suggests that, there is limited empirical evidence on HR Practices and employee turnover in the developing world like Kenya hence there is a research gap. Accordingly, this study sought to fill this research gap by investigating the influence of human resource practices on turnover of employees in flower farms in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

The purpose of this chapter is to present the philosophical assumptions underpinning this research, as well as to introduce the research strategy and the empirical techniques applied. It contains the following; research philosophy, research design, population, sampling size and sampling technique, data collection instruments, data collection procedure, pilot study, measurement and scaling techniques, data analysis and processing, statistical method and hypothesis testing.

3.1 Research Design

Creswell (2009) defines research designs as plans and the procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. Research design represents the arrangement of conditions for collection and analysis of data with the aim of combining relevance to the research purpose with economy to the procedure so that the questions regarding decisions on what, where, when, how much and by what means concerning the research study constitute a research design (Orodho, 2008). This study adopted survey design both analytical and descriptive. According to Sapsford (2006) a survey is a detailed and quantified description of a population. Surveys involve the systematic collection of data, whether this is by interviews, questionnaire, or observation methods so at the very heart of surveys lies the importance of standardization.

This research was to investigate factors influence employee turnover in flower farms in North Rift, Kenya. Hence, a survey research design was considered appropriate for the

study because the data was collected from cross sectional representation of the population. The views obtained therefore represented the views of the entire population under study. Information was collected from respondents about their experiences and opinions in order to generalize the findings to the population that the sample was intended to represent. This method was the most appropriate for obtaining factual and attitudinal information for research questions about opinions, characteristics and present or past behavior (Neuman, 2000). Since this study sought to obtain information from flower farms employees about human resource practices the survey design was the most appropriate.

3.2 Research Paradigm

According to Bryman (2004), a paradigm is a set of beliefs that prescribes how research in a specific discipline should be implemented and how the results should be interpreted. According to Tashakkori & Teddlie, 2010 a paradigm is essentially a set of beliefs that encompasses the theories of a group of researchers, with these ideas underpinning their research methods and interpretation. Within the context of social and behavioural sciences, paradigms largely follow two main approaches. Guba and Lincoln apply the terms scientific and naturalistic to the concept of a paradigm, while Tashakkori and Teddlie (2010) use the terms positivist and constructivist.

The nature and underlying understanding of these two theories of the paradigm have been a great source of debate. For example, Burrell and Morgan (1979) discuss the influence that a paradigm position can have on the ensuing design approach; a largely quantitative research method can be indicative of underlying positivist paradigm beliefs, while a qualitative approach is more suggestive of a constructivist paradigm position. According to Bryman, while these types of research design may be indicative of the nature of the paradigm position, they are not fixed (2004).

In their studies, Tashakkori and Teddlie (2010) address the way in which debates relating to paradigms have evolved throughout history, and assert that the once-dominant logical positivism that was founded on the need for observable facts became less popular with the emergence of the popularity of the post-positivist position. Essentially derived from the underlying beliefs of positivism, post-positivism acknowledged the theory-ladenness of observation, ladenness of facts, and the value-ladenness of science and research as being constructivist in nature (Tashakkori & Teddlie, 2010).

As these theories developed they gradually were superseded by constructivist perceptions of social reality (Tashakkori & Teddlie, 2010) during what was known as the mono method era. During this period researchers began to confine their studies to either a quantitative or qualitative approach, underpinned by their post-positive or constructivist beliefs respectively. Paradigm Wars according to (Tashakkori & Teddlie, 2010) describe how the mono-method approach to scientific study was challenged in the 1960s, with the resulting approach being a mixture of qualitative and quantitative research and thus a hybrid of post-positivism and constructivist beliefs.

In the 1990s, mixed-method approaches that encompassed both qualitative and quantitative studies became highly popular (Creswell, 2003). The period of paradigm wars marked the emergence of debate that focused on the ways in which paradigm and methodology are related (Tashakkori & Teddlie, 2010). Some scientists viewed the differences between post-positivism and constructivism as being entirely conflicting, and did not agree to the viability of mixed method research. They became known as the compatibility theorists in response to this, a third set of beliefs eventually emerged: the pragmatic paradigm. Many pragmatists, like Tashakkori and Teddlie (1998), believe that

the pragmatic paradigm approach has resolved the disagreements of the paradigm wars; and subsequent studies have employed a mixture of qualitative and quantitative research to good effect (Meekers, 1994; Morse, 1991).

Pragmatists' associate paradigm with the nature of the research questions developed (Creswell, 2003). As it is not possible to conduct research in a single-dimensional approach, a 'what works' tactic allows researchers to focus on questions that cannot be handled via a purely quantitative or purely qualitative approach. Darlington and Scott (2002) add to this argument, asserting that many decisions that are made while designing a research study are not based on decisions that are philosophical in nature, but on practical concerns related to the type of methodology that will be best suited to the study. Essentially, therefore, the pragmatic paradigm rejects a strict choice between post positivism and constructivism (Creswell, 2003).

Tashakkori and Teddlie (1998) and Creswell (2003) view the pragmatic paradigm as a philosophy that supports an intuitive approach to research and scientific study. Adopting this approach allows scientists to make informed decisions about which methods to apply, based on their individual value systems (Creswell, 2003). As such, it may be claimed that the pragmatic paradigm is suitable for social and management research as well as for scientific research, as it offers a harmonious combination of quantitative and qualitative approaches suitable for practitioner-based research.

This research was guided by the philosophy of pragmatism. Pragmatic research reflects the researcher's innate disposition toward systematic enquiry. It also allows a flexible approach to the investigation, accommodating an outcome-and adaptive-oriented enquiry method (Johnson & Onwuegbuzie, 2004) and allowing for the use of mixed methods

(Calori, 2000; Cherryholmes, 1992; Creswell, 2003). This kind of developmental and iterative approach helps the researcher to engage with issues as they emerge. In addition, it allows for both qualitative and quantitative data and analysis to be used, and both inductive and deductive forms of enquiry.

3.3 Research Approach

A research project that employs both qualitative and quantitative techniques can be said to be using a mixed method approach. This approach incorporates different types of data to help in better answering the research questions (Hayati, Karami, & Slee, 2006). It has been suggested that a mixed method approach is best suited to exploratory research, as the questions being posed have not been answered before (Gable, 1994; Karami, Analoui, & Rowley, 2006; Scandura & Williams, 2000). A mixed method approach adds to the credibility of outcomes as the quantitative data is supported by qualitative data (Easterby-Smith *et al.*, Easterby-Smith, Thorpe., & Lowe, 1991; McGrath, 1982; Scandura & Williams, Employing both qualitative and quantitative techniques brings a further perspective to the research questions. As Punch (2005) contends, qualitative techniques help in determining the attitudes, behaviours, and perspectives of the research subjects while quantitative techniques help in understanding the environment of the study. When combined, the methods will present a lucid picture and will offer clear answers to the research questions.

Greene, Caracelli and Graham (1989) discuss five benefits of employing a mixed-methods approach: Triangulation using different sets of data and methodology in order to test hypotheses and consistency of findings; Complementary confirming the validity of the

results from one study by employing a different research method; Development applying the results from one method in the design of further research; Initiation challenging research results from one method; Expansion developing methods in order to explore them further and garner additional detail. It is generally recognized that a mixture of qualitative and quantitative methods provides the most reliable insights and research findings.

3.4 Study Area

The study was undertaken in flower farms in North Rift Region of Kenya. North Rift Kenya is positioned in the Northern part of the former Rift Valley Province. It comprises of several counties, namely: Nandi, Uasin-Gishu, Trans Nzoia, Elgeiyo Marakwet, West Pokot, and Turkana. The main economic activity is agriculture which includes floriculture. This area is predominantly affected by perennial conflict and insecurity due to scarce natural resources, livestock rustling, cross border banditry, land disputes, ethnic rivalries and proliferation of illegal small firearms. These issues are further compounded by the poor communication infrastructure in the region. During the time the study was conducted it was relatively peaceful thus enabling the researcher to complete the research in time.

The area covers 91375.4 square kilometres and has a population of 4,203,988. This study however focussed on six flower farms four were in Uasin Gishu and two were in Trans Zoia. The researcher selected these farms for study due to the following; accessibility, budgetary constrains, the farms employed both men and women so information obtained will represent the whole population rather than one predominant gender. Flower farms in North Rift, Kenya are relatively a new development in the area hence the researcher had an interest to establish how well human resource practices were being implemented. This

is therefore the first research of its kind in the flower industry dealing with human resource practices.

3.5 Target Population

Table 3.1 Target Population

Farm	Managers	Supervisor	Employees	Total
Majimazuri	8	12	970	990
Equator flowers	6	10	772	788
Zena Roses	7	7	975	989
Panacol Flowers	3	7	825	835
Anderson flowers	4	6	826	836
Sirgoek	2	6	476	484
Total	30	48	4844	4922

Source: Survey Data 2016

Population is a large collection of all subjects from where a sample is drawn (Zikmund, Babin Carr & Griffin, 2012). The target population or the unit of observation is a group of individuals, or objects that a sample is drawn for measurement (Kombo & Troomp, 2009). The study targeted employees and management in six flower farms in North Rift Kenya. The farms have a total of 4922 employees as shown in Table 3.1.

3.6 Sample size and Sampling Procedures

3.6.1 Sample size determination

The sample size for this study was based on a sample size determination formula by Krejcie and Morgan (1970) as cited by Kasomo (2001). The sample size calculation is in Appendix IV. The total sample size for the study was as shown in Table 3.2.

Table3.2 Sample Size

Farm	Managers	Sample Size	Supervisor	Sample size	Employees	Sample size	Total Sample
Majimazuri	8	1	12	1	970	70	72
Zena Roses	6	1	10	1	772	55	57
Equator flowers	7	1	7	1	975	69	71
Panacol Flowers	3	1	7	1	825	58	60
Anderson flowers	4	1	6	1	826	59	61
Sirgoek	2	1	6	1	476	34	36
Total Target	30		48		4844		
Total Sample size		6		6		345	357

Source: Survey Data 2016

3.6.2 Sampling Procedures

Sampling procedures are the plans or strategies used by a researcher to select a sample of participants chosen from a given population to gain or obtain information about the large group, (Cresswell, 2011). Employees were stratified into 3 groups (top management, supervisor and employees. The study used purposive sampling to select participants from the top management employees.. Cresswell, (2011) state that purposive sampling which is also known as deliberate or convenience sampling allows researchers to use cases that have the required information with respect to the objectives of their study.

Stratified sampling was used to select employees from the middle level management, supervisors and lower cadre employees. Simple random sampling was applied to select the actual participants for the study from each flower farm. Under Simple random sampling, each member of a population has an equal chance of being included in the sample. Also, each combination of members of the population has an equal chance of composing the sample. Simple random sampling is the easiest method of sampling and it is the most

commonly used. Advantages include additional information on the frame such as geographic areas other than the complete list of members of the population along with information for contact.

Also, since simple random sampling is a simple method and the theory behind it is well established, standard formulas exist to determine the sample size, the estimates and these formulas are to use (Stebbins, 2001). On the other hand, this technique makes use of auxiliary information present on the frame that could make the design of the sample more efficient. And although it is easy to apply simple random sampling to small populations, it can be expensive and unfeasible for large populations because all elements must be identified and labeled prior to sampling. It can also be expensive if personal interviewers are required since the sample may be geographically spread out across the population, (Silverman, 2011). However, the method was still appropriate for the study since the study sample was not so large. This implied the selection by the researcher, of participants for a particular study he/she deems in the best position to provide the relevant information needed for such a study. This section provides the sampling process adopted for this study.

The study adopted stratified sampling to select employees where respondents were grouped in different farms then random sampling employees in every stratum. Stratified sampling identified sub groups in the population and their proportion and selected from each group to form a sample. This was intended to group the flower farms and their population into homogenous subsets that share similar characteristics. It also ensured equitable representation of the population in the sample (Oso and Onen, 2009). Purposive sampling was also adapted to select managers and supervisors who participated in the study in every farm.

3.7 Data Collection Instruments

Data collection instruments are means by which primary data is collected in social research (Kothari 2009). The methods are varied in terms of time, cost of money or other resources at the disposal of researcher (Orodho, 2008). The study used questionnaires and observation to collect primary data. Questionnaires consist of specific short questions related directly to the research questions (Copper and Schindler, 2011) which are asked verbally by the interviewer or answered by the respondents on their own and the number of the closed ended questions should always exceed the open ended (Bryman, 2012). This study used structured questionnaires which were self administered to obtain the primary data. The items were adopted from other relevant studies to ensure consistency and flow of survey was preserved. Secondary data was collected through document analysis.

3.8 Data Collection Techniques

This study utilized quantitative and qualitative data. According to Creswell (2009) research involves collecting and analyzing quantitative and qualitative data. Quantitative data includes closed-ended information such as that found on attitude, behavior, or performance instruments. Sometimes quantitative information is found in documents such as census records or attendance records. The analysis consists of statistically analyzing scores collected on instruments, or public documents to answer research questions or to test hypotheses. This section presents the data collection instruments that the study adopted. These Instruments are; questionnaires, observation and document analysis, as discussed below.

3.9 Primary Data

According to Donald Currie (2005) Primary data is data that are only obtainable directly from an original source. In certain types of primary research, the researcher has direct

contact with the original source of the data. The decision to collect primary data for a research project is influenced by the kind of research that the searchers are carrying out. A researcher carries out primary research when the data you need is not available from published sources. For example, if you are carrying out an assignment, a major project or a degree dissertation, you may need information that is only available from key individuals, such as managers, a group of employees in an organisation, customers or other members of the public. Conversely, you may need to know how groups and individuals react to particular situations and ideas, or how they behave when they are carrying out their jobs. There are two main methods used to collect primary data in this research. The methods were questionnaires and observations.

3.9.1 Questionnaires

A questionnaire is a set of questions on a topic or group of topics designed to be answered by a respondent. This implies that the respondent is in full control of the questionnaire and will thus complete and return it at their own convenient time. According to Kombo & Tromp (2006), a questionnaire is a research instrument that gathers data over a large sample. The questionnaire was suitable for this study, mainly because the variables under study could not be directly observed such as views, opinions, perceptions, feelings and attitudes of the respondents. Such information is best collected through interviews, (Kothari, 2008). Since it was a standard research instrument, it allowed for uniformity in the manner in which questions were asked and made it possible to compare across respondents, (Cohen and Manion, 2003). It was also suitable because the target population was literate and thus there were limited chances of difficulties in responding to questionnaire items.

However, a questionnaire has some disadvantages. For example it may not gauge the respondents' sincerity; it might not reach the targeted destination, and is not useful when the target population is illiterate. The questionnaire contained closed to elicit attitudes, views, perceptions and opinions from the subordinate staff. The items were in 5 point Likert scale to enable the researcher to code responses easily using descriptive statistics. Questionnaires were administered by the researcher. They were constructed by researcher and approved by supervisors. According to Creswell (2009) the questionnaire is an efficient research tool because the researcher is likely to obtain personal ideas from the respondent. The respondents are free to read questions, complete the questionnaire and return it at the end of the activity. The questionnaire formed the major source of primary data used in the study.

As Gillham (2007) points out, the popularity of questionnaire is also probably based on some of their inherent advantages. They are low cost in terms of both time and money. In contrast to, say, interviews, questionnaires can be sent to hundreds or even thousands of respondents at relatively little cost. The inflow of data is quick and from many people. Also respondents can complete the questioners at a time and place that suits them. Data analysis of closed questions is relatively simple and questions can be coded quickly. Respondents' anonymity can be assured, but Gillham (2007), rightly noted that in small scale surveys, this can be largely nominal in character. It may not be difficult for the researcher to recognize the responses of individuals. But real anonymity can also be double edged. The data from questionnaires was purely quantitative and all the objectives were covered; section A sort information on demographic profiles on the respondents. Section B dealt with management styles, section C dealt with intrinsic and extrinsic rewards, section D work life balance and finally section E health and safety.

3.9.2 Observation

Observation involves the systematic viewing of people in action and the recording, analysis and interpretation of their behaviour (Saunders *et. al.*, 2012). The observational method is often associated with ethnographic methodology in that it studies people in their natural settings. There was need to employ naturalistic observation methods in gathering the data so that the researcher may observe the employees in their natural phenomenon. An essential ingredient of naturalistic observation is careful record keeping (Burney, 1998), particularly the use of observational schedules. Observation method was used because the study took place in the flower farms where employees were in their natural setting. This was an important method that would help to find the comparison between the data collected from the questionnaire and the reality in the flower farms. The data obtained from this section covered all the objectives of the study and the results were integrated with the quantitative results from the questionnaire in chapter four.

3.10 Secondary Data

Document Analysis according to Lindlof and Taylor (2002) can be linked to the talk and social action context that the researcher is studying. Documents are not only stable, exact and broad, but are also reliable because they are not created as a result of, or to suit, the research context (Yin 2009). He argues that documents help researchers reconstruct past events as well as ongoing processes that are often relatively accurate and documents reflect a certain kind of rationality at work. Blaxter *et. al.*, (2001) says that using documents may confirm, modify or contradict a researchers finding, enable a researcher to focus attention on analysis and interpretation and also complement primary data. Lindlof and Taylor (2002) stated that common documentary sources for research are government reports; flower farms records, employee unions, Federation of Kenyan Employers.

This was an important method of data collection because the study reviewed the various literatures that have been written by various authors. This will become the background of the available information where the study will establish new findings that foster new knowledge to flower farming. However, secondary data has advantages and setbacks. Its advantages are; Cost effective. This is likely to be less than would have been incurred if the data is collected from scratch. The researcher can get data without necessarily going to the field to obtain primary data. If the data is publicly available, then scholars will have the opportunity to carry out replication studies to fine tune or validate initial findings (Welch, 2000). Data often come from sources developed by teams of researchers who have many years of experience in research design and data collection (Boslaugh, 2007). Convenience for student research this was suggested by (Szabo & Strang, 1997).

Given that they often have to complete dissertations to very demanding timelines. It also has some disadvantages. Data might be incomplete, obsolete, inaccurate, or biased. In case of this set back a researcher can use unpublished studies. Data mining researcher may go round that data by looking for themes of hypotheses. The data could be split into two separate sub-samples, the first used for exploration and the second for hypothesis. The data obtained from this section focused on all the objectives and the results were integrated with the quantitative results from the questionnaire in chapter four.

3.11 Validity and Reliability of the Research Instruments

This section deals with validity and reliability of the research instruments.

3.11.1 Validity of the Study Instrument

Validity is the degree to which an instrument measures what it is expected to measure (Bryman, 2012). It is also regarded as the extent to which the differences found with a measuring instrument reflect true differences among those tested (Kothari, 2011). There

are various types of validity that include construct, content, convergent concurrent, and predictive (Drost, 2011). This study adopted both the construct and content validity. The construct validity was specifically applied by use of a questionnaire that was divided into sections to collect information for each of the objectives and also taking into considerations the conceptual framework (Nasrudin & Othman, 2012) while the content validity was by achieved by adopting and revising instruments that had been used in earlier studies and subjecting the questionnaire to experts who are a panel of peers to assess whether the questions are effective (Bryman, 2012).

According to Foxcroft (2004), a panel of experts to review the test specifications and the selection of items, the content validity of a test can be improved. The experts were able to review the items and comment on whether the items cover a representative sample of the behaviour domain. To test the validity of the instruments used in the study, the questionnaire was availed to supervisors together with a panel of experienced researchers of Moi University. The results from the piloting together with the comments from the experts were incorporated in the final instrument. Also factor analysis was employed to check on the factors to be reduced. The results are shown on Table 3.3 below

3.11.2 Validity factor analysis

Kaiser Meyer-Olkin and Bartlett Test of Sphericity

Table 3.3 Kaiser-Meyer-Olkin and Bartlett's Test Results

KMO and Bartlett's Test		
<u>Objective One</u>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.712
	Approx. Chi-Square	136.197
Bartlett's Test of Sphericity	Df	55
	Sig.	.000
<u>Objective Two</u>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.506
	Approx. Chi-Square	656.283
Bartlett's Test of Sphericity	Df	351
	Sig.	.000
<u>Objective Three</u>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.502
	Approx. Chi-Square	592.893
Bartlett's Test of Sphericity	Df	276
	Sig.	.000
<u>Objective Four</u>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.909
	Approx. Chi-Square	677.717
Bartlett's Test of Sphericity	df	30
	Sig.	.000
<u>Dependent Variable:</u>		
employee turnover: Indicators: dismissal, Attrition and resignation		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.772
	Approx. Chi-Square	63.083
Bartlett's Test of Sphericity	Df	15
	Sig.	.000

Source: Survey Data 2016

To assess the factorability of items, two indicators were examined Kaiser Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity. These tests were generated by SPSS, and helped to assess the factorability of data or suitability of data for

structure detection (Pallant, 2010). Kaiser-Meyer-Olkin (KMO) test was used to assess sampling adequacy. The index ranges from 0 to 1 (Tabachnick & Fidell, 2007). For adequate sample, KMO test statistic should be greater than 0.5 (Hair *et al.*, 2013). The world-over accepted index is 0.6 or higher to proceed with factor analysis (Fabrigar, Wegener, MacCallum and Strahan, 1999). Table 3.3 shows KMO statistics of 0.712, 0.506, 0.502, 0.909 & 0.772 for objectives one, two, three, four and dependent variables which is greater than the conventional probability value of 0.5 and over .60 for a satisfying sample. This implies an acceptable degree of sample adequacy for factor analysis.

On the other hand Table 3.3 also presents the results of Bartlett's test of sphericity. Bartlett test of sphericity was performed to assess the appropriateness of using factor analysis (Hair, *et al.*, 2013). For factor analysis to be recommended suitable, the Bartlett's test of sphericity should have p-value of less than 0.05 (Fabrigar *et al.*, 1999). Bartlett's test of sphericity indicates a chi-square of 136.197, 656.283, 592.893, 677.717 & 63.083 with an associated p-value of 0.00 which is lower than the conventional probability value of 0.05. It was thus concluded that factor analysis was an appropriate approach for assessing construct validity of the scale.

3.11.3 Reliability of the Instrument

Table 3.4. Reliability of the Instrument

Reliability Statistics

Cronbach's Alpha	N of Items
.829	101

Source: Survey Data 2016

Reliability is the consistency of measurement (Bollen, 1989; Abbot and McKinney, 2013) despite the changing conditions. There are a variety of methods that can be used to test

reliability in behavioral research that include; test-retest reliability, alternative forms and split halves and internal consistency (Drost , 2011). The internal consistency was selected due to its higher stability in comparison to the others (Bryman, 2012). And tested using the Cronbach's alpha statistic (1951) which measures consistency within the instrument assessing how well a set of items measures a particular behavior or characteristic within the test. The estimates of reliability should be based on the average inter correlations among all the single items in the test (Drost, 2011). The Cronbach's alpha (α) coefficient when used for reliability test the value should be 0.8 although 0.7 can be adopted as a satisfactory level (Bryman, 2012). In this study a Cronbach alpha of 0.829 was obtained indicating that the instruments were reliable

Pilot test was administered on 30 respondents at Ravine Roses in Baringo County. After which Cronbach's alpha was used to present the average of all possible split-half correlation and so measures the consistency of all items and the results were 0.829. The extent of this consistency is measured by reliability consistency using a scale from 0.00 which is(very unreliable) to 1.00 (perfectly reliable). A score of greater than 0.7 is generally deemed to be acceptable (Gray 2014). The results are presented on the table above.

3.12 Measurement and Scaling Technique

Measurement is the assignment of a number to an object which reflects the degree of possession of a characteristic by that object (Panneer selvam, 2006). Scaling is a description of procedures of assigning numbers to degree of opinions, attitudes and other concepts (Kothari, 2011). The study used closed ended questions and a 5-point Likert scale for measuring the objectives. The closed ended questions presented on the Likert scale is designed to examine how strongly the subjects agree or disagree with a statement

(Sekaran and Bougie, 2010). The 5-point Likert will range from strongly disagree to strongly agree or from highly significant to highly insignificant. Likert scaling is one-dimensional (Trochim, 2006) and is usually preferred due to the fact that the concepts are easy to understand as one has more or less of it; they are reliable and provide more information (Kothari, 2009). The measurement and scaling technique of using the Likert was applied in the study.

3.13 Measurement of Independent and Dependent Variables

The Likert scale dominated the questionnaire due to the fact that it can be used in a wide variety of circumstances: when the value sought cannot be asked or answered with certainty ;when the value sought is an opinion, effect or belief or when the value sought is considered so sensitive in nature that the respondents cannot answer except if it is in large ranges and the fact that it can easily be evaluated through standard techniques such as stepwise regression analysis and factor analysis (Montgomery, Peak and Vining, 2001).

3.14 Data Analysis and Processing

Table 3.5. Data Analysis by Objective Measurement and Test

OBJECTIVE	Nature of objective	Independent variable	Dependent Variable	STATISTICAL TESTS
Management commitment and employee turnover	Inferential descriptive	Non metric	Metric	Correlation Ordinal Regression,
Rewards and employee turnover	Inferential descriptive	Non metric	Metric	Correlation Ordinal Regression,
Work life balance and employee turnover	Inferential Descriptive	Non metric	Metric	Correlation Ordinal Regression,
Health and safety and employee turnover	Inferential descriptive	Non metric	Metric	Correlation Ordinal Regression,

Source: Survey Data 2016

From Table 3.5 above data analysis is the application of reasoning to understand data that has been gathered with the aim of determining consistent patterns and summarizing the relevant details are revealed in the study (Zikmund, Babin, Carr and Griffin, 2012). Data processing entails editing, classification and tabulation of data collected so that easy to analyze (Kothari', 2009). Data entry converts raw data gathered by secondary or primary methods to a medium for viewing and manipulation. The analysis used descriptive and inferential statistics. The hypothesized relationship was examined and tested using Pearson correlation analysis and Regression analysis.

Data after collection is processed and analyzed for the intended purpose (Cresswell, 2011).

The processing involved editing and scrutinizing the completed questionnaire so that data

was accurate, consistent with the facts gathered and uniformly entered at the field and after all the questionnaires had been gathered so that it was arranged for coding and tabulation. The data was coded through assignment of numbers to facilitate quantitative analysis.

3.15 Ethical Considerations

According to Jwan and Ong'ondo (2011) research ethics are the moral principles that guide a research study from its inception through to its completion and publication. The respondents were assured of anonymity by asking them not to write their names on the questionnaires. The researcher also took individual responsibility for the conduct and consequences of the research by adhering to the time schedule agreed upon with the management of flower farms. The appropriateness and acceptability of our behaviour as researchers was affected broader social norms of behaviour. Ethical issues in this study were categorized into three.

3.15.1 Ethical issues relating to Research Process

The researcher maintained privacy of actual and possible participants. Maintenance of the confidentiality of data provided by individuals or identifiable participants and their anonymity. The researcher respected the willingness of the despondence to participate not to participate in the research.

3.15.2 Ethical issues Relating to the Individual Researchers

The researcher took step to avoid plagiarism, fraud and abuse of privileges. Plagiarism was avoided by acknowledging the author. It is also the stealing of ideas from another scholar Creswell *et al* (2003). It's a criminal offence, punishable by law. Fraud is a

situation where the researcher takes data that has been collected. An instance is when a researcher completes a questionnaire on behalf and in the absence of the respondent Creswell *et al* (2003). Fraud was avoided by collecting primary data. Absence or misuse of researcher's privileges refers to a situation where the researcher misuses the trust of the subject. The researcher maintained confidence of the despondence by remaining honest.

3.15.3 Issues Relating To Research Subjects

During the study the researcher upheld the right of the despondence: the right not to participate, not to be harassed or, not to be contacted at unreasonable time and place, of participants to determine with reason when they will participate in the data collection process, , of participants not to answer any question, or a set of questions. To achieve this researcher contacted the participants during lunch brakes and issued questionnaires to those who were willing to take.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION

4.0 Overview

This chapter presents the results of data analysis. The study investigated the influence of the human resource practices on employee turnover in flower industry in North Rift Kenya. The chapter is divided into five major sections with section one covering the demographic information of the respondents involved in the study and section two deals with the relationship between management styles and employee turnover in flower farms. Section three covers information on the relationship between intrinsic and extrinsic rewards and employee turnover in flower farms, section four deals with the relationship between work life balance and employee turnover in flower farms while the last section deals with the relationship between health and safety practices and employee turnover in flower farms. Data was collected using questionnaires and interview schedules and were analyzed using descriptive and inferential statistics. The chapter opens with a demographic description of the respondents involved in the study.

4.1 Demographic Information

A total of 321 out of 357 respondents fully filled and returned the questionnaires. Therefore the return rate for questionnaires used for data analysis was 89.9% which was considered adequate to provide sufficient information on the influence of the human resource practices on employee turnover in flower industry. The demographic information gathered from participants included; age, gender, marital status, education level and work experience.

4.2 Age of the Respondents

The respondents were asked to indicate their age in the questionnaire. The results are presented in Figure 4.1.

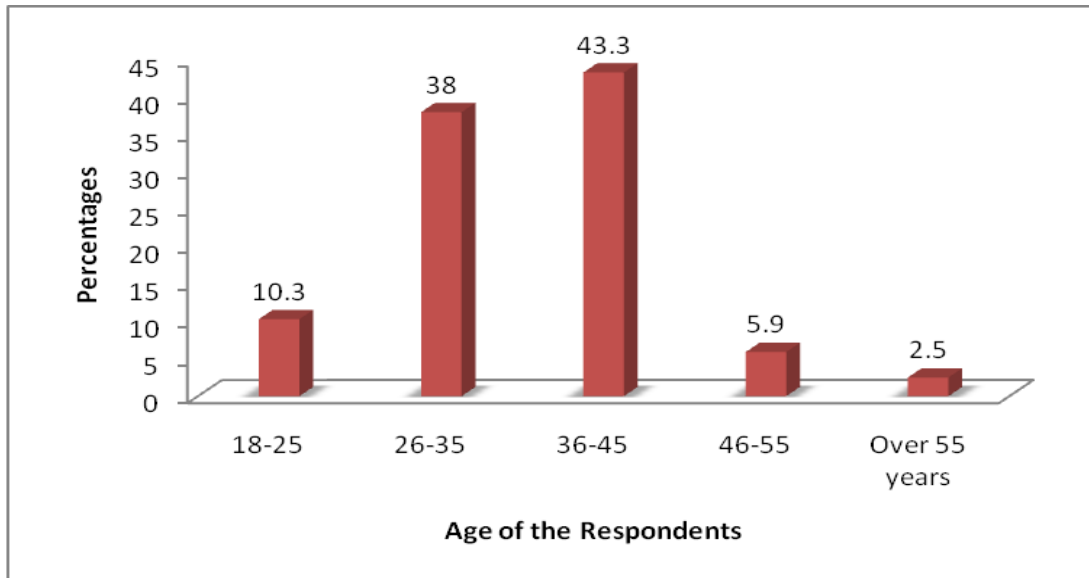


Figure 4.1. Age of the Respondents

Source: Survey Data 2016

The results on employees' age are presented in Figure 4.1. Showed that majority of the (139, 43.3%) respondents were aged 36-45 years, (122, 38.0%) respondents were aged 26-35 years, (33, 10.3%) respondents were aged 18-25 years and (19, 5.9%) respondents were aged 46-55 years while (8, 2.5%) respondents were aged over 55 years. The study findings imply that most of the employees in the flower firms are within the productive age and can enhance high productivity of the firms. However, Grady *et al.*, (2008) argued that the Irish employee force was ageing and could lead to higher demands for more flexible working arrangements for employees with eldercare and childcare responsibilities.

4.3 Gender of the Respondents

In addition, the respondents were asked to indicate their gender in the questionnaire provided. The results are presented in Figure 4.2.

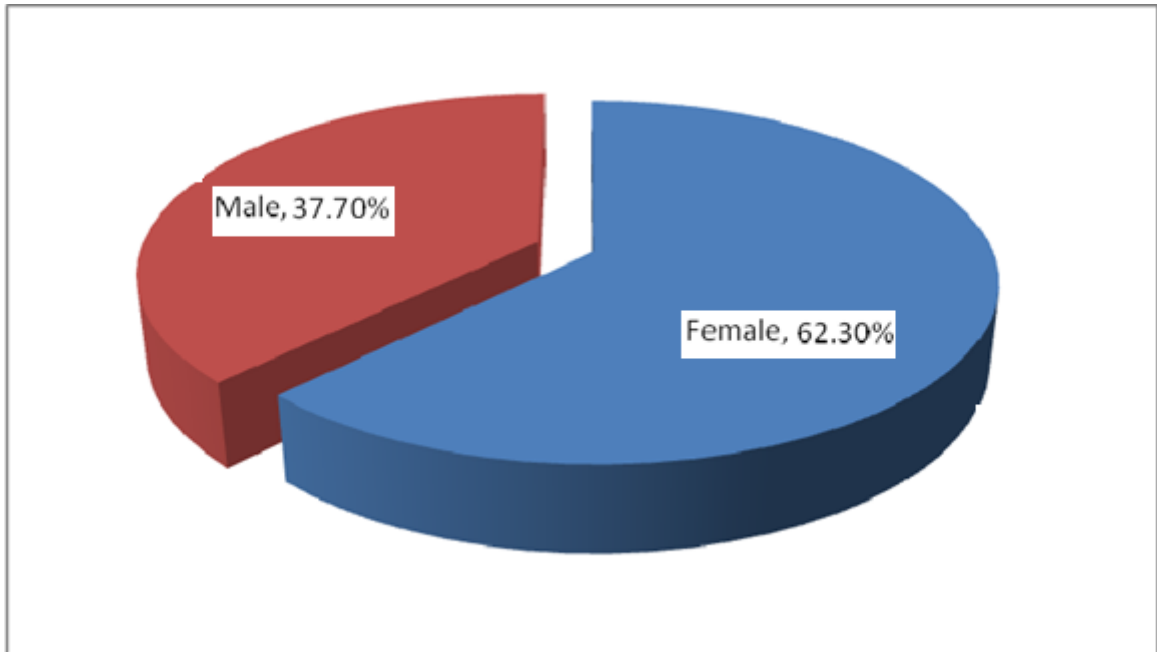


Figure 4.2. Gender of the Respondents

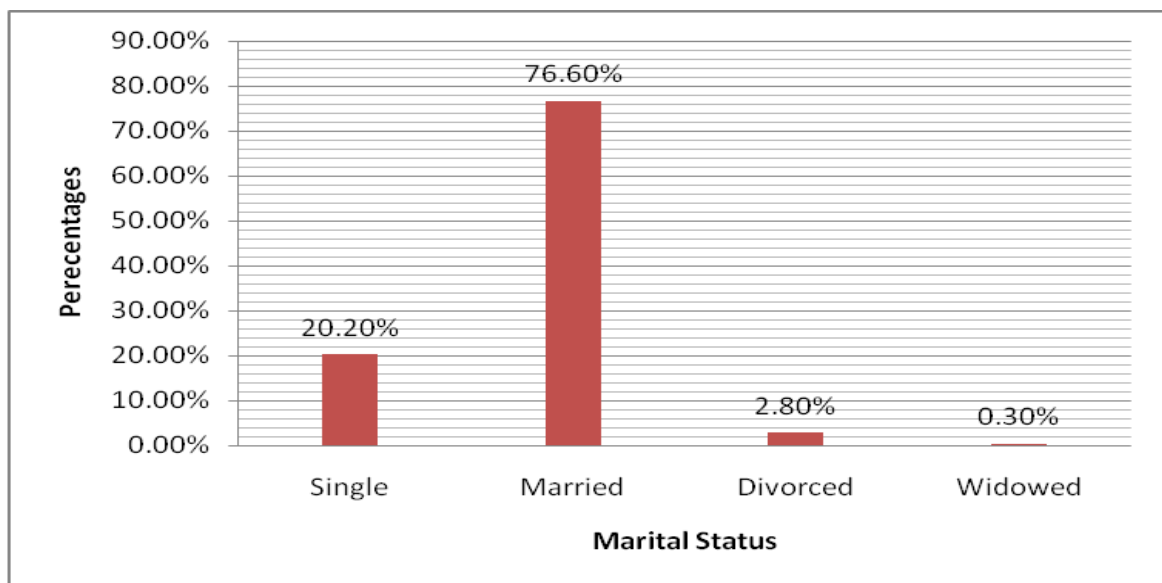
Source: Survey Data 2016

The study results revealed on gender in Figure 4.2 shows that majority (200,62.3%) of the respondents were female while (121,37.7%) employees were male. From the responses, it emerged that majority (62.3%) of the employees working in flower firms in north Rift Region were females and compared to their male counterparts. This shows that workforce in flower firms is female dominated. It has been shown that gender inequity in an organization could have an effect on employee turnover as argued by Dolan et al.(2001).

Table 4.1: Gender of the Respondents

Gender	Frequency	Percentage (%)
Male	121	37.7
Female	200	62.3
Total	321	100

4.4 Marital Status

**Figure 4.3. Marital Status of the Employees**

Source: Survey Data 2016

Further, the employees were asked to indicate their marital status, the results are presented in Figure 4.3. As shown in Figure 4.3 majority (246,76.6%) respondents were married, (65,20.2%) were single, (9,2.8%) were divorced while (1,.3%) was widowed. The responses showed that majority (76.6%) of the respondents were married. The study results on employee marital status show that most of the employees had family issues

which could have an effect on their work schedules. It has been argued that among the reasons for employee turnover in most organizations is marriage (Zlotnic *et al.*, 2005). This therefore implies that the employees in flower farms in north Rift Region could leave their organizations due to their family ties.

4.5 Employees' Education Level

Similarly, the employees were asked to indicate their highest level of education. Their responses were tabulated and the results are presented in Figure 4.4.

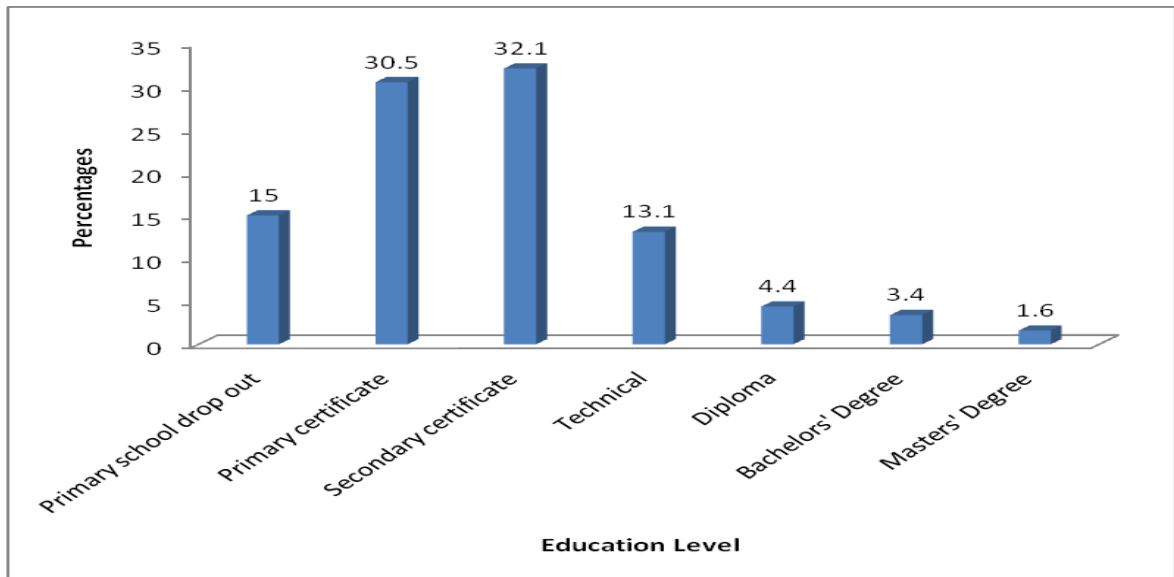


Figure 4.4. Education Level of the Respondents

Source: Survey Data 2016

Study results on employees educational level as presented in Figure 4.4 showed that majority (103,32.1%) of the employees were secondary certificate holders, (98,30.5%) were primary certificate holders, (48,15.0%) were primary school dropouts, (42,13.1%) had technical institutes level of education, (14,4.4%) were diploma holders and (11,3.4%) were first degree holders while (5,1.6%) employees had masters' level of education. The study findings suggested that majority (62.6%) of the respondents had either primary or

secondary school education level. This could imply that flower farms attract employees of low education level. This concurred with what Ayieko (2011) found in Timau Flower farm workers which indicated that Flower farms in Timau mainly engaged the services of young men and women mostly with no education or those of primary school level. In addition, the employees in the flower firm industry may want to leave but cannot find other jobs since they lack skills as Harris, (2007) puts that talented candidates in the global job skills market have the luxury of choice.

4.6 Work Experience

In addition, the employees were requested to indicate their work experience. The results of data analysis are presented in Figure 4.5.

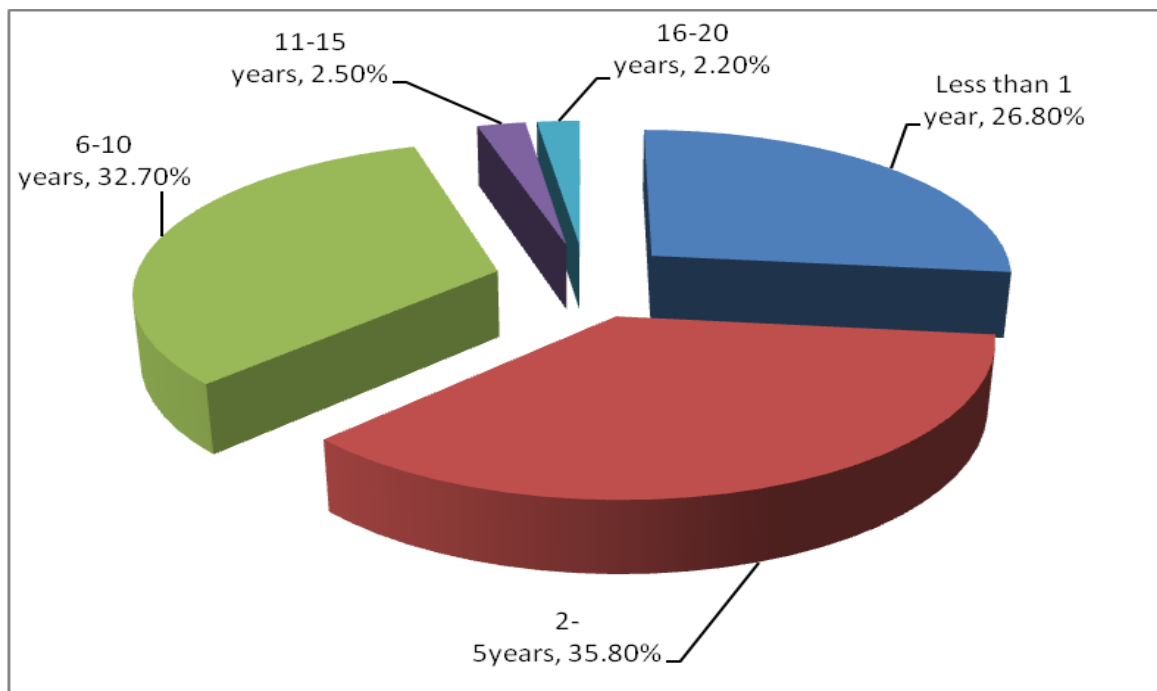


Figure 4.5. Employees' Work Experience

Source: Survey Data 2016

The results as presented on Figure 4.5 show that majority (115,35.8%) employees had work, (86,26.8%) employees had work experience of less than 1 year and (8,2.5%) employees had work experience of 11-15 years while (7,2.2%) employees had work experience of 16-20 years. The study findings showed that the bulk of the employees in flower firms had work experience of 2 -10 years implying that the respondents had adequate knowledge to be able to give reliable information. Greenberg and Baron (1995) contend that employees with many years of service perceived higher job satisfaction than their colleagues with less job experience. This shows that those employees who have stayed for more than 10 years could be satisfied with the job and could not want to leave the profession.

4.7 Normality Test Results of Dependent Variable

A normality test is a statistical process used to determine if a sample or any group of data fits a standard normal distribution (Shapiro & Wilk, 1965). When carrying out statistical analysis using parametric methods, the assumption of normality is a fundamental concern for the analyst. Statisticians, conclude that the data are normal or not normal based on some test of normality results (Hogg & Tanis, 2006). Normal distribution is an underlying assumption for many statistical procedures. It is also the most frequently used distribution in statistical theory and applications. Though it is important for certain statistical procedures to assume that data should come from a normal distribution, in real life it is indeed impossible for the data to be perfectly normal (Geary 1947). There never was and will never be a normal distribution (Hart and Hart 2002).

Table 4.2. Normality Test Results for Dependent Variable

Factors	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistics	df	Sig	Statistics	df	P-value
Significance						
Employee turnover	.041	321	.200	.990	321	.485

a. Lilliefors Significance Correction

Source: Survey Data 2016

To test for normality of the dependent variable (Employee turnover), Kolmogorov-Smirnova and Shapiro-Wilk tests were conducted. This was fundamental to determine appropriate tests to be conducted and make sure that assumptions of a normal distribution were not violated (Math-Statistics-Tutor, 2010). Kolmogorov-Sminov and Shapiro-Wilk.

Shapiro-Wilk test for normality were used to detect all departures from normality (Math-Statistics-Tutor, 2010). The tests reject the hypothesis of normality when the p-value is less than or equal to 0.05 (Sharpiron and Wilk, 1965). Table 4.2 shows that the Kolmogorov-Smirnova and Shapiro-Wilk statistics were .041 and .990 respectively. The associated p-value was .200 and .485 for Kolmogorov-Smirnova and Shapiro-Wilk statistics respectively. Since the p-values were greater than the significance level (0.05) (not significant at $p < .05$), this implies that the variables were normally distributed.

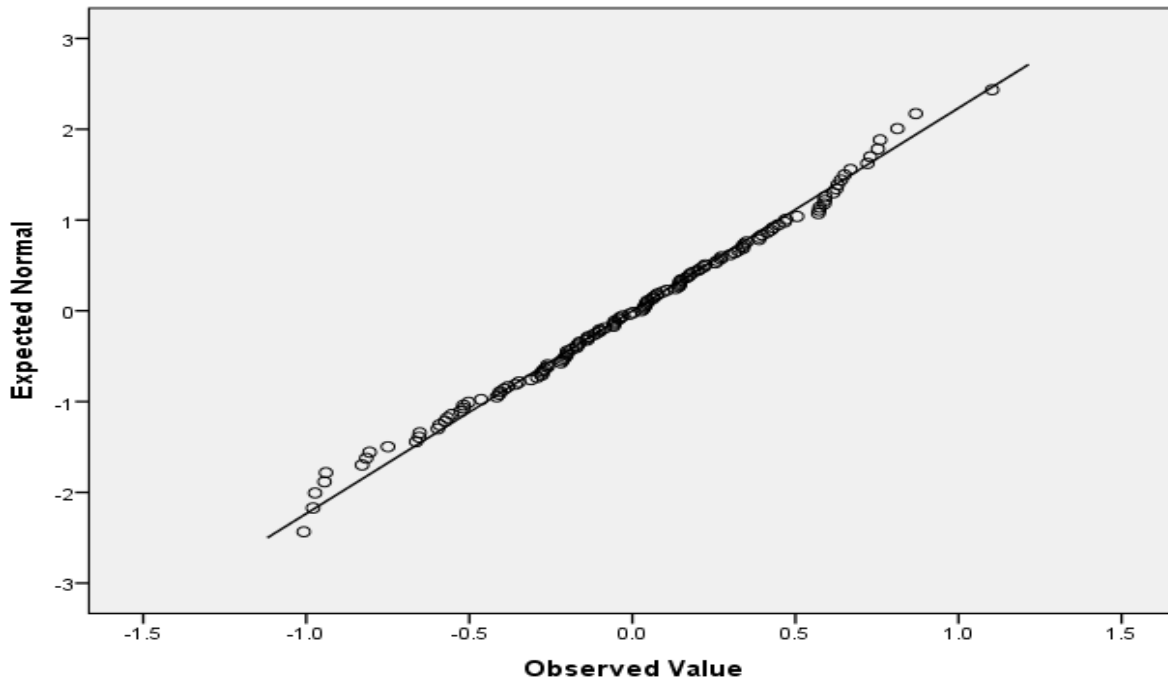


Figure 4.6. Normal Q-Q Plot for Employee Turnover in flower farms
Source: Survey Data 2016

The visualized distribution of random variables of different between expected distribution and the observed distribution of employee turnover are presented in Figure 4.6. A quartile by quartile or Q-Q plot forms a 45-degree line when observed values are in conformity with the hypothetical distribution. Q-Q plots the quartiles of a variable's distribution against the quartiles of the test distribution. The table above shows normality plots of the data. Normal Q-Q Plot provides a graphical way to determine the level of normality. The black line indicates the values the sample should adhere to if the distribution was normal. The dots are actual data. If the dots fall exactly on the black line, then the data are normal. If they deviate from the black line, then the data are non-normal. From the above table the dots fall along the line which implies that the data distribution was normal.

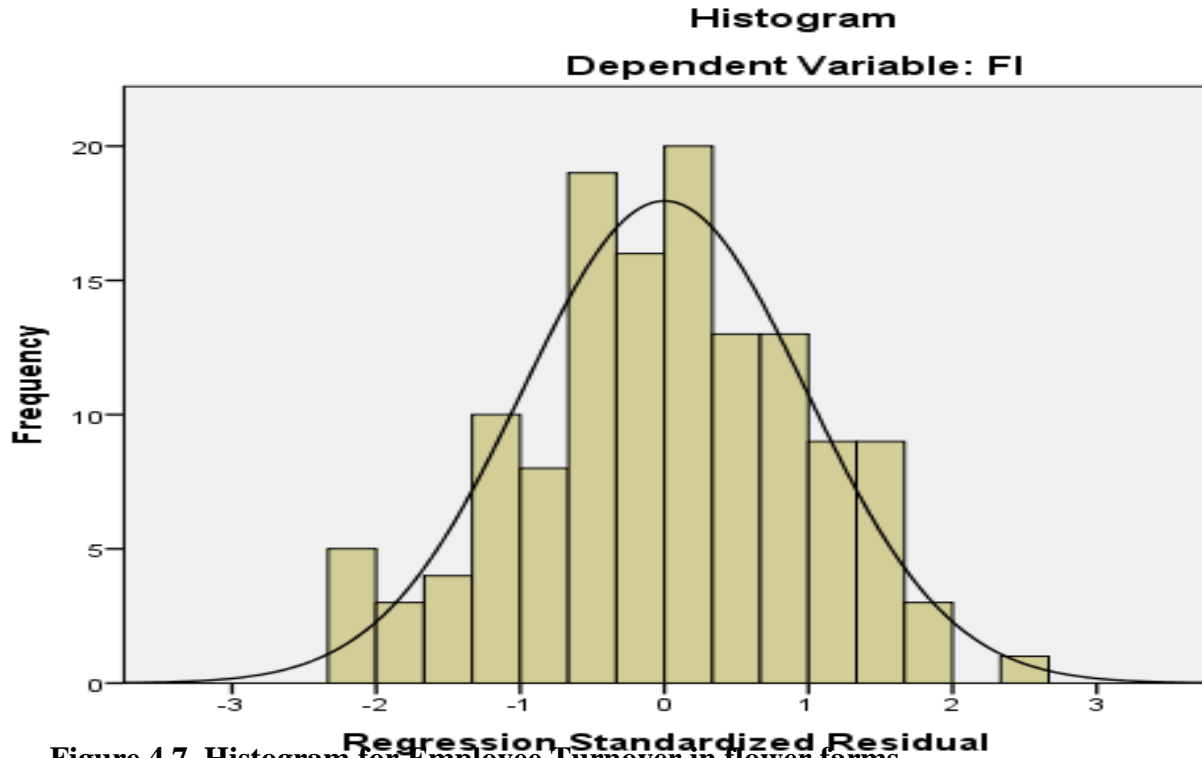


Figure 4.7. Histogram for Employee Turnover in flower farms

Source: Survey Data 2016

Figure 4.7. The Figure shows minimal deviation from normality. Thus overall, the distribution appeared normally distributed. On the basis of the computed significant test statistics, for Kolmogrov-Smirnov and Shapiro Wilk tests, normality of dependent variable was maintained. This means that the significance test conducted on the data were fairly accurate (Shlin and Miles, 2010).

Table 4.3 Homoscedasticity of the Residuals of Dependent Variable

Levene Statistic	df1	df2	P-value
4.642	11	310	.000

Source: Survey Data 2016

Assessment of homoscedasticity of the residuals of employee turnover was conducted. OLS makes the assumption that the variance of the error term is constant (Homoscedastic). If the error terms do not have constant variance (have differing variance), they are said to be heteroscedastic. Violation of this assumption leads to bias in test statistics and confidence intervals. Levene Statistic was used to test the hypothesis for the homogeneity of variance that is, the error variances are all equal or homoscedastic. Table 4.2 shows Levene Statistic of 4.642 with an associated p-value of .000. Since the probability associated with the Levene Statistic is 0.000 which is less than 0.05 level of significance, we fail to reject the hypothesis and conclude that the variance of the dependent variable were homogeneous.

Table 4.4 Breusch-Pagan and Koenker Test for Heteroskedasticity

	SS	df	MS	F	Sig
Model	12.757	4.000	3.189	1.088	.000
Residual	416.364	142.000	2.932	-999.000	-999.000

Source: Survey Data 2016

Similarly Breusch-Pagan and Koenker test statistics was also used to test the null hypothesis that heteroskedasticity was not present (homoskedasticity) if significant-value is less than 0.05, reject the null hypothesis. Breusch-Pagan test is a large sample test and assumes the residuals to be normally distributed. Table 4.4 shows Breusch-Pagan and Koenker test statistics of 12.757 with an associated p-value of .000. Since the probability associated with the Breusch-Pagan and Koenker test was 0.000 which is less than 0.05

level of significance, we reject the null hypothesis and conclude that the variance of the dependent variable were homogeneous.

4.8 Management Styles and Employee Turnover

The first objective of the study was to analyse the relationship between management styles and employee turnover in flower farms. To achieve this objective, the employees were asked to rate on a five point likert scale items in the questionnaire on participative management style. The items were rated as; Not satisfied (NS) =1; Somewhat satisfied (SS)=2; Satisfied (S)= 3; Very satisfied (VS) =4 and Extremely Satisfied (ES) =5. Their responses were scored and the results are presented in Table 4.5.

Table 4.5 Satisfaction of Employees to Participative Management Styles

Statement	NS		SS		S		VS		ES	
	F	%	F	%	F	%	F	%	F	%
Supervisors meet with employees and discuss employees' development plans	135	42.1	105	32.7	46	14.3	20	6.2	15	4.7
Employees are given the opportunity to be part of work groups outside their job	148	46.1	88	27.4	38	11.8	29	9.0	18	5.6
Management communicates effectively with employees	143	44.5	101	31.5	32	10.0	32	10.0	13	4.0
There is an environment of openness and trust in the farm	156	48.6	88	27.4	30	9.3	31	9.7	16	5.0
Employees in the farm are treated equally	149	46.4	115	35.8	33	10.3	11	3.4	13	4.0
Supervisors allow employees to decide how to do their work	162	50.5	79	24.6	16	5.0	48	15.0	16	5.0
The farm train employees to make them better workers	150	46.7	70	21.8	55	17.1	36	11.2	10	3.1
Management listens to employees' ideas	158	49.2	82	25.5	43	13.4	16	5.0	22	6.9

Source: Survey Data, 2016

The study sought to find out the satisfaction of employees on participative Management Style. The results as presented in Table 4.5 indicates that the majority (135,42.1%) employees were not satisfied with supervisors meeting with employees and discussing employees' development plans, (105,32.7%) employees were somewhat satisfied, (46,14.3%) employees were satisfied and (20,6.2%) employees were very satisfied while

(15,4.7%) employees were extremely satisfied. The study findings showed that generally, respondents were not satisfied with supervisors did not meet with employees to discuss with employees' development plans. To support his findings Bae and Lawler (2000) in their study of 138 firms in Korea found that firms that place high value on their HR practices and consider their employees as source of competitive advantage were more likely to have high involvement HR practices and in addition, these high-involvement practices result in better firm performances. Bayo- Moriones and de Cerio (2002), in their survey of 965 factories in Spain provided evidence of the presence of a positive, statistically significant correlation between the adoption of high commitment HR practices and operational performance and the study further confirmed that the result is universal and not dependent on the strategy used by farms.

Further, (148, 46.1%) employees were not satisfied when they were given the opportunity to be part of the work groups outside their jobs, (88, 27.4%) employees were somewhat satisfied, (38, 11.8%) employees were satisfied and (29, 9.0%) employees were very satisfied while (18, 5.6%) employees were extremely satisfied. It emerged from the responses that majority (73.5%) of the employees in flower farms were not satisfied with opportunities they were given to be part of working groups outside their jobs. This implies that there are fewer responsibilities to employees and this has been associated with occupational stress which is viewed as an antecedent of job satisfaction (Stanton, Bachiochi, Robie, Perez & Smith, 2002). An inverse relationship between occupational stress and job satisfaction among various populations has been reported (Cotton, Dollard, & de Jonge, 2002).

On the statement that Management communicates effectively with employees (143,44.5%) employees were not satisfied, (101,31.5%) employees were somewhat satisfied, 32(10.0%) employees were satisfied and (32,10.0%) employees were very satisfied while (13,4.0%) employees were extremely satisfied. The responses shows that majority (76.0%) of the employees were not fully satisfied with how their organizations communicated to them. Teece, (2007) and Colombo & Delmastro, (2008) noted that extensive lateral and vertical communication channels in organizations lead to high levels of organizational performance and job satisfaction among employees. In this study therefore, since employees are not satisfied with the management communication, they may want to leave the organization for other jobs. Further, Plamínek, (2010) pointed out that if supervisors do not communicate with employees, the subordinates will not be satisfied and hence chances of leaving the organization become higher.

Further, (156, 48.6%) employees were not satisfied with the statement that there is an environment of openness and trust in the farm, (88, 27.4%) employees were somewhat satisfied with the statement, (31,9.7%) employees were very satisfied with the statement and (30,9.3%) employees were satisfied with the statement while (16,5.0%) employees were extremely satisfied with the statement. It emerged from the study findings that a majority (76.0%) of the employees believed that there was mistrust and dishonest in their organisations. Grean and Uhl-Bien (1995) opined that leaders need to establish a social exchange relationship with their employees where high-quality exchange relationships involve mutual trust, support, and loyalty between the leader and his or her employees. This will make employees to want to stay in the organisation for longer periods of time.

Similarly,(149,46.4%) employees were not satisfied with the statement that employees in their farms were treated equally, (115,35.8%) employees were somewhat satisfied,

(33,10.3%) employees were satisfied, (13,4.0%) were extremely satisfied while (11,3.4%) were very satisfied. From the responses, it can be shown that majority (82.2%) of the employees in the flower farms felt that they were not treated equally. Vnoučková and Klupáková (2013) reported that if the organisation does not care about ethical principles, equal treatment, approach and work appreciation, employees feel demotivated by a lack of care and interest in their work. Thus, the tendency to leave the job position occurs.

Moreover, (162,50.5%) employees were not satisfied that supervisors allow employees to decide how to do their work, (79,24.6%) employees were somewhat satisfied, 48(15.0%) employees were very satisfied and (16,5.0%) employees were extremely satisfied with the statement. The findings suggested that majority (75.1%) of the employees in flower firms in North Rift Region were unsatisfied with how they were allowed to do their work.

However, employee participation may have differing effects on the intention to quit. For instance, Landau (2009) found that positive outcomes from voicing dissatisfaction decreased the intention to quit, whereas a negative outcome or no change in outcomes of voicing dissatisfaction increased intentions to quit. Indeed, participation, in terms of strong information sharing, has been found to reduce the negative effect of physical hazards on quitting behaviour (Cottini *et al.*, 2009). The extent to which employees believe that their organization values their contribution and care about wellbeing also affect the intention to quit (Perryer *et al.*, 2010).

Further, (150,46.7%) employees were not satisfied with the statement that the farm train employees to make them better workers, (70,21.8%) employees were somewhat satisfied, (55,17.1%) employees were satisfied and (36,11.2%) employees were very satisfied while (10,3.1%) employees were extremely satisfied. From the responses, it can be deduced that

a majority (68.5%) of the employees in flower farms in North Rift region were not satisfied with the form of training they were given.

This implies that there is little or no training at all for flower farm workers and therefore these workers are lacking adequate skills for them to work effectively and avoid risks associated with the flower farms. In some instances more training may be a characteristic of establishments where job-specific skills are more required. Arsmtrong, (2001) noted that few employees have the requisite skills, knowledge, abilities and competencies needed to work. As a result, this many require extensive training to acquire the necessary skills to be able to make substantive contribution towards the organisation growth. In this study therefore flower farm workers were not satisfied with the training they were offered implying that they could leave the organization.

The result of lack of training as noted by Dabale and Jagero (2014) is high employee turnover and low morale which impacts negatively on the development of the farms. Pool (2000) and Hall (2001) suppose that during the process of encouraging employees to want to learn, it is necessary for the existence of an organizational culture to support the learning. Efficiency of learning can allow employees to firmly possess the skills about personnel companionship interaction and correct social manners so that it is available to boost morale and reduce the absence rate and job alternation rate. Hence the turnover rate will be low if there are training opportunities in the organization.

On the statement that the management listens to employee's ideas, (158, 49.2%) employees were not satisfied, (82, 25.5%) employees were somewhat satisfied, (43, 13.4%) employees were satisfied, (16, 5.0%) employees were very satisfied while (22, 6.9%) employees were extremely satisfied. The responses show that majority (74.7%) of

the employees in flower farms in the region believed that the management did not listen to their ideas and therefore were unsatisfied. This implies that the management needs to involve employees in the running of the farms by incorporating some of their ideas in the day to day running of the organizations for the employees to feel that they are part of the organization. Higher performance of employees involves the employees playing the following roles as stipulated by Grobler et al (2006). Planning, meeting and discussing with managers and supervisors, regarding accountability, performance and behaviour give suggestions for better performance to the managers.

Further, the employees were asked to rate in a five likert scale items in the questionnaire on facilitative management style. The items were rated as; Not satisfied (NS) =1; somewhat satisfied (SS) =2; Satisfied (S) = 3; Very satisfied (VS) =4 and Extremely Satisfied (ES) =5. Their responses were scored and the results are presented in Table 4.5.

Table 4.6 Satisfaction of Employees to Facilitative Management Style

Statement	NS		SS		S		VS		ES	
	F	%	F	%	F	%	F	%	F	%
Employees will not do their work unless they are closely supervised	66	20.6	30	9.3	63	19.6	105	32.7	57	17.8
Employees should be included in making decisions that affect them	18	5.6	38	11.8	64	19.9	116	36.1	85	26.5
Supervisor should allow employees to solve their own work problems	45	14.0	63	19.6	48	15.0	112	34.9	53	16.5
Employees want the management to support them	28	8.7	94	29.3	102	31.8	97	30.2	0	0.0
Most employees feel insecure about their work	36	11.2	28	8.7	61	19.0	138	43.0	58	18.1

Source: Survey Data, 2016

Study result presented on Table 4.6 revealed that when employee are asked on the satisfaction of facilitative management style in the flower farms most of the employees (105,32.7%) were very satisfied with the statement that employees will not do their work unless they are closely supervised, (63,19.6%) employees were satisfied with the statement, (57,17.8%) employees were extremely satisfied with the statement and (66,20.6%) employees were not satisfied with the statement while (30,9.3%) employees were somewhat satisfied. The study findings suggested that majority (70.1%) of the employees in flower farms in North Rift Region believed that they needed close supervision in order for them to work effectively in the farms. This implies that for productivity of the farms to increase supervisors needed to do their work efficiently. In her studies Debrah (1993) noted that a supervisor with poor interpersonal skills and who is also inflexible very quickly drives employees away. This therefore shows that supervision could increase productivity and employee turnover in an organization.

In addition, (116, 36.1%) employees were very satisfied with the statement that employees should be included in making decisions that affect them, (85, 26.5%) employees were extremely satisfied with the statement, (64, 19.9%) employees were satisfied and (38, 11.8%) employees were somewhat satisfied while (18, 5.6%) employees were not satisfied. It seems therefore that majority (86.5%) of the employees were satisfied with being involved in decision making process. Being satisfied with involvement in decision making could have a positive effect on employee turnover. Gachanja (2004) carried out a study on workers motivation and employee turnover among sales agents which was a case study of British American insurance company. The study examined the factors that motivate sales agents and investigated the relationship between motivation and employee turnover and found out that lack of involvement in decision making were found to influence turnover. Employee participation is also linked both with increased job

satisfaction and decreased turnover. For example, a work environment that allows participation in decision making has been shown to increase job satisfaction (Scott *et al.*, 2003) and greater involvement in care planning for nurses' assistants has been linked with decreased turnover (Simons and Jankowski, 2008). Conversely, lack of opportunities for influence in the organization and a lack of communication with management have been associated with increased quitting intentions (Simons and Jankowski, 2008).

From observation conducted the only office that was very close to employees was supervisory. Employees looked like they fear the supervisors from the way he/ she addresses them. Supervisors were very arrogant and did not take any chance to talk with employees. The way supervisors interact with employees can make a difference in their commitment to their job. They should focus on interacting with employees to gain effectiveness and improve performance. Some of the things that supervisors should do is to build trust with employees by consistently walking the talk. Foster a respectful working environment. Give credit to this team for successful outcomes. Show employees that they are value and cared for as individuals and create inclusive workplace, value diversity and maintain open lines of communication.

In addition, (112, 34.9%) employees were very satisfied that supervisor should allow employees to solve their own work problems, (53, 16.5%) employees were extremely satisfied, (48, 15.0%) employees were satisfied with the statement and (63, 19.6%) employees were somewhat satisfied with the statement while (45, 14.0%) employees were not satisfied with the statement. From the responses, it can be deduced that a majority (66.4%) of the employees in the flower farms believed that supervisors should leave employees to solve their own work related problems. Empowerment of employees could help to enhance the continuity of employees in organisations.

Empowered employees are more satisfied when managers help them to solve problems (Malone, 1997). Recently, scholars have broadened their perspective of turnover to include bundles of HRM practices and their effects on job satisfaction, commitment and turnover (Alfes *et al.*, 2013; Guchait and Cho, 2010; Smith *et al.*, 2011). For example, Alfes *et al.* (2013) discuss the 'engaged' employee and links this with turnover intentions. They draw on social exchange theory to show that employees will be more engaged when their work is meaningful, when they have connections with others and when they feel valued and trusted by their employer. Alfes *et al.* (2013) find that engaged employees are more likely to stay with an organisation but engaged employees who perceive they have low organisational support were less likely to stay with the organisation.

On the statement that Employees want the management to support them, (102, 31.8%) employees were satisfied with the statement, (97,30.2%) employees were very satisfied and (94,29.3%) employees were somewhat satisfied while (28,8.7%) employees were not satisfied. The responses showed that majority (62.0%) of the employees in flower farms in North Rift Region would want the management to support them in their work. Employees can be supported through various ways such as training. Smit and de Cronje (2003) state that supporting employees by allowing them to pursue further education will make them more valuable to the organisation and more fulfilled professionally. While Falkenburg and Schyns (2007), support offered by management to individual staff member's to continue training, as well as providing an impetus for training activities in work place may minimise turnover.

Similarly, (138, 43.0%) employees were very satisfied with the statement that most employees feel insecure about their work, (61, 19.0%) employees were satisfied with the statement, (58, 18.1%) employees were very satisfied with the statement and (36, 11.2%)

employees were not satisfied with the statement while (28, 8.7%) employees were somewhat satisfied with the statement. From the responses, it emerged that majority (80.1%) of the employees believed that most of them were insecure about their work. When employees have low job security they tend to move to organizations with better job security terms. Tett and Meyer, (1993) opined that the intention of turnover has been accelerating with the increasing job insecurity sense.

H0₁: There is no significant statistical relationship between management styles and employee turnover in flower farms which have human resource practices in place.

This hypothesis was tested using Pearson Correlation Coefficient at $p \leq 0.01$ significance level. Table 4.7 on interpretation of the strength of the correlation coefficient is based on Amin's (2005) approach. This approach emphasizes that at 0 there is no relationship, above 0 to .2 it is a very weak relationship, above .2 to .4 it is a weak relationship, above .4 to .6 it is a moderate relationship, above .6 to .8 it is a strong relationship, and above .8 to 1 it is a very strong relationship. Similarly, the negative values imply negative relationship as enumerated above. Table 4.6 shows that relationship between management styles and employee turnover in flower farms.

Table 4.7 Management Styles and Employee Turnover in Flower Farms

Management Style	Employee Turnover		
	Attrition	Resignation	Dismissal
Participative	r = .283** p = .000	r = -.120* p = .031	r = -.028 P = .008
Facilitative	r = .151** p = .007	r = .107 p = .005	r = -.084 p = .002

**Correlation is significant at the 0.01 level (2-tailed)

*correlation is significant at the 0.05 level (2-tailed)

Source: Survey Data, 2016

From Table 4.7 the finding shows that there was a positive significant relationship between management style (participative and facilitative) and employee turnover at a significance level of 0.01. However, there was a negative correlation between the management styles and dismissal. Therefore the null hypothesis was rejected and the alternative hypothesis accepted indicating that there is a significant relation between leadership styles and employee turnover.

Hence the finding indicates that management styles may not be the only reason for dismissal. There could be other reasons like stealing from the employer or committing a criminal offence for which an employee is imprisoned.

4.9 Ordinal Regression Analysis

Regression analysis was employed to test the relationships in the model. The regression method was used to determine the influence human resource practices on employee turnover in flower industry in North Rift Region. The term "independent" variables and "dependant" variables are derived from the mathematical expression;

$$y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where,

y= Dependent variable

α = regression constant,

$\beta_1 - \beta_4$ = Regression coefficients (change in y for every unit change in X)

X_1 = Management Styles

X_2 = Rewards (extrinsic and intrinsic)

X_3 = Work Life balance

X_4 = Health and safety Practices

e = Error term

The regression coefficient ' α ' is the Y intercept: while β_1 , β_2 , β_3 and β_4 are the net change in y for each change of either of the variables (factors), x_1 , x_2 , x_3 and x_4 .

The main purpose of the study was to determine the influence human resource practices on employee turnover in flower industry in North Rift Region. Regression analysis combined selected independent variables with employee turnover being the dependent variable. This was to determine any significance for the assumed relationships based on the magnitude and direction of the relationship. Variables such Management Styles, Rewards (extrinsic and intrinsic), Work Life balance and Health and safety Practices were the predictors representing the independent variables.

Ordinal Regression for Objective I

To analyze the relationship between Management Styles and employee turnover in flower farms.

Table 4.8 Model Fit

Model Fitting Information				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	734.212			
Final	661.043	73.168	24	.000

Source: Survey Data, 2016

Results on Table 4.8 Shows the Model fitting information. Before looking at the effects of each explanatory variable in the model, there is need to determine whether the model improves our ability to predict the outcome. This is done by comparing a model without any explanatory variables (the baseline or ‘Intercept only’ model) against the model with all the explanatory variables (the ‘Final’ model - this would normally have several explanatory variables). The Model fitting Information table gives the -2 log-likelihood (-2LL,) values for the baseline and the final model, and the test performs a chi-square to test the difference between the -2LL for the two models. The statistically significant chi-square statistic ($p < .0005$) indicates that the Final model gives a significant improvement over the baseline intercept-only model. This implies that the model gives better predictions based on the marginal probabilities for the outcome categories.

Table 4.9 Goodness-of-Fit

Goodness-of-Fit			
	Chi-Square	Df	Sig.
Pearson	572.894	576	.529
Deviance	372.589	576	1.000

Source: Survey Data, 2016

Results on Table 4.9, contains Pearson's chi-square statistic for the model as well as another chi-square statistic based on the deviance. These statistics are intended to test whether the observed data are consistent with the fitted model. We start from the null hypothesis that the fit is good. If we do not reject this hypothesis if the p value is large, then it is concluded that the data and the model predictions are similar and that you have a good model. However if the assumption of a good fit is rejected, conventionally if $p < .05$,

then the model does not fit the data well. The results for our analysis suggest the model fits very well $p < .529$.

Table 4.10 Pseudo R-square Statistics

Pseudo R-Square

Cox and Snell	.204
Nagelkerke	.205
McFadden	.044

Source: Survey Data, 2016

Pseudo R-square Statistics

What constitutes a good R^2 value depends upon the nature of the outcome and the explanatory variables. Here, the pseudo R^2 value is Nagelkerke = 20.5% indicates that management styles influence employee turnover though with a small percentage. From this there could be other reasons that would cause employee turnover. The low R^2 indicates that a model containing only management styles is likely to be a poor predictor of the outcome for any particular employee. Though, this does not negate the fact that there is a statistically significant and relatively large difference between management styles employee turnover as shown in Table 4.10.

Table 4.11 Test of Parallel Lines

Test of Parallel Lines ^a				
Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Null Hypothesis	661.043			
General	.000 ^b	661.043	576	.008

Source: Survey Data, 2016

When testing an ordinal regression it is assumed that the relationships between the independent variables and the logits are the same for all the logits. That means that the results are a set of parallel lines or planes one for each category of the outcome variable. The result of the test of parallelism in Table 4.11 shows that the row labeled Null Hypothesis contains $2\log$ -likelihood for the constrained model. The model assumes the lines are parallel. The row labeled General is for the model with separate lines or planes. The entry labeled Chi-Square is the difference between the two $2\log$ -likelihood values. If the lines or planes are parallel, the observed significance level for the change should be large as shown in the results, since the general model does not improve the fit very much. The parallel model is adequate. The null hypothesis may not be rejected since the lines are parallel. From Table 4.10 the assumption is reasonable for this problem. If the null hypothesis is not rejected, it is possible that the link function selected is incorrect for the data or that the relationships between the independent variables and logits.

4.10 Intrinsic and Extrinsic Rewards and Employee Turnover

The second objective of this study was to examine the relationship between intrinsic and extrinsic rewards and employee turnover in flower farms. To achieve this, the employees were first asked to rate in a five likert scale items in the questionnaire on extrinsic rewards. The items were rated as; Not satisfied (NS) =1; somewhat satisfied (SS) =2; Satisfied (S) = 3; Very satisfied (VS) = 4 and Extremely Satisfied (ES) = 5. Their responses were scored and the results are presented in Table 4.12.

Table 4.12 Extrinsic Rewards and employee Turnover

Statement	NS		SS		S		VS		ES	
	F	%	F	%	F	%	F	%	F	%
The chance to work alone on the job	100	31.2	187	58.3	34	10.6	0	0.0	0	0.0
The chance to do different things from time to time	127	39.6	54	16.8	103	32.1	37	11.5	0	0.0
The ability of my supervisor in making decisions	112	34.9	86	26.8	38	11.8	79	24.6	6	1.9
The way the organization want us to do the work	111	34.6	92	28.7	29	9.0	62	19.3	27	8.4
My pay and the amount of work I do	113	35.2	93	29.0	50	15.6	64	19.9	1	.3
The working conditions	149	46.4	58	18.1	39	12.1	56	17.4	19	5.9
The praise I get for doing a good job	137	42.7	85	26.5	49	15.3	46	14.3	4	1.2

Source: Survey Data, 2016

From the findings on extrinsic rewards presented on Table 4.12 revealed that majority of the respondents were not satisfied with extrinsic rewards. Majority (187, 58.3%) employees were somewhat satisfied when they are given a chance to work alone on job, (100,31.2%) employees were not satisfied while (34,10.6%) employees were satisfied. The study findings showed that majority (89.5%) of the employees in flower farms in North Rift Region were not satisfied when they were working alone. This implies that most employees in the farms like working in a team making their work easier and enjoyable and therefore making employees satisfied with their work thus wanting to stay longer in the farms. This concurs with Abdulah *et al.*, (2012) who found a strong correlation between employee satisfaction and teamwork.

In addition, (127, 39.6%) employees were not satisfied when they were given an opportunity to do different things from time to time, (103, 32.1%) employees were satisfied and (54,16.8%) employees were somewhat satisfied while (37,11.5%) employees were very satisfied. From the responses, it can be shown that majority (56.4%) of the employees were not happy with doing different tasks from time to time. This implies that most employees would want to do one kind of task all the time. This is an indication that most employees who are assigned different tasks from time to time do not enjoy their work and might want to leave. However, it has been noted that task assignment may not only affect task-level productivity, may also impact worker turnover. Task variety could lead to increased job engagement, lower levels of boredom (Warr, 2007), and increased job satisfaction (Griffeth *et al.*, .2000).

Further, (112, 34.9%) employees were not satisfied with the ability of their supervisors in making decisions, (86, 26.8%) employees were somewhat satisfied, (79, 24.6%) employees were very satisfied and (38, 11.8%) employees were satisfied while (6,1.9%) employees were extremely satisfied. It emerged from the study findings that a majority (61.7%) of the employees were unhappy with supervisors' decision making process. Employees would be satisfied with their work when they are involved in decision making process which is participative. Participative decision making is a managerial strategy which has been argued to affect performance, organization commitment, turnover, motivation and satisfaction of employees, organization productivity (Olele, 2014 *et al.*).

Similarly, (111, 34.6%) employees were not satisfied with the way their organizations wanted them to do their work, (92, 28.7%) employees were somehow satisfied, 62, (19.3%) employees were very satisfied and (27, 8.4%) employees were extremely satisfied while (29,9.0%) employees were satisfied with the statement. It can therefore be shown

that a majority (63.3%) of the employees may not want to work as per the organization plans. This means that employees would want to work where there is flexible in terms of work planning. Some researchers argue that flexible working practices facilitate work-life balance, and with shifting family patterns such practices are beneficial for both women and men (Thomson, 2008; Hofacker, & Konig 2013). Flexible working result in employee loyalty and engagement, increased organizational commitment, and higher job satisfaction. Flexible working packages help to recruit and retain talented employees for the organization (Anderson, & Kelliher, 2009).

More so, (113, 35.2%) employees were not satisfied with the pay and the amount of work they do, (93, 29.0%) employees were somewhat satisfied, (64, 19.9%) employees were very satisfied and (50, 15.6%) employees were satisfied while (1,3%) employee was extremely satisfied. From the responses, it can be argued that majority (64.2%) of the employees in flower farms in the region are not satisfied with pay they are given and the kind of jobs they undertake. Akintoye (2000) asserts that money remains the most significant motivational strategy; therefore flower farms need to remunerate workers as per the type of jobs they undertake to retain them.

Performance based pay improves employee performance in addition to motivating and engaging employees (Nazir, et al., 2013) causing to improve employee retention. In employee recognition process, employees are praised which is a key essential as employees seek the need to be valued and respected. This process increases individual productivity, loyalty, retention and high employee satisfaction (Danish & Usman , 2010). Nonmonetary incentives attract, motivate and retain competent human resource in the organization (Fogleman & McCorkle, 2013; Ahmed & Ahmed, 2014). Extrinsic rewards

increases the level of employee performance and satisfaction also found as a strong factor for employee motivation (Saeed, et al., 2013). Intrinsic rewards were found to be a sustainable source of motivation for employees. However according to studies extrinsic rewards are more positive and stronger in relation to intrinsic rewards (Edirisooriya, 2014) in retaining employees.

Reward systems are necessary because they give preference to service over self-interest. It also means there need to be an equitable distribution of wealth. One test of equity is how well to affirm the fact that the success of the institution is in the hands of people at each level. An institution's wealth and value, in the broadest sense, is then a community creation (Block, 2005). Money is the most obvious extrinsic reward. Money acquires significant motivating power because it comes to symbolize so many intangible goals. It acts as a symbol in different ways for different people and for the same persons at different times. Money can provide positive motivation in the right circumstance, not only because people need and want money but also because it serves as a highly tangible means of recognition. Money can be considered as scorecard through which employees evaluate how much an organization values them.

Further, (149, 46.4%) employees were not satisfied with working conditions in the flower farms, (58, 18.1%) respondents were somewhat satisfied, (56, 17.4%) respondents were very satisfied and (39, 12.1%) respondents were satisfied while (19, 5.9%) respondents were extremely satisfied with the conditions. The study findings suggested that majority (64.5%) of the employees were not satisfied with the working conditions within the flower farms. This implies that the working conditions were not appealing to most workers in the flower firm industry and therefore were unsatisfied with their jobs.

This stems from the fact that employees are not involved in decision making process. The working conditions in flower industry do not provide sustainable livelihoods for those employed as argued by Dolan et al. (2003). Furthermore, Gitonga, (2010) reported that in July 2010 more than 1,500 workers from Aquilla and Karuturi farms went on strike over poor working conditions. This implies for continued retention of employees in flower farms, working conditions need to be improved.

Similarly, (137, 42.7%) employees were not satisfied with the praise they received when they do a good job, (85, 26.5%) respondents were somewhat satisfied and (49, 15.3%) employees were satisfied while (46, 14.3%) employees were extremely satisfied. From the responses, it can be shown that majority (69.2%) of the employees in the flower farms believed that the praises they received for good work done were not adequate. Praise from superiors motivates employees to work hard and produce quality results (Mahaney & Lederer 2006). Therefore flower farms should praise hard working employees all the time as a way of improving their self esteem and productivity which in turn leads to job satisfaction and low employee turnover. This concurs with the findings by Johnson (2000) which shows that two-thirds of respondents in the research admitted that lack of appreciation was the major factor in driving them to leave their organizations.

From observation the employees looked not motivated and unwilling to work. This was seen through their slow way of carrying their duties. Human resource management is an approach to develop highly committed and capable workforce also accountable for retaining skilled employees therefore with these approaches it is evident that one of the primary sources of competitive advantage for an organization is employee (Saha & Gregar , 2012). Hence organizations without proper human resource management practices will invest often more on attracting and recruiting employees that fits for the organization, train

them to align with the overall culture and strategy of the organization which will incur higher costs (Moon & Li, 2012). Employee retention today has become a global issue. According to Hay Group, the global employee turnover rate will experience the severest escalation with in 2014 and by 2018 more than 49 million employees will leave their present jobs compared to 2012 making it a total number of 192 million employees worldwide (HayGroup, 2013).

Further, the employees were first asked to rate in a five likert scale items in the questionnaire on intrinsic rewards. The items were rated as; Strongly Disagree (SD) =1; Disagree (D) =2; Neither Agree nor Disagree (NAD) = 3; Agree (A) = 4 and Strongly Agree (SA) = 5. Their responses were scored and the results are presented in Table 4.12.

Table 4.13 Intrinsic Rewards and employee Turnover

Statement	SD		D		NAD		A		SA	
	F	%	F	%	F	%	F	%	F	%
I would be very happy to spend the rest of my working life in this organization	54	16.8	133	41.4	29	9.0	95	29.6	10	3.1
I really feel as if this organization's problems are my own	94	29.3	105	32.7	17	5.3	68	21.2	37	11.5
I feel a strong sense of belonging to my organization	78	24.3	114	35.5	26	8.1	88	27.4	15	4.7
I like this organization	73	22.7	101	31.5	12	3.7	113	35.2	22	6.9
This organization means a lot to me	59	18.4	147	45.8	21	6.5	61	19.0	33	10.3
If it was my choice, I would be working for my current employer one year from now	67	20.9	122	38.0	63	19.6	30	9.3	39	12.1
I frequently think of leaving my job	43	13.4	77	24.0	22	6.9	120	37.4	59	18.4
I am planning to look for a new job in the next 12 months	36	11.2	47	14.6	39	12.1	136	42.4	63	19.6

Source: Survey Data, 2016

The study sought to find out the employees satisfaction on intrinsic rewards the results are presented on Table 4.13. Majority (133, 41.4%) employees disagreed with the statement that “I would be very happy to spend the rest of my working life in this organization”, (54, 16.8%) employees strongly disagreed with the statement, (95,29.6%) employees agreed with the statement and (29,9.0%) employees neither agreed nor disagreed with the statement while (10,3.1%) strongly agreed with the statement. The study findings showed that majority (58.2%) of the employees in flower firms in North Rift region reported that they would not be happy to spend the rest of their working lives in the organizations where they were working.

This implies that the employees are not satisfied with their current employment and would leave if given an opportunity. Therefore the flower farms need to motivate their employees in order to retain them longer in their work places. Employees are thought to be motivated to work hard to produce quality results when they motivated thus having pride in their work, believe their efforts are important to the success of the team, and their jobs are fun, challenging, and rewarding (Mahaney & Lederer, 2006).

Furthermore training and development enhances job productivity, positive attitude of employee allowing to acquire superior knowledge, skills and abilities (Tangthong, 2014), likewise performance appraisal, reward and compensation motivates employees to stay focused and engaged (Tay, 2011), while career development and supervisor support increase the employees organizational loyalty and reduce the negative thoughts towards the organization (Merchant, 2013).

Morrell, Clarke & Wilkinson (2004) consider turnover an important issue for organizations and Yu (2008) favors friendly work life policies to reduce turnover, Valcour

& Batt (2003) also supports friendly policies for reduced turnover while Riley (2006) did not find a significant relationship between work life conflict and turnover intentions. Organizations are searching for policies which can be adopted to reduce turnover. In Pakistan some researchers Bashir & Ramay (2008) have attempted to highlight the importance of work life policies. Work-life programs are effective in reducing work-family conflict, and efficient in improving attitudes. Now companies are more conscious about work life balance and are offering more friendly work life policies.

High turnover rates disrupt continuity of care, and also harm workers' abilities to achieve critical case management functions (Thaden, 2007). Most effective organizational responses to work family conflict and to turnover are those that combine work family policies with other human resources practices including work redesign and commitment enhancing incentives (Abeysekera, 2007). Work-Life harmony is a critical business strategy to reduce employee turnover, and to improve overall farm performance.

Flexibility can address the problem of work life balance. Because the objective of flexible work arrangements is to improve inter-role conflict, and it also seems reasonable to assume that flexible arrangements will be attractive to workers, especially those faced with competing demands. Hytter (2008) explained that the work environment is considered in the context of industrial environment like clamor, lifts and working environment is considered the most significant factor of job satisfaction. Also in the past studies it was found by the scholars that there are numerous factors are crucial in retaining the workforce. These are like work life balance, work environment and career opportunities (Cappelli 2000).

Similarly, (105, 32.7%) employees disagreed with the statement that “I really feel as if this organization’s problems are my own”, (94,29.3%) employees strongly disagreed with the statement, (68,21.2%) employees agreed with the statement and (37,11.5%) employees strongly agreed with the statement while (17,5.3%) respondents neither agreed nor disagreed with the statement. From the responses, it emerged that majority (62.0%) of the employees did not care at all on the problems facing the organizations they were working for. This implies that the employees had a negative attitude towards the flower farms. This study findings support those of Dunham *et al.*,(1994); Newton, *et al.*,(2004) and Somers, (1995) who supported the idea that attitudes related to organizational commitment are strongly associated with turnover. Organizational commitment is found to be strongly negatively related to turnover (Goldman *et al.*, 2008; Zhao *et al.*, 2007).

Further, (114, 35.5%) employees disagreed with the statement that “I feel a strong sense of belonging to my organization”, (88, 27.4%) employees agreed with the statement, (78, 24.3%) employees strongly disagreed with the statement and (26, 8.1%) employees neither agreed nor disagreed on the statement while (15, 4.7%) were strongly in agreement with the statement. It emerged from the responses that majority (59.8%) of the employees did not have a sense of belonging in the flower farms where they worked. This further shows that they had a negative attitude towards working in the organizations. In order for the flower farms to retain these employees, they need to shape the employees’ behaviour and attitude towards working (Whitener, (2001).

On the statement that “the organization means a lot to me”, (147, 45.8%) employees disagreed with the statement, 61(19.0%) respondents agreed with the statement, (59, 18.4%) employees strongly disagreed with the statement and (33, 10.3%) employees were strongly in agreement with the statement while (21, 6.5%) employees neither agreed nor

disagreed with the statement. It seems therefore that a majority (64.2%) of the employees believed that the flower farms were not important to them.

This implies that most of the employees did not value the benefits argued from the flower farms in comparison to the nature of work they did. The continuing prosperity of a firm is likely to be enhanced by employees who hold attitudes, value and expectations that are closely aligned with the corporate vision (Cable & Parsons, 2001; Feldman, 2003).

Further, (122, 38.0%) employees disagreed with the statement that “If it was my choice, I would be working for my current employer one year from now”, (67, 20.9%) respondents strongly disagreed with the statement, (63, 19.6%) employees neither agreed nor disagreed, (39, 12.1%) employees strongly agreed with the statement while (30, 9.3%) employees agreed with the statement. The study findings suggested that majority (58.9%) of the employees if given chance they could leave their current employer. The results also show that intention to leave is explained by job satisfaction, affective commitment and normative commitment. It is found that job satisfaction is the most important antecedent of intention to leave (Basak, Ekmekci, Bayram, & Bas, 2013).

In addition, (120, 37.4%) employees agreed with the statement that “I frequently think of leaving my job”, (77, 24.0%) employees disagreed with the statement, (63, 19.6%) employees strongly agreed with the statement, and (43, 13.4%) employees strongly disagreed with the statement while (22, 6.9%) employees neither agreed nor disagreed with the statement. From the findings, it emerged that majority (55.8%) of the employees frequently thought of leaving their jobs implying that they are unhappy and not satisfied with the current employment. This concurs with Hom and Kinicki, (2001) who reported that people leave if they are unhappy with their jobs and job alternatives are available.

Further, (136, 42.4%) employees agreed with the statement that “I am planning to look for a new job in the next 12 months”, (63, 19.6%) respondents strongly agreed with the statement, (47, 14.6%) employees disagreed with the statement while (39, 12.1%) employees neither agreed nor disagreed with the statement. The study showed that majority (62.0%) of the employees was planning to look for new jobs in the next one year. According to Lee, *et al.*, (2004) if an individual is unhappy with a job and finds another job, s/he is likely to leave the current job. In this study, those employees who find other jobs will leave the farms since they are unhappy with their current jobs.

Table 4.14 Intrinsic and Extrinsic Rewards and Employee Turnover

Rewards	Employee Turnover		
	Attrition	Resignation	Dismissal
Extrinsic Rewards	r = .255** p = .000	r = -.278** p = .031	r = -.030** p = .002
Intrinsic Rewards	r = .243** p = .000	r = .043* p = .005	r = -.125* p = .025

**Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed)

Source: Survey Data, 2016

HO₂: There is no significant statistical relationship between intrinsic and extrinsic rewards and employee turnover in flower farms which have human resource practices in place. This hypothesis was tested using Pearson Correlation Coefficient at $p \leq 0.01$ significance level. The results are presented in Table 4.14.

From the Table 4.14, it shows that rewards (Intrinsic and extrinsic) had a significant positive correlation at 0.01 significance level with the indices of employee turnover

(attrition and resignation). However, dismissal had a negative relationship at a significance level of 0.05. This implies that there was a significant relationship between rewards and employee turnover. Indicating that rewards in an organization have influence on employee turnover. Though, the findings indicate that intrinsic and extrinsic rewards do not influence dismissal. This supports other researchers such as Armstrong, (2008) Chew & Chan (2008) and Hong, et al., (2012) who have found a similar relationship.

Cotterell (2013) examined the relationship between employee reduction and extrinsic rewards. The aim of this study was to discover applicable methods of reducing the employee turnover rate of Sales groove Oy through improving certain aspects of its human resource practices. The study objectives were to develop rewards, compensation and satisfaction strategy for the company that would help it identify and thereafter assist in retaining talented employees around which it can continuously build an efficient sales force which would ultimately lead to an increase in the organization's overall performance.

A quantitative research method was chosen for this study because of the nature of the event being examined and the study use interview as a method of collecting data The findings of this study revealed the reason for the high employee turnover rate is lack of extrinsic motivations like inequalities of salaries and identified methods that can be used to improve the extrinsic rewards, compensation and motivation efforts of Sales groove. The retention of critical talent to Sales groove Oy begins with good salaries and payment process. This results further supports this study findings since the findings and methodology was similar.

Ordinal Regression of objective II

ii) To examine the relationship between Intrinsic and Extrinsic rewards and employee turnover in flower farms.

Table 4.15 Model Fitting Information

Model Fitting Information				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	959.663			
Final	855.293	104.370	42	.000

Source: Survey Data, 2016

Model Fitting Information

Table 4.15: Shows the Model fitting information. We need to determine whether the model improves our ability to predict the outcome. We do this by comparing a model without Intercept Only model against the model with the Final model. We compare the final model against the baseline to see whether it has significantly improved the fit to the data. The Model fitting Information table gives the 2log-likelihood values for the baseline and the final model. The significant chi-square statistic $\alpha=0.05$ chi-square statistic indicates that the Final model gives a significant improvement over the baseline intercept-only model. This implies that the model gives better predictions based on the marginal probabilities for the outcome categories.

Table 4.16 Goodness-of-Fit

Goodness-of-Fit			
	Chi-Square	df	Sig.
Pearson	1150.507	1008	.001
Deviance	610.713	1008	1.000

Source: Survey Data, 2016

From the results in Table 4.16, the above contains Pearson's chi-square statistic for the model. These statistics are intended to test whether the observed data are consistent with the fitted model. If they are not the significance values are larger then we could conclude that the data and the model predictions are similar and that we have a good model. We start from the null hypothesis that the fit is good. If we do not reject this hypothesis if the p value is large, then it is concluded that the data and the model predictions are similar and that you have a good model. Findings shows that the significance value is large p is 1.00 which is greater than .05. This implies that we reject the assumption of a good fit, $p < .05$, the results for this analysis suggest the model does not fit well.

Table 4.17 Pseudo R-Square

Pseudo R-Square	
Cox and Snell	.278
Nagelkerke	.279
McFadden	.062

Source: Survey Data, 2016

The following methods are used to estimate the coefficient of determination. Cox and Snell (1989) are based on the log likelihood for the model compared to the log likelihood for a baseline model. However, with categorical outcomes, it has a theoretical maximum value of less than 1, even for a perfect model. Nagelkerke (1991) is an adjusted version of the Cox & Snell that adjusts the scale of the statistic to cover the full range from 0 to 1. McFadden (1974) is another version, based on the log-likelihood kernels for the intercept-only model and the full estimated model. The model with the largest statistic is the best according to this measure.

The results shows that the pseudo R^2 values (Nagelkerke = 27.9%) which implies that the intrinsic and extrinsic rewards explains the 27.9% of employee turnover in flower farms in the areas which indicate that there are other factors that causes employee turnover in flower farms. Based on the Pratheepkanth (2011), he revealed that intrinsic reward plays a significant role in employee turnover.

Table 4.18 Test of Parallel Lines

Test of Parallel Lines^a				
Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Null				
Hypothesis	855.293			
General	.000 ^b	855.293	1008	1.000

Source: Survey Data, 2016

The test of parallel lines helps assess whether the assumption that the parameters are the same for all categories is reasonable. This test compares the estimated model with one set

of coefficients for all categories to a model with a separate set of coefficients for each category. This test compares the ordinal model which has one set of coefficients for all thresholds labeled Null Hypothesis, to a model with a separate set of coefficients for each threshold labeled General. If the general model gives a significantly better fit to the data than the ordinal (proportional odds) model if $p < .05$ then we are led to reject the assumption of ordinal model.

The results of the study show that there is a complete separation in the data. The maximum likelihood estimates do not exist. Given the insignificant value as shown below $p < 1.0$ we accept the assumption of proportional odds and thus the data does not give a significantly better fit the data than the ordinal as shown in Table 4.18

4.11 Work Life Balance and Employee Turnover

The third objective of this study was to examine the relationship between work life balance and employee turnover in flower farm. To achieve this, the employees were asked to rate in a five likert scale items in the questionnaire on work life balance. The items were rated as; Strongly Disagree (SD) =1; Disagree (D) =2; Undecided (U) = 3; Agree (A) = 4 and Strongly Agree = 5. Their responses were scored and the results are presented in Table 4.19

Table 4.19 Responses on Work Life Balance and Employee Turnover

Statement	SD		D		U		A		SA	
	F	%	F	%	F	%	F	%	F	%
Work hours fit in well with one's living program	0	0.0	28	8.7	30	9.3	90	28.0	173	53.9
I can do different types of job	14	4.4	28	8.7	46	14.3	123	38.3	110	34.3
I feel secure in my job	16	5.0	34	10.6	14	4.4	163	50.8	94	29.3
Working under a safe environment	0	0.0	28	8.7	0	0.0	224	69.8	69	21.5
Flexible hours are provided allowing for more personal freedom	9	2.8	52	16.2	4	1.2	221	68.8	35	10.9
I can avoid excessive social interaction in order to keep healthy	30	9.3	26	8.1	39	12.1	154	48.0	72	22.4
My work place is close to home	12	3.7	68	21.2	52	16.2	120	37.4	69	21.5

Source: Survey Data, 2016

The results of the study on employees work life balance presented on Table 4.19 showed that majority (173, 53.9%) employees strongly agreed with the statement that they feel relaxed and stable in their lives when work hours fit in well with their program, (90,28.0%) agreed with the statement and (30,9.3%) respondents were undecided on the statement while (28,8.7%) were in disagreement with the statement. Muindi (2009) did a study on the determinants of work life balance in the Public Sector: A Case Study of Ngong District Hospital. The study however did not outline the work life balance practices if any, adopted in this industry.

From documents analysis according to Kenyan law, regular working hours are 46 hours of work per week, with a paid day of rest after every six days worked. However, on all farms overtime is generally compulsory and is particularly common at certain times of the year, such as in the run-up to Christmas, Valentine's Day and Mother's Day, when pack house workers are under great pressure to pack flowers before the nightly flight to Europe departs. Packers and pickers on three out of four farms complained of working long hours, up to 16-18 hours a day (like, 7:00 a.m. to 11:00 p.m.), and sprayers on half of the farms claimed to be working 11-12 hours, spraying from 7.00 a.m. to 6.00 p.m.

One employer acknowledged that graders were working more than 12 hours overtime a week, a situation which they are trying to ameliorate. More female workers interviewed were involved in overtime work (since they formed the majority of pack house staff), which can have serious implications as they typically also bear the responsibility for work in the home (childcare and domestic tasks). In and of itself, overtime is not necessarily problematic if: it is not excessive; workers are compensated appropriately; and it is chosen freely. However, participants in several FGDs complained that overtime is not voluntary and that they are not given the opportunity to refuse in accordance with codes. The responses also indicate that there is no awareness of how many hours per week are allowable under a code or the law, pointing to communication issues between management and workers (Flowers Growers' Group of the Agricultural Association, 2002).

From the response it emerged that majority (81.9%) of the employees felt relaxed and stable when working hours fitted well with their program. This implies that they enjoyed working when their personal life activities were in line with the work schedule programs. This shows the employees are satisfied with their work since there are no conflicting work

schedules and his/her own life program. This concurred with Clark, (2001) who opined that employee work life balance occurs when there is satisfaction and good functioning at work and at home.

Further, (123, 38.3%) employees agreed with the statement that they can do different types of jobs, (110,34.3%) employees strongly agreed with the statement, (46,14.3%) respondents were undecided with the statement and (28,8.7%) employees disagreed with the statement while (14,4.4%) employees strongly disagreed with the statement. The study findings suggest that a majority (72.6%) of the employees can do different jobs without any conflicts. This shows that employees can split their time and perform different tasks without any stress or conflicts at work. This is supported by Hobbler and Lemmon (2009) who argued that some employees can split their time and energy between work and the other important aspects of their lives without any form of conflicts. This shows that majority of the employees in flower farms can balance their work schedules to achieve their goals both at work place and their own lives.

In addition, (163,50.8%) employees agreed with the statement that they felt relaxed and stable in their lives when they are secure in their jobs, (94,29.3%) employees strongly agreed with the statement, (34,10.6%) employees disagreed with the statement, and (16,5.0%) respondents strongly disagreed with the statement while (14,4.4%) employees were undecided with the statement. It seems therefore that majority (80.1%) of the employees in flower farms in North Rift Region were more relaxed and stable when they felt secure in their jobs. This implies that job security among the employees plays an important role in job satisfaction. Research has shown that job security induces organizational commitment of workers.

Davy, Kinicki and Scheck (1997) discovered that job security significantly related to employee commitment where commitment in this case leads to job satisfaction which is a predictor of employee turnover. This finding was supported by the research finding of Abdullah and Ramay (2012) who reported a significant positive relationship between job security and organizational commitment of employees. This certifies that job security induces employee commitment in any work situation. In other words, employees perceive threat of job security may become less committed to the organization they are working for and may decide to quit the job. Thus, satisfaction with job security is positively correlated with both organizational commitment and job performance (Yousef, 1998).

Similarly, (224, 69.8%) employees agreed with the statement that they felt relaxed and stable in their lives when working and safe environment, (69,21.5%) employees strongly agreed with the statement while (28,8.7%) employees were in disagreement with the statement. To support the above findings, according to study by National Resource Institute (2006), a majority of the workers handling chemicals in flowers farms were provided with respirators (57%), overalls (80%), impermeable gloves (63%) and rubber boots (80%). However, only 37% of workers interviewed were provided with impermeable goggles. This means that the majority of workers are exposed to possible eye injury from the chemicals. These results imply that the workers are not fully aware of how to handle the chemicals they use and the risks involved in handling these chemicals. The workers are thus at risk of being exposed to the chemicals hence affecting their health.

It is important to instruct and train workers, especially the spray operators, on safe application and risks of pesticides and chemicals when the working environment is not safe and dangerous for employees. From other research, there are biological, chemical, physical and socio-psychological risk factors have been investigated which are related to

occupational safety and health in the hotel industry. The main factors affect on job satisfaction are biological and chemical risk factors. While the risk factors on occupational health and safety increase, the satisfaction of employees will decrease (Kilic & Selvi, 2009). The characteristic of fast growing industries are non-standard work arrangement, low wages, work demands over, high frequent interaction with customer, and working environment rapidly change (Lo & Lamm, 2005). When the job requirements do not meet to the employees' abilities, resources and needs, it will cause job stress. The factors of stressful varied with the type of occupation or jobs (Sunny Hu & Cheng, 2010). Occupational stress increases the employees' turnover of employees.

Furthermore, there is also a relationship between job satisfaction and health. There are two kinds of health included, which are physical and mental. From other research, health characteristic in the workplace is reviewed systematically as an important implication. Organizations are required to accept the responsibilities which are work practice impact on the health level of employees. A good communication between workers and employees are required in order to reduce the stress level of workers effectively. Workplace policies which are concern with improving the health of employees be executed and developed through meaningful communication between management and workers in order to identify the current working condition of employees (Faragher, Cass, & Cooper, 2005).

Although Kenya has attracted some foreign dollars through these export-based flower and tea industries, a majority of Kenyans remain mired in poverty (Dotan et al 2003). It is quite true that most workers don't eat flowers. But they are an important source of food security because of the income they bring to thousands of workers most of them women are still remain poor. The main issues raised were a lack of provision of protective

clothing for workers handling chemicals, the non-observance of re-entry periods, and the exposure of pregnant women to chemicals. In some cases, the perception of risk among workers exceeds actual risk, suggesting that companies may not be providing sufficient training and/or accurate information to workers on where the dangers of chemical exposure lie. Lack of access to adequate maternity leave creates anxiety about income security and can lead women to seek abortions and/or hide their pregnancies, both of which can carry long-term health implications

The study findings showed that a majority (91.3%) of the employees in flower farms in North rift region were more satisfied with their work when working under a safe environment. This shows that employee safety is an important consideration for flower farms in order to retain their workforce. This supports Ayieko's (2011) findings which showed that lack of health and safety facilities can lead to job stress and job dissatisfaction. Further observations indicated that rest brakes were not available. A rest break allows all employees to rest for a short period of time during work hours. Rest breaks are also preferred as crib breaks, rest pauses as tea breaks. The organization of working time Act 1997 sets out that an employee is entitled to a break of 15 minute after 4 1/2 hr work period and if more than 6 hrs than it is 30 minutes before breaking for lunch. What I observed is that an employee checks in at 7.30am and leaves the work place at 2.00pm without having short brakes of may be tea at rest time.

This goes against the rule set by Organisation of Working Time Act of 1997. At the time for checking out these employees are already time and worn out as they look weary and tired. Sustainable and efficient rest facilities should be provided at readily accessible places. These rest places could be rest rooms, canteens or restaurant to purchase food in order to use them. Rest rooms should include eating facilities. Employees should obtain

hot food from restaurant. From my own observation restrooms were not sufficiently stocked. Most employees carry their lunch and eat them under trees where there are no seats. Some employees eat their food standing because of lack of available seats.

More so, (221,68.8%) employees agreed with the statement that they felt relaxed and stable in their lives when flexible hours are provided allowing for more personal freedom, (35,10.9%) employees strongly agreed with the statement while (61,19.0%) employees were in disagreement with the statement. From the responses, it can be argued that majority (79.7%) of the employees in flower farms enjoyed their work more when flexible hours were provided allowing for more personal freedom. This showed that for organizations to retain their employees, they need to initiate flexible working hours (Grady *et al.*, 2008) as this enable work life balance of the employees.

In addition, (154,48.0%) employees agreed with the statement that they felt relaxed and stable in their lives when they can avoid excessive social interaction in order to keep healthy, (72,22.4%) employees strongly agreed with the statement while (56,17.4%) employees were in disagreement with the statement. The responses showed that majority (70.4%) of the employees believed that they were more relaxed when they avoided social interactions in order to keep healthy. This implies that employees are more satisfied with their work when they are in a healthy condition which is supported by Fischer and Sousa-Poza (2007) who reported that job satisfaction is conducive to individual health satisfaction of an individual.

Further, the respondents were requested to rate in a five point likert scale items in the questionnaire on work life issues in relation to their work at flower farms. The results are presented in Table 4.19

Table 4.20 Response on Work Life Issues in Relation to Employees' Work

Statement	SD		D		U		A		SA	
	F	%	F	%	F	%	F	%	F	%
I have experienced disagreement in schedule when it comes to family events and work	41	12.8	39	12.1	37	11.5	131	40.8	73	22.7
I have experienced that my work performance is affected by stress over childcare	32	10.0	36	11.2	20	6.2	154	48.0	79	24.6
I believe that long daily and weekly working hours causes disagreements between my work and my family	61	19.0	42	13.1	26	8.1	120	37.4	72	22.4
I believe that what my supervisors want me to do leads to disagreements with family	56	17.4	46	14.3	32	10.0	133	41.4	54	16.8
I choose my off-days with the agreement of my co-workers or supervisor	38	11.8	46	14.3	14	4.4	137	42.7	86	26.8
The organization provide facilities that allow me to work from home	179	55.8	64	19.9	19	5.9	39	12.1	20	6.2

Source: Survey Data, 2016

The study sought to find out employees work life issues in relation to their work the results are presented on Table 4.20 It revealed that majority (131, 40.8%) employees agreed with the statement that they had experienced disagreements in schedule when it comes to family events and work, (73, 22.7%) employees strongly agreed with the

statement while (80, 24.9%) employees were in disagreement with the statement. The study findings showed that majority (63.5%) of the employees in flower farms in North Rift region had experienced disagreements in work schedules and family life.

This implies that work program at the flower farms interferes with the family events leading to conflicts. Family and work are the most important elements of everyone's life and any competing demands of work and family life cause conflict and negatively affect the wellbeing of the flower farm workers. This concurs with the findings of Kalliath and Monroe, (2009) who found that conflicts caused by interference between work and family activities lead to lower family life satisfaction and work satisfaction and are negatively related to Work life balance.

Similarly, (154, 48.0%) employees agreed with the statement that they had experienced that their work performance was affected by stress over children, (72, 22.4%) strongly agreed with the statement and (68, 21.2%) employees were in disagreement with the statement while (20,6.2%) employees were undecided on the statement. The responses shows that majority (82.8%) of the employees believed that their work performance is influenced by stress over childcare. This implies that workers who have children cannot concentrate with their work due to the need to care for their children. Those with young children therefore need flexible working hours so that they can attend to their young ones and work simultaneously. This supports the arguments of Grady et al. (2008) who argued that there were higher demands for more flexible working arrangements for employees with eldercare and childcare responsibilities among the Irish employee force.

Further, (120,37.4%) employees agreed with the statement that "I believe that long daily and weekly working hours causes disagreements between my work and my family",

(72,22.4%) employees strongly agreed with the statement while (103,32.1%) employees were in disagreement with the statement. It emerged from the study findings that a majority (59.8%) of the employees believed that long daily and weekly working hours causes disagreements between their work and their families. This implies that working hours need to be reviewed to avoid conflicts between families and work place. This is consistent with Dolan *et al.*, (2003) who reported that long working hours could lead to family conflicts which affect employee morale and commitment. Employees will consider searching for alternative employment thus leading to employee turnover.

In addition, (133, 41.4%) employees agreed with the statement that “I believe that what my supervisors want me to do leads to disagreements with family”, (56,17.4%) employees strongly disagreed with the statement, (54,16.8%) employees strongly agreed with the statement while (32,10.0%) employees were undecided on the statement. The study finding showed that majority (58.2%) employees believed that work roles assigned by supervisors have led to family conflicts. This implies that assignment of duties to workers should be done equally without any intimidation. It has been shown that supervisor intimidation could cause job dissatisfaction and employee turnover (Dolan *et al.*, 2001).

However, (179, 55.8%) employees strongly disagreed with the statement that the organization provide facilities that allow employees to work from home, (64,19.9%) employees strongly agreed with the statement and (59,18.3%) employees were in disagreement with the statement while (19,5.9%) employees were undecided on the statement. From the responses, it seems that majority (75.7%) of the employees believed that their organizations do not provide them with facilities that allow them to work from their homes. This is due to the fact that working in flower farms needs one to be at the place of work.

Similarly, respondents were asked to rate in a five point likert scale items in the questionnaire on work demands at flower farms. Results are presented in Table 4.21

Table 4.21 Responses on Work demands at Flower Farms

Statement	SD		D		U		A		SA	
	F	%	F	%	F	%	F	%	F	%
I have to put off doing things at work because of demands on my time at home	19	5.9	15	4.7	21	6.5	194	60.4	72	22.4
My home life interferes with my duties	53	16.5	37	11.5	13	4.0	146	45.5	72	22.4
Family problems interfere with my ability to perform my job	57	17.8	37	11.5	22	6.9	147	45.8	57	17.8
The demands of my work interfere with my family life	62	19.3	33	10.3	25	7.8	156	48.6	45	14.0
The amount of time my job takes makes it difficult to fulfil my family duties	43	13.4	21	6.5	17	5.3	155	48.3	85	26.5
Things I want to do at home do not get done because of the demands my job puts on me	30	9.3	21	6.5	19	5.9	161	50.2	90	28.0
Due to work-related duties, I have to make changes to my plans for family activities	53	16.5	27	8.4	34	10.6	145	45.2	62	19.3

Source: Survey Data, 2016

In an effort to find out the agreement of the employees on responses on work demands, the results are presented on Table 4.21 majority (194, 60.4%) employees agreed with the statement that “I have to put off doing things at work because of demands on my time at home”, (72, 22.4%) employees strongly agreed with the statement and (34,10.6%) employees were in disagreement with the statement while (21,6.5%) employees were undecided on the statement. The study findings showed that majority (82.8%) of the flower farm employees in North Rift region reported that they have to put off doing things at work because of demands at home.

This implies that due to employees’ commitment at home like childcare and other duties, employees sometimes skip the flower farm duties to attend to these core duties at home and this result to conflicts with the organization management. This concurred with Campo’s (2000) study on job and stress at home showed that there is a negative relationship between work pressure and marital life; in other words, when an individual feels more pressure, his/her marital relationship decreases.

Notwithstanding, (146,45.5%) employees agreed that their home lives interfered with their duties at work, (72,22.4%) employees strongly agreed with the statement and 88(28.0%) employees were in disagreement while (13,4.0%) employees were undecided with the statement. The study finding suggests that majority (67.9%) of the employees believed that their home life interfered with their duties at the flower farms. This implies that due to the nature of work at home, conflicts could arise at work place due to absenteeism or incomplete works. This supports the work of Nadeem and Abbas, (2009) which showed that job satisfaction had negative correlation with family to work interference.

In addition, (156, 48.6%) employees agreed with the statement that “the demands of my work interfere with my family life” (62, 19.3%) employees strongly disagreed with the statement and (45, 14.0%) employees strongly agreed with the statement while (25,7.8%) employees were undecided on the statement. From the responses, it emerged that majority (62.6%) of the employees reported that work demands at the flower farms interfered with their family life. This could be attributed to the competing demands of both family and work place. This is supported by Kalliath and Monroe, (2009) who said that any competing demands of work and family life cause conflict and negatively affect the wellbeing of workers.

Moreso, (155, 48.3%) employees agreed with the statement that “the amount of time my job takes makes it difficult to fulfill my family duties”, (85, 26.5%) employees strongly agreed with the statement and (64, 19.9%) employees were in disagreement with the statement while (17, 5.3%) were undecided on the statement. The study findings showed that majority (74.8%) of the employees believed that its difficult for them to fulfill their family duties due to due to the time they are required to perform their duties in their workplace. This shows that little time is left for family duties and could result to family conflicts which will later lead to either resignation or dismissal from work. It seems therefore that most employees are not in a position to split their time between work and family duties which contradicts Hobbler and Lemmon (2009), who stated that work life balance is about the efforts of employees to split their time and energy between work and the other important aspects of their lives.

On the statement that “due to work-related duties, I have to make changes to my plans for family activities”, (145, 45.2%) employees agreed with the statement, (73,22.7%) employees strongly agreed with the statement, (58,19.0%) employees were in

disagreement with the statement while (18,5.6%) employees were undecided on the statement. The study findings suggested that majority (76.3%) of the employees in flower farms in North Rift region had to make changes to their plans in order to accommodate family issues. This implies that they had to adjust their schedules to fit with family issues and avoid competing interests between home and work duties. This supports Hobbler and Lemmon (2009), who stated that work life balance is about the efforts of employees to split their time and energy between work and the other important aspects of their lives.

H0₃: There is no significant statistical relationship between work life balance and employee turnover in flower farms which have human resource practices in place. Pearson Correlation analysis was used to test this hypothesis and the results are presented in Table 4.22

Table 4.22 Work Life Balance and Employee Turnover in Flower Farms

Elements of work Life Balance	Employee Turnover		
	Attrition	Resignation	Dismissal
Work Life Balance	$r = -.483^{**}$ $p = .000$	$r = -.378^{**}$ $p = .000$	$r = -.494$ $p = .000$
Work life Issues	$r = -.228^{**}$ $p = .000$	$r = .052^{**}$ $p = .002$	$r = -.020^*$ $p = .004$
Work Demands	$r = -.126^{**}$ $p = .024$	$r = .050^{**}$ $p = .007$	$r = -.063^*$ $p = .061$

**Correlation is significant at the 0.01 level (2-tailed)

*correlation is signification at the 0.05 level (2-tailed)

Source: Survey Data, 2016

From the findings in Table 4.22 work life balance had negative correlation with the indices of employee turnover (attrition and Dismissal). However work life balance had a positive

correlation at 0.05 significance level. This implies that there was a statistical significance but negative relationship between work life balance and employee turnover in flower farms in North Rift region. From the findings work life balance may not influence attrition and dismissal though, it can influence employee resignation. Work life issues had a negative correlation with attrition and dismissal at a significance level of 0.01 and a positive correlation with resignation. This implies that when work life issues increase employee resignation increases. Work demands had a negative correlation with attrition and dismissal at a significance level of 0.01 and a positive correlation with resignation. This implies that when work demands increase resignation also increases.

Ordinal Regression for Objective III

iii) To examine the relationship between Work Life balance and employee turnover in flower farms.

Table 4.23 Model Fitting Information

Model Fitting Information				
Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Intercept Only	880.206			
Final	726.438	153.767	42	.000

Source: Survey Data, 2016

The results from table 4.23 show the Model fitting information. This will give the determination whether the model improves our ability to predict the outcome. We compare the final model against the baseline to see whether it has significantly improved the fit to the data. The Model fitting Information table gives the -2 log-likelihood values for the

baseline and the final model. The significant chi-square statistic $p < .000$ indicates that the final model gives a significant improvement over the baseline intercept-only model. This implies that the model gives better predictions based on the marginal probabilities for the outcome categories. At $\alpha = 0.05$ chi-square statistic $p < .000$ is significant which indicates that the final model gives a significant improvement over the baseline intercept-only model. This implies that the model gives better predictions based on the marginal probabilities for the outcome categories.

Table 4.24 Goodness-of-Fit

Goodness-of-Fit			
	Chi-Square	Df	Sig.
Pearson	938.208	1008	.943
Deviance	421.941	1008	1.000

Source: Survey Data, 2016

Results as shown in Table 4.24 implies that we accept the assumption of a good fit, $p < .05$, the results for this analysis suggest the model fits well $p < .943$ since the p value is large the study conclude that the data and the model predictions are similar and that has a good model. This table contains Pearson's chi-square statistic for the model as well as another chi-square statistic based on deviance. These statistics are intended to test whether the observed data are consistent with the fitted model. We start from the null hypothesis that the fit is good. If we do not reject this hypothesis if the p value is large, then it is concluded that the data and the model predictions are similar and that gives a good model. However, if rejected the assumption of a good fit, conventionally if $p < .05$, then the model does not fit the data well. The results for our analysis suggest the model fit well $p < 1.000$

Table 4.25 Pseudo R-Square

Pseudo R-Square	
Cox and Snell	.381
Nagelkerke	.383
McFadden	.092

Source: Survey Data, 2016

The pseudo R^2 values (Nagelkerke = 38.3%) implies that there is significant relationship between the variable and the dependent variable, that is the work Life balance explains the 38.3% of employee turnover in flower farms in the areas as shown in Table 4.25. In linear regression, R^2 the coefficient of determination summarizes the proportion of variance in the outcome that can be accounted for by the explanatory variables, with larger R^2 values indicating that the variation in the outcome can be explained up to a maximum of 1. What constitutes a good R^2 value depends upon the nature of the outcome and the explanatory variables. Here, the pseudo R^2 values Nagelkerke = 38.3%) indicates that work life balance explains a low proportion of the variation between employee turnover. The low R^2 indicates that a model containing only work life balance is likely to be a poor predictor of employee turnover. Note though that this does not negate the fact that there is a statistically significance.

Table 4.26 Test of Parallel Lines

Test of Parallel Lines^a				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	726.438			
General	.000 ^b	726.438	1008	1.000

Source: Survey Data, 2016

The result of the test of parallelism is in Table 4.26. The row labeled Null Hypothesis contains 2log-likelihood for the constrained model and assumes the lines are parallel. The row labeled General is for the model with separate lines or planes. The entry labeled *Chi-Square* is the difference between the 2log-likelihood values. If the lines or planes are parallel, the observed significance level for the change should be large, since the general model doesn't improve the fit. From Table 4.26 shows that the assumption is reasonable for this problem. If the null hypothesis not rejected, it is possible that the link function selected is incorrect for the data or that the relationships between the independent variables and logits are not the same for all logits. From the results of the study, it shows there is complete separation of data since the significance level for the change is large $p < 1.00$ as shown in Table 4.26

4.12 Health and Safety Practices and Employee Turnover

Table 4.27 Managements' Improvement of Occupational Health and Safety

Statement	SD		D		U		A		SA	
	F	%	F	%	F	%	F	%	F	%
Involvement of safety expert to prepare occupational health and safety guidelines for the flower farm	218	67.9	62	19.3	0	0.0	37	11.5	4	1.2
Continuous revision of health and safety practices	188	58.6	98	30.5	0	0.0	35	10.9	0	0.0
Improving on good housekeeping and sanitation	154	48.0	98	30.5	0	0.0	69	21.5	0	0.0
Create the environment for staff to freely report on health and safety issues	203	63.2	64	19.9	5	1.6	39	12.1	10	3.1
Supervision and safety management	138	43.0	118	36.8	2	.6	35	10.9	28	8.7
Hazard prevention and control	146	45.5	96	29.9	6	1.9	34	10.6	39	12.1
Work site analysis	121	37.7	102	31.8	0	0.0	65	20.2	33	10.3

Source: Field Data, 2015

The fourth objective of this study was to establish the relationship between health and safety practices and employee turnover in flower farm. To achieve this objective, first the employees were asked to rate their level of agreement in a five likert scale items in the questionnaire on the things that flower farm management usually does to improve on occupational health and safety at the farms. The items were rated as; Strongly Disagree

(SD) =1; Disagree (D) =2; Undecided (U) = 3; Agree (A) = 4 and Strongly Agree (SA) = 5. Their responses were scored and the results are presented in Table 4.27.

The study sought to find out on the agreement of the employees on management improvement of occupational health and safety. The results presented on Table 4.27 shows that majority (218,67.9%) employees strongly disagreed that the organisation involves safety experts to prepare occupational health and safety guidelines for the flower farm, (62,19.3%) employees disagreed with the statement while (41,12.7%) employees were in agreement with the statement. The study findings showed that majority (67.9%) of the employees believe that their organisations do not involve safety experts in the preparation of health and safety guidelines for the flower farms.

This implies that most flower farms do not adhere to the health and safety standards as required and therefore the health and safety needs of the employees are not well taken care of in the organizations. Lack of health and safety facilities can lead to job stress and job dissatisfaction. This concurred with research by Ayieko (2011) which pointed out that flower farms have poor adherence to safety practices at work place. This could be attributed to the non-involvement of health and safety experts in designing the health and safety procedures for the organisations.

Similarly, (188, 58.6%) employees strongly disagreed with the statement that there was continuous revision of health and safety practices by the flower farm management, 98(30.5%) employees disagreed with the statement while (35,10.9%) employees were in agreement with the statement. The responses showed that majority (89.1%) of the employees believed that their management does not do continuous revision of health and

safety practices. This can have effect on employees' health and safety and could result in emergency of diseases or injuries to workers which in turn affect their productivity leading to early retirement or dismissal.

It is important to revise health and safety practices so as to reduce on the workers absenteeism from work place and injuries incurred which leads to employee turnover. This is consistent with the works of Chenari (2011) who found a significant relationship between occupational health and safety and individual commitment to work. The study revealed that in terms of priority, environmental factors, such as supervision, working conditions, organizational policies and size, safety, health and relationship with the colleagues were most important.

Further, (154,48.0%) employees strongly disagreed with the statement that the management keep on improving housing and sanitation at work place, (98,30.5%) employees disagreed with the statement while (69,21.5%) employees were in agreement with the statement. This shows that majority (78.5%) of the employees in the flower farms believed that their management does not keep improving housing and sanitation at the flower farms. This indicate poor adherence to occupational health and safety regulations in the flower farm industry. Marchington, & Wilkerson, (2000) noted that adherence to health and safety regulations enhances employee productivity and low turnover.

Moreso, (203,63.2%) employees strongly disagreed with the statement that the management had created a conducive environment for staff to freely report on health and safety issues, (64,19.9%) employees disagreed with the statement and (49,15.2%) employees were in agreement with the statement while (5,1.6%) employees were undecided on the statement. It emerged that majority (83.1%) of the employees believed

that the management has not created a conducive environment for them to report health and safety issues. This implies that the health and safety issues of workers in the flower firms are not well catered for by the management and this could make them leave the organizations. Roelofsen (2002) reported that improving working environment results in a reduction in a number of complaints and absenteeism and lower turnover. When reporting systems for health and safety needs are improved, there could be improved health and wellbeing of the employees resulting to job satisfaction and reduced employee turnover.

On the statement that the management has improved on the supervision and safety management, (138, 43.0%) employees strongly disagreed with the statement, (118, 36.8%) employees disagreed with the statement while (63,19.6%) employees were in agreement with the statement. From the responses, it can be shown that majority (79.8%) of the employees at flower farms in North Rift Region believed that there was no improved supervision of safety management.

This implies that the flower farms lack well trained occupational health and safety managers to oversee the health and safety programs within the farms. This has an effect on the safety of the employees and could result in high chances of injuries at work places and sickness related to the occupations within the flower farms. This has an effect on employee's decision productivity and decision to leave the organization. Mosadeghrad *et al.* (2008) concluded that there was a negative relationship between occupational health and safety supervision and turnover. This implies that an improved supervision will lead to low employee turnover and vice versa and therefore flower farms need to improve on occupation health and safety supervision.

Similarly, (146, 45.5%) employees strongly disagreed with the statement that the management has improved on hazard prevention and control, (96,29.6%) employees disagreed with the statement while (73,22.7%) employees were in disagreement with the statement. From the study finding, it emerged that majority (75.4%) of the employees their management had not improved on hazard prevention and control. This implies that in flower farms there are a lot of cases of occurrence of various hazards which harm the employees reducing their ability and will to work in the organizations. This supports Massey and Perry, (2006) who pointed out that business typically strive to become more productive and in doing so are driving their workers to work longer, harder and with higher utilization often in extremely hazardous conditions. This shows that flower farms have done little as far as occupational health and safety of the employees is concerned. For example, van der Aa *et., al.* (2012) found that higher perceived job quality reduced employee turnover in customer contact centers. Adverse conditions (harm, hazard, uncertainty, emotional distress, lack of promotion and discrimination) have been shown to have variable impacts on quitting.

Further the respondents were asked to rate their level of agreement on a five point likert scale items on the causes of accidents in their organizations. Their responses were scored and the results are presented in Table 4.27.

Table 4.28 Responses on Causes of Accidents at Flower Farms

Statement	SD		D		U		A		SA	
	F	%	F	%	F	%	F	%	F	%
Lack of adequate training on health and safety for employees	64	19.9	6	1.9	28	8.7	87	27.1	136	42.4
Non provision of adequate protective clothing and equipment	35	10.9	29	9.0	0	0.0	93	29.0	164	51.1
Ignorance of health and safety rules and procedures	32	10.0	28	8.7	13	4.0	53	16.5	195	60.7
Slippery floors	31	9.7	50	15.6	15	4.7	59	18.4	166	51.7
Defective machines	35	10.9	41	12.8	4	1.2	54	16.8	187	58.3
Unsafe machines	31	9.7	37	11.5	10	3.1	63	19.6	180	56.1
Failure to use personal protective equipment	34	10.6	39	12.1	14	4.4	52	16.2	182	56.7
Exposure to poisonous chemicals	35	10.9	39	12.1	0	0.0	54	16.8	193	60.1

Source: Survey Data, 2016

The results on employees' causes of accidents at flower farms are presented on Table 4.28. It shows that majority (136,42.4%) employees strongly agreed with the statement that accidents occurred in their places of work due to lack of adequate training on health and safety for employees, (87,27.1%) employees agreed with the statement while (70,21.8%) employees were in disagreement with the statement. The study finding showed that a majority (69.5%) of the employees in flower farms in North rift region believed that most

accidents in their place of work occurred due to lack of adequate training on health and safety of employees. This was found to be consistent with the findings of Ayieko (2011) which showed that, workers in flower farms lack basic training on health and safety in what they do and have poor adherence to safety practices at work place. There is therefore need for employees training on occupational health and safety procedures so as to reduce on cases of work absenteeism and turnover.

Similarly, (164,51.1%) employees strongly agreed with the statement that accidents are caused by Non provision of adequate protective clothing and equipment, (93,29.0%) employees agreed with the statement while (64,19.9%) employees were in disagreement with the statement. From the responses, it can be shown that majority of the accidents in flower farms could be caused by the lack of adequate provision of personal protective equipments as shown by (80.1%) of the flower farm employees. This further supports the arguments of Ayieko (2011) which indicated that flower farm workers were at high risk due to lack of personal protective equipment. The management of flower farms should therefore provide adequate personal protective equipments to employees to reduce on cases of occurrence of accidents at the farms.

Notwithstanding, (195, 60.7%) employees strongly agreed with the statement that Ignorance of health and safety rules and procedures causes accidents at the flower farms,(53,16.5%) employees agreed with the statement while (60,18.7%) employees were in disagreement with the statement. It emerged therefore that majority (77.2%) of the flower farm employees believed that most accidents occur as a result of ignorance of health and safety rules by the employees. This is attributed to weak health and safety standards supervision by the management. This implies that the management needs to be strict on the health and safety procedures of the organization.

Similarly, (187,58.3%) employees strongly agreed with the statement that accidents in their place of work were caused by defective machines, (54,16.8%) employees agreed with the statement while (76,23.7%) employees were in disagreement with the statement. It can therefore be shown that accidents in flower farm industry in North rift region are mostly caused by defective machines as reported by (75.1%) of the flower farm workers and therefore machines should be updated and well-maintained as supported by Abassi and Hollman, (2000).

Further, (180,56.1%) employees agreed with the statement that accidents in their place of work are caused by unsafe machines, (63,19.6%) employees agreed with the statement while (68,21.2%) employees were in disagreement with the statement. From the results, it can be argued that unsafe machines causes majority accidents in flower farms in North Rift as supported by (75.7%) of the employees. This means that training need to be undertaken to all workers in the farms on proper use of machines and incase of introduction of new machines users should be trained on how to properly use them.

On the statement that exposure to poisonous chemicals in flower farms causes accidents, (193, 60.1%) employees strongly agreed with the statement, 54(16.8%) employees agreed with the statement while (74,23.0%) employees strongly disagreed with the statement. The study finding showed that majority (76.9%) of the employees believed that poisonous chemicals caused accidents in flower farms. Therefore employees should be encouraged to use personal protective equipments when using chemicals while in the farm for benefit of firm and employees.

The findings of a study by De Greef and Van den Broek, 2004 demonstrate that health and safety measures have a positive impact not only on safety and health performance, but also on company productivity. However, identifying and quantifying these effects is not always straightforward. In addition, although experience shows that in many cases proof of

profitability can be given, it might be rather difficult in a certain number of cases to develop solid evidence. The authors also state although the literature survey was fairly limited, research findings support the existence of an important link between a good working environment and the performance of a company.

Thus, the quality of a working environment has a strong influence on productivity and profitability. The study also suggests that poor OSH performance can lead to a competitive disadvantage impairing the firm's status among stakeholders. This is a motivating factor to company management to invest in OSH. The findings of the literature survey (De Greef and Van den Broek, 2004a) were also supported by the collection of case studies. By making the link between health and safety and the performance of the company, the case studies demonstrate that OSH should no longer be seen as purely a cost, but also as an instrument to improve the overall performance of a company, meaning that OSH should be an integral parameter in general management. Therefore, investment in OSH becomes profitable. Investment of 1 euro in well-being at work produces 3 - 7 euros return (Yrjänheikki, 2011).

Major impact of work-related problems is clearly demonstrated by figures on economic losses. ILO estimated that the total costs of such accidents and ill-health is approximately 4 per cent of the world's GDP (ILO, 2006). The fact that the cost of accidents at work and work-related ill- health accounts for 2 to 4 % of the GDP can be found in a several estimates on the economic impact. According to European Agency for Safety and Health at Work, the costs to Member States of all work-related accidents and diseases range from 2.6 % to 3.8 % of GDP (European Agency, 1997).

A study from the Netherlands confirms this figure estimating the multiple costs incurred by workplace accidents, illnesses and long-term absence in the Netherlands at 3 % of total GDP. The estimate was based on factors such as absenteeism, occupational disability, work-related accidents, costs of risk prevention, safety at work and its enforcement and health care (Koningsveld, 2004). According to a calculation made at the Finnish Ministry of Social Affairs and Health, the costs of work-related diseases and occupational accidents were nearly 3 billion € in 2000 or nearly 2 % of GDP. Almost half of the losses were caused by reduced production input resulting from disability. The average cost of an accident causing at least 3 days of absence was 6,900 € (Bjurström, 2009).

In addition, the respondents were asked to rate their level of agreement on a five point likert scale items on the occupational health and management systems in their organizations. Their responses were scored and the results are presented in Table 4.28

Table 4.29 Occupational Health and Safety Management Systems.

Statement	SD		D		U		A		SA	
	F	%	F	%	F	%	F	%	F	%
Risk assessment measures	143	44.5	95	29.6	15	4.7	40	12.5	28	8.7
Monitoring of the working environment and its impact on the general environment	142	44.2	115	35.8	10	3.1	48	15.0	6	1.9
Regular medical check ups	4	1.2	35	10.9	9	2.8	90	28.0	183	57.0
Record-keeping and notification of injuries and diseases	172	53.6	96	29.9	10	3.1	37	11.5	6	1.9
Preventive and protective measures	148	46.1	119	37.1	12	3.7	38	11.8	4	1.2
Environmental protection measures	192	59.8	94	29.3			35	10.9		
Employers' and workers participation			35	10.9	29	9.0	99	30.8	158	49.2

Source: Survey Data, 2016

The results on occupational health and safety management systems in flower farms are presented on Table 4.29. It shows that majority (143, 44.5%) employees strongly disagreed with the statement that their organization had put in place risk assessment

measures, (95,29.6%) employees disagreed with the statement while (68,21.2%) employees were in disagreement with the statement. The study finding showed that majority (80.0%) of the employees believed that their organization had not put in place risk assessment measures to reduce on the likely of hazards occurring in the farm. This implies that for improved safety of the employees, the flower farm management need to consider the use of risk assessment as a hazard control tool.

According to Griffeth et al. (2000) pay and pay-related variables have a modest effect on turnover. Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they quit. If jobs provide adequate financial incentives the more likely employees remain with organisation and vice versa. There are also other factors which make employees to quit from organizations and these are poor hiring practices, managerial style, lack of recognition, lack of competitive compensation system in the organization and toxic workplace environment.

Further, (142, 44.2%) employees strongly disagreed with the statement that there was monitoring of the working environment and its impact on the general environment, (115,35.8%) employees disagreed with the statement while (54,16.9%) employees were in agreement with the statement. From the responses, it emerged that the flower farms were not doing environmental monitoring to understand the health and safety issues affecting both the environment and the employees. This implies that flower farms need to adhere to EMCA (1999) regulations on environmental monitoring.

However, (183, 57.0%) employees strongly agreed with the statement that there were regular medical checkups in the organization, (90, 28.0%) employees agreed with the statement while (39, 12.1%) employees were in disagreement with the statement. The

study showed that regular medical checkups were conducted by the management of the flower farms and this assisted in understanding the health needs of the employees and preventing their exit from the organization.

Data analysis shows that (Natural Resource Institute, 2006) study supports that approximately 96% of the workers reported that their employer provided medical care for them. However, only in about two thirds of the cases did this medical care include family members. Some workers did not know whether medical care was extended to their families or not, because nobody had informed them about it. The type of care provided included out-patient (57%); in- and out-patient (15%); out-patient and first aid (14%); in-patient (9%); and a combination of in- and out-patient, plus first aid.

Most of the outpatient treatment was received from the company facility. However, in some cases, the employers paid for medical services in public health facilities because the company did not have a health facility. A small number of workers reported that they received medical care from private or mission facilities. Over 90% of the workers reported that they were contributing towards the National Hospital Insurance Fund (NHIF) which caters for part of the in-patient cost for health care. A few were not contributing, either because they had spouses who contributed or they were casual employees. A small number of workers did not know whether they contributed or not. this contradicts this study findings which shows that farm owners provided medical check-ups for the employees in flower farms.

Further (192, 59.8%) employees strongly disagreed with the statement that the organization had put in place environmental protection measures, (94, 29.3%) employees disagreed with the statement while (35, 10.9%) employees were in agreement with the

statement. Majority (89.1%) employees believed that there were no environmental protection measures put in place by the management of flower farms in North Rift Region and this contravenes the EMCA Act (1999).

According to Muinde (2012), Health and safety practices include workplace health and safety, occupational health programs, health and safety training, health and safety management, and health and safety inspection. By implementing proper health and safety standard in the workplace improves the performance of the organization through employees by avoiding and reducing costs related disabilities, accidents, absenteeism and illness (Bratton & Gold, 2000). This result more employee retention. Similarly occupational health programs allows organizations to minimize the stress level of employees with higher productivity, less absence to work improve staff determination (Armstrong, 2006) causing to reduce employee turnover.

Health and safety training among employees provided special courses to deal with the health and safety areas to be careful and have safety problems. This builds the confidence and commitment of the employee towards and organization (Armstrong, 2006) resulting further improvement in employee retention. Also safety and health management helps the organization to reduce costs, reduce risk in for employees at the workplace increasing their productivity because this practice motivates employees and keeps them in good health (Health and Safety Executive, 1997) thereby reducing employee turnover. Health and safety inspection prevents injury illness and property dame in the workplace and builds a positive health and safety culture, which enhances employee productivity, commitment and performance (Armstrong, 2010) causing to reduce employee turnover.

From observation, most of the employees in flower farms did not have the right gear but other has them and do not put them own. What was majority was missing are the boots that protect them from thorny plants which could pick their feet gloves they had gloves but did not put them own. Some had the masks but put them aside. It was observed the protection of natural environment, cover use of fertilizers, water management, soil conservation, disposal of hazardous waste and the protection of wildlife and water sources agrochemicals that is pesticides and fertilizer were the major hazards exposed to the employees.

Employees working in the chemical stores had no masks that prevented them from inhaling the chemical these exposed them to respiratory related problems. When the researcher visited green houses it was realized that there was still some smell of chemicals this could suggest that the time for entering these green houses after spraying was not observed. Most employees were missing gloves when handling flowers yet they have them. This showed that employees neglected the health and safety rules that they mat dress appropriately.

H0₄ There is no significant statistical relationship between health and safety practices and employee turnover in flower farms which have human resource practices in place. The hypothesis was tested using Pearson correlation analysis and the results are presented in Table 4.30

Table 4.30 Health and Safety Practices and Employee Turnover

Safety and Health Practices	Employee Turnover		
	Attrition	Resignation	Dismissal
Occupational safety and health issues	$r = -.820^{**}$ $p = .000$	$r = -.185^{**}$ $p = .001$	$r = .023$ $p = .003$
Accidents	$r = -.895^{**}$ $p = .000$	$r = .239^{**}$ $p = .000$	$r = -.529^{**}$ $p = .000$
Safety management systems	$r = -.770^{**}$ $p = .000$	$r = -.406^{**}$ $p = .000$	$r = .128^*$ $p = .022$

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data, 2016

The findings on Table 4.30 shows that safety and health issues had significant and negative correlation at 0.05 significance level with all the indices of employee turnover (attrition, resignation and Dismissal). The findings further showed that accidents had a negative relationship with attrition and dismissal and a positive relationship with resignation. Finally safety management systems had a negative correlation with all the indices of employee turnover at a significance level of 0.01. This implies that there was a statistical significance but negative relationship between health and safety practices and employee turnover in flower farms in North Rift region.

iv) To establish the relationship between Health and Safety practices and Employee turnover in flower farm.

Table 4.31 Model Fitting Information

Model Fitting Information				
Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Intercept Only	1023.595			
Final	885.406	138.189	25	.000

Source: Survey Data, 2016

The overall test of the model is shown in Table 4.31. When there is a scale parameter, the null hypothesis is that both the location parameters and the scale parameters are 0. Based on observed significance level, the null hypothesis is rejected. According to DeCarlo (2003) proceeding to examine the individual coefficients, check an overall test of the null hypothesis that the location coefficients for all of the variables in the model are 0. It can be based on the change in 2log-likelihood when the variables are added to a model that contains only the intercept. The change in likelihood function has a chi-square distribution even when there are cells with small observed and predicted counts. From Table 4.30, the results show the difference between the 2log-likelihoods and the chi square has an observed significance level of less than 0.05. At $\alpha=0.05$ chi-square statistic ($p<.000$) is significant which indicates that the model gives better predictions based on the marginal probabilities for the outcome categories

Table 4.32 Goodness-of-Fit

Goodness-of-Fit			
	Chi-Square	df	Sig.
Pearson	1045.390	600	.000
Deviance	685.765	600	.009

Source: Survey Data, 2016

Results as shown in Table 4.32 implies that we accept the assumption of a good fit, $p < .05$, the results for this analysis suggest the model does not fit well ($p < .000$) since the **p value** is small the study conclude that the data and the model predictions are not similar. The Pearson goodness-of-fit statistic is the deviation measure of the goodness-of-fit statistics and should be used only for models that have reasonably large expected values in each cell. A continuous independent variable or many categorical predictors or some predictors with many values, could have many cells with small expected values. If the model fits well, the observed and expected cell counts are similar, the value of each statistic is small, and the observed significance level is large. The null hypothesis is rejected if the observed significance level for the goodness of-fit statistics is small.

Table 4.33 Pseudo R-Square

Pseudo R-Square	
Cox and Snell	.350
Nagelkerke	.352
McFadden	.083

Source: Survey Data, 2016

In linear regression, R^2 the coefficient of determination summarizes the proportion of variance in the outcome that can be accounted for by the explanatory variables, with larger R^2 values indicating that more of the variation in the outcome can be explained up to a maximum of 1. What constitutes a good R^2 value depends upon the nature of the outcome and the explanatory variables. Here, the pseudo R^2 values Nagelkerke = 35.2%) indicates that health and safety explains a low proportion of the variation between employee turnover. The low R^2 indicates that a model containing only health and safety is likely to be a poor predictor of employee turnover. Note though that this does not negate the fact that there is a statistically significance.

Table 4.34 Test of Parallel Lines

Test of Parallel Lines^a

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	885.406			
General	.000 ^b	885.406	600	.000

Source: Survey Data, 2016

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

This test compares the ordinal model which has one set of coefficients for all thresholds labeled Null Hypothesis, to a model with a separate set of coefficients for each threshold labeled General. If the general model gives a significantly better fit to the data than the ordinal model if $p < .05$ then we are led to reject the assumption of ordinal model. If the lines or planes are parallel, the observed significance level for the change should be large as shown in the results, since the general model does not improve the fit. The parallel model is adequate. The null hypothesis may not be rejected since the lines are parallel.

From Table 4.34 the assumption is reasonable for this problem. If the null hypothesis is not rejected, it is possible that the link function selected is incorrect for the data or that the relationships between the independent variables and logits.

General test for the four objectives and turnover

This study further sought to find out the relationship between the dependent variables and the dependent variable.

Table 4.35 Model Fitting Information

Model Fitting Information				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	1670.878			
Final	1266.311	404.566	133	.000

Source: Survey Data, 2016

Model Fitting Information

The Model fitting Information table gives the 2 log-likelihood values for the baseline and the final model. The significant chi-square statistic $p < .000$ indicates that the final model gives a significant improvement over the baseline intercept-only model. This implies that the model gives better predictions based on the marginal probabilities for the outcome categories. At $\alpha = 0.05$ chi-square statistic $p < .000$ is significant which indicates that the Final model gives a significant improvement over the baseline intercept-only model. This implies that the model gives better predictions based on the marginal probabilities for the outcome categories.

Table 4.36. Goodness-of-Fit

Goodness-of-Fit			
	Chi-Square	df	Sig.
Pearson	7874.195	7842	.397
Deviance	1266.311	7842	1.000

Source Data 2016

Results as shown in Table 4.36 implies that we accept the assumption of a good fit, $p < .05$, the results for this analysis suggest the model fits very well ($p < .397$) since the **p value** is small the study conclude that the data and the model predictions are not similar. A continuous independent variable or many categorical predictors or some predictors with many values, could have many cells with small expected values. If the model fits well, the observed and expected cell counts are similar, the value of each statistic is small, and the observed significance level is large. The null hypothesis is rejected if the observed significance level for the goodness of-fit statistics is small.

Table 4.37 Pseudo R-Square

Pseudo R-Square	
Cox and Snell	.716
Nagelkerke	.720
McFadden	.242

Source: Survey Data, 2016

In linear regression, R^2 the coefficient of determination summarizes the proportion of variance in the outcome that can be accounted for by the explanatory variables, with larger R^2 values indicating that more of the variation in the outcome can be explained up to a maximum of 1. The pseudo R^2 values (Nagelkerke = 72%) implies that there is significant relationship between the independent variables (Employee turnover, Management Styles, Intrinsic and Extrinsic rewards, Work Life balance and Health and Safety practices) and the dependent (employee turnover). The independent variables explain the 72% of employee turnover in flower farms in the areas as shown in Table 4.37.

This shows that there is need to improve on human resource management practices for reduced turnover as past researchers concur with above view. They argue that if human resource management practices are not implemented properly in an organization there are several negative impacts. An organization with proper human resource management practices enjoys the firm's sustainable growth that will maximize the economic opportunities in order to meet the organizational goals (Tanveer, et al., 2011). Similarly more significantly related to this research will retain employees and improve their performance (Singh & Jain, 2014).

Table 4.38 Test of Parallel Lines^a

Test of Parallel Lines^a				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	1266.311			
General	.000 ^b	1266.311	3192	1.000

Source: Survey Data, 2016

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

A large number of empirical studies verify a positive relationship between human resource management practices on organizational performance mainly in relation to employee retention (Tangthong, 2014). This studies have shown the results that are in line with this of the current study, the general model gives a significantly better fit to the data than the ordinal (proportional odds) model (that is $p < .05$) then we reject the assumption of proportional odds. This is the not the conclusion that the study would draw for our example (Table 4.38), given the insignificant value as shown below ($p < 1.0$).

Muinde (2012), the objective of this study was to investigate the extent to which work life balance practices are adopted by horticultural farms in Naivasha. The results of the study indicate that horticultural farms in Naivasha have adopted practices relating to time and to the job to a great extent while practices relating to the place and to the benefits have been adapted to a moderate extent only. The study recommends that greater attention should be paid to practices relating to the job as well as benefits as they are the ones with the lower ratings than practices relating to time and place. In particular, the farms should introduce employee assistance programs and study leave in order to empower the employees to make better use of the other practices they have been provided. Further, the farms should consider introducing flexible working hours and increased work autonomy so that the employee can schedule their work in a manner that allows them to attend to non work matters during off peak working hours/seasons. This could result to reduced turnover of employees in flower farms.

4.12 Observations

The only office that was very close to employees was supervisory. Supervisors were very arrogant and did not take any chance to talk with employees. They had to push the employees to meet targets. The way supervisors interact with employees can make a difference in their commitment to their job. If supervisors treat employees ruthlessly then their performance may go down. They should focus on interacting with employees to gain effectiveness and improve performance. Some of the things that supervisors should do is to build trust with employees by consistently walking the talk. Foster a respectful working environment. Give credit to this team for successful outcomes. Show employees that you value and care about them as individuals and create a workplace that is inclusive and values diversity maintain open lines of communication.

A rest break allows all employees to rest for a short period of time during work hours. Rest breaks are also preferred as crib breaks, rest pauses as tea breaks. The organization of working time Act 1997 sets out that an employee is entitled to a break of 15 minute after 4 1/2 hr work period and if more than 6 hrs than it is 30 minutes before breaking for lunch. What I observed is that an employee checks in at 7.30am and leaves the work place at 2.00pm without having short brakes of may be tea at rest time. This goes against the rule set by Organisation of Working Time Act of 1997. At the time for checking out these employees are already time and worn out as they look weary and tired

Sustainable and efficient rest facilities should be provided at readily accessible places. These rest places could be rest rooms, canteens or restaurant to purchase food in order to use them. Rest rooms should include eating facilities. Employees should obtain hot food from restaurant. From my own observation restrooms were not sufficiently stocked. Most

employees carry their lunch and eat them under trees where there are no seats. Some employees eat their food standing because of lack of available seats.

Most of the employees in flower farms didn't have the right gear but other has them and do not put them own. What was majority was missing are the boots that protect them from thorny plants which could pick their feet gloves they had gloves but did not put them own. Some had the masks but put them aside. It was observed the protection of natural environment, cover use of fertilizers, water management, soil conservation, disposal of hazardous waste and the protection of wildlife and water sources agrochemicals that is pesticides and fertilizer were the major hazards exposed to the employees. Employees working in the chemical stores had no masks that prevented them from inhaling the chemical these exposed them to respiratory related problems. When the researcher visited green houses it was realized that there was still some smell of chemicals this could suggest that the time for entering these green houses after spraying was not observed. Most employees were missing gloves when handling flowers yet they have them. This showed that employees neglected the health and safety rules that they mat dress appropriately.

This shows that there is need to improve on human resource management practices for reduced turnover as past researchers concur with above view. They argue that if human resource management practices are not implemented properly in an organization there are several negative impacts. An organization with proper human resource management practices enjoys the firm's sustainable growth that will maximize the economic opportunities in order to meet the organizational goals (Tanveer, et al., 2011). Similarly more significantly related to this research will retain employees and improve their performance (Singh & Jain, 2014).

Furthermore human resource management is an approach to develop highly committed and capable workforce additionally accountable for retaining skilled employees therefore with these approaches it is evident that one of the primary sources of competitive advantage for an organization is employee (Saha & Gregar , 2012). Hence organizations without proper human resource management practices will invest often more on attracting and recruiting employees that fits for the organization, train them to align with the overall culture and strategy of the organization which will incur higher costs (Moon & Li, 2012). Employee retention today has become a global issue. According to Hay Group, the global employee turnover rate will experience the severest escalation with in 2014 and by 2018 more than 49 million employees will leave their present jobs compared to 2012 making it a total number of 192 million employees worldwide (HayGroup, 2013).

4.13 Documents Analysis

Document	Area	Findings
Economic Survey, 2015	Production	From document analysis revealed that cut flower productions has been on increase, other increases were notable in key crops like coffee, tea and fruits while sugar cane and pyrethrum production declined. The total marketed production increased slightly to KSh 336.5 billion in 2014 from KSh 334.8 billion in 2013 (Economic Survey, 2015). The slight increase in value was attributed to better unit prices for fruits and higher volumes of flowers and fruits exported. Cut flowers performed particularly well during the first quarter of 2014, recording a value of KSh 20.0 billion.
Flowers Growers' Group of the Agricultural Association, 2002.	Work-life balance	From documents analysis according to Kenyan law, regular working hours are 46 hours of work per week, with a paid day of rest after every six days worked. However, on all farms overtime is generally compulsory and is particularly common at certain times of the year, such as in the run-up to Christmas, Valentine's Day and Mother's Day, when pack house workers are under great pressure to pack flowers before the nightly flight to Europe departs. Packers and pickers on three out of four farms complained of working long hours, up to 16-18 hours a day (like, 7:00 a.m. to 11:00 p.m.), and sprayers on half of the farms claimed to be working 11-12 hours, spraying from 7.00 a.m. to 6.00 p.m. One employer acknowledged that graders were working more than 12 hours overtime a week, a situation which they are trying to ameliorate. More female workers interviewed were involved in overtime work (since they formed the majority of packhouse staff), which can have serious implications as they typically also bear the responsibility for work

in the home (childcare and domestic tasks). In and of itself, overtime is not necessarily problematic if: it is not excessive; workers are compensated appropriately; and it is chosen freely. However, participants in several FGDs complained that overtime is not voluntary and that they are not given the opportunity to refuse in accordance with codes. The responses also indicate that there is no awareness of how many hours per week are allowable under a code or the law, pointing to communication issues between management and workers (Flowers Growers' Group of the Agricultural Association, 2002).

Health and Safety Act **Safety**
No 85 of 1993

Some of the requirements of the Occupational Health and Safety Act No 85 of 1993 (OHSACT) are that companies must create a health and safety policy under the chief inspectors directions. According to section 7 of the Act, the function of the SHE policy regards the protection of health and safety of employees at work. The act further requires that the CEO must sign this policy whereby the company's commitment, responsibility and accountability for health and safety is well stated in order to promote health and safety in the work place (NOSA, 2011).

Trade Union Training **Safety**
Manual,
IUF/FIAN/FES, 2001

The IUF Cut Flowers Project ran from 2008-2012, in Latin America as well as East/Southern Africa. Its focus was on the rights of women who work on the horticultural farms that produce cut flowers for export. There, workers work long hours in hot greenhouses or in cold storage rooms. Many chemicals are used, from pesticides to cleaning materials, leading to human health problems as well as contamination of local water systems. Many workers also face sexual harassment. The IUF saw a big need to develop company codes of

conduct in this growing industry, based on international ILO employment standards rather than simply the companies' own self-proclaimed statements. Out of the project, a training manual for shopstewards was developed for use on the farms.

European Retailers Codes
Produce Working **conduct**
Group's (EUREP) code
for Good Agricultural
Practice (GAP) in
Fresh Fruits and
Vegetables, and in
Flowers and
Ornamentals.

of Over the last decade consumers have placed increasing pressure on companies to account for the ethical impact of their operations. As a result, voluntary codes, labels and regulatory standards covering the production processes of Southern producers exporting to Northern markets have multiplied. These initiatives have become increasingly widespread in labour and resource-intensive industries such as export horticulture.

During the 1990s a number of regulatory measures were adopted to address the quality, social and environmental impact of global trade. In the horticulture industry these standards were initially imposed to protect the health and safety of consumers in importing nations and include various trade agreements and standards enacted at international, regional and sub-regional levels. By the mid 1990s, the emphasis on governmental regulation was augmented by a number of voluntary approaches that extended beyond the impact on consumers in the North to the implications for the health, labour and human rights of people involved in the supply chains of developing countries. In the cut flower industry this was evident in two trends. Firstly, consumers took an increased interest in the environmental dimensions of cut flower production as concerns about pesticide exposure and environmental contamination became widespread. Exposure to such pressures, and the fear of the commercial loss associated with failure to remedy the

ILO Convention 98 (Right to Organise and Collective Bargaining)	Worklife balance	<p>situation, prompted flower traders and producers to develop their own codes of conduct with clear environmental standards</p> <p>Currently this farm gives three months paid maternity leave, one month in lieu of annual leave. Women workers can take maternity leave as often as they need, but the aim of the gender policy is to encourage women to space their pregnancies for health and economic reasons. Pregnant women are given special treatment in their seventh month of pregnancy such as the provision of light duties and no work in the cold room.</p>
International Convention on the Elimination of All Forms of Racial Discrimination (1965)	Discrimination	<p>In some FGDs male workers claimed that women would offer sexual favours to reap benefits such as promotion or lighter work, particularly in the grading shed. However, the same group noted that supervisors can sack female workers who refuse their advances in order to employ women that will provide them with sexual favours. Alternatively, supervisors can deploy their power as supervisor to compel a woman to comply. One respondent reflected, “When a male supervisor seduces a female worker and this doesn’t bear fruit, he can use “thorax” [i.e. job power] to win that female worker</p>
	Chemicals exposure	<p>In FGDs sprayers were very vocal about their difficulties regarding chemicals such as inadequate protective clothing, long hours spent spraying and the potential danger to their health. In one all male role play, workers depicted a supervisor who forced workers to continue spraying after their original job was completed. They also only had one change of protective clothing and one bar of soap per month to wash them. However, this is also an illustration of where workers are ill informed of company policy as</p>

The Workmen's Ethics
Compensation Act Cap
236

the CBA only requires that employees be issued with one standard bar soap per month.

During 2002, local civil society organisations spearheaded a campaign against poor working conditions on Kenyan flower farms, spawning a series of articles in the Kenyan press. These activities generated concern about the reputation of the industry in overseas markets, and were responsible for bringing together a range of stakeholders to engage in dialogue on the labour practices of flower farms. A Steering Committee – the Horticultural Ethical Business Initiative (HEBI) – was formed to guide social accountability in the horticulture sector. It is a tripartite body composed of members from government, civil society organisations and trade associations/employers. Unions were invited to participate, although to date they have declined to take part. There are also a number of observers, including the ETI, DFID, the United States Agency for International Development (USAID), the Royal Netherlands Embassy and Africa Now (an international NGO). HEBI has also received a commitment of support from the Kenyan government.

HEBI planned to systematise a multi-stakeholder approach to code implementation, and has identified a number of organisational goals to facilitate this. However, it has experienced teething problems stemming from the difficulties entailed in managing the expectations of stakeholders with varying interests. Nevertheless, there is consensus among the committee that a multi-stakeholder approach to code implementation (including worker participation) may be the only way to resolve some of the persistent

employment problems facing workers in the industry, while simultaneously maintaining Kenya's reputation and access to European markets.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Overview

This chapter is divided into four major sections, namely the summary of the findings, conclusions, recommendations and limitations and implications for further research. These divisions were informed by the purpose of the study and the results. The significance of these findings will be tackled here in two contexts: the practical application of the results to the flower industry and their implications to flower farms in North Rift, Kenya.

Structurally, this chapter advances from a summary of the results in relation to each research hypothesis and objective. Below, is given a summary of the results presented in Chapter 4, conclusions drawn from the findings and discussions, study recommendations and limitations and implications for farther study.

5.1 Summary of the Study Findings

This section presents the summary of the study findings. The purpose of this study was to investigate the relationship between human resources practices (management styles, rewards and work life balance and health & safety practices) and employee turnover in flower farms. The first objective of this study sought to examine the contribution of employee management styles on employee turnover in flower farms. Data analysis and interpretation of responses and observations from employees and managerial staff revealed that management styles affect employee turnover in flower farms. These findings therefore indicate that management styles are significant. The study findings farther showed that generally, respondents were not satisfied with management styles in the flower farms in

North Rift. Therefore it should be taken in to account when making plans for management of employee turnover.

Herzberg also attempted to teach the ethical management principles that many leaders today, typically in businesses and organizations that lack humanity, still struggle to grasp. In this respect Herzberg's concepts are just as relevant now as when he first suggested them, except that the implications of responsibility, fairness, justice and compassion in business are now global. Although Herzberg is most noted for his famous hygiene and motivational factors theory, he was essentially concerned with people's well-being at work. Underpinning his theories and academic teachings, he was basically attempting to bring more humanity and caring into the workplace. He and others like him did not develop their theories to be used as motivational tools purely to improve organizational performance. They sought instead primarily to explain how to manage people properly, for the good of all people at work.

Farther, a test was done to ascertain if there was significant statistical relationship between management styles and employee turnover in flower farms. The results confirmed that there was a negative correlation between the leadership styles and dismissal. Therefore the null hypothesis was rejected. Management style is the extent to which a leader continually and progressively leads and directs followers to a predetermined destination agreed upon by the whole group. An employee's decision to quit a job may not solely be due to bad management styles. Nonetheless, managers influence several factors in the workplace, including how employees feel about their company and the work that they do. Managers who don't use their influence constructively may face high turnover rates because they're making little effort to retain employees.

The second objective of this study sought to examine the role of intrinsic and extrinsic rewards on employee turnover in flower farms. The study findings showed that majority of the employees were not satisfied with the reward systems in the flower farms. This implies that for continued retention of employees in flower farms, reward systems should be improved. Similarly, majority of the employees in the flower farms believed that the commendations they received for good work done were not adequate. Most employees were not satisfied with the reward practices in the flower farms in comparison to the nature of work they did. The continuing prosperity of a farm is likely to be enhanced when employees who hold attitudes, values and expectations that are closely aligned with the corporate vision.

Rewards from superiors motivate employees to work hard and produce quality results. Herzberg's theory argues that the two-factor result is observed because it is natural for people to take credit for satisfaction and to blame dissatisfaction on external factors. If the motivation-hygiene theory holds, management not only must provide hygiene factors to avoid employee dissatisfaction, but also must provide factors intrinsic to the work itself in order for employees to be satisfied with their jobs. Herzberg argued that job enrichment is required for intrinsic motivation, and that it is a continuous management process.

A test was done to confirm if there is significant statistical relationship between intrinsic and extrinsic rewards and employee turnover in flower farms. The results showed that rewards (Intrinsic and extrinsic) had weak and significant correlation with all the indicators of employee turnover (attrition, resignation and dismissal). This implies that there was a significant relationship between rewards and employee turnover indicating that rewards in an organization have influence on employee turnover.

The results from this study show that rewards are key factors in retaining employees. Therefore, it is very important for management to develop a retention strategy that addresses employee rewards as major factors. This means that management should be able to create a total reward structure that should be lucrative so that it attracts the valued employees to remain in the organization. This retention strategy should make an organization a great experience.

The third objective of this study sought to examine the contribution of work life balance on employee turnover. The study findings indicated that majority of the employees felt relaxed and stable when working hours fitted in well with their program. This implies that employees enjoyed working when their personal life activities were in line with the work schedule. This further show that the employees were not satisfied with their work since there are conflicting work schedules and his/her own life program. However, conflicts caused by interference between work and family activities lead to lower family life satisfaction and work satisfaction and are negatively related to Work life balance hence employee turnover.

Herzberg's motivation-hygiene theory ascertains that the role of management is to increase the motivation of all people in an organization and give the right direction. Only after that can the vision and objectives of the company be achieved. This intentional process of management can be called the motivating. Work life balance has significant influence on employee's motivation and satisfaction. So they should be included into a company motivating program.

Herzberg also argued that the main idea of the suggested motivating method is based on adjustments of working time arrangement according to employee's needs and preferences. The motivating method based on adjustments of working time arrangement should

consider some facts. The management should know the personality and character of each employee to be able to handle the employees fairly. The organization should also be open to adjustments of working time arrangement, if it is possible. The adjustments of working time arrangements should be oriented on the dissatisfaction elimination and on the enhancement of satisfaction.

Herzberg further suggested the adjustments of working time arrangements should be feasible according to external and internal factors of the organizational strategic goals of the company, customers' requirements, and character of company, a financial situation and employee's abilities to work independently. The suggested adjustments of working time arrangements should respect the teamwork in workgroups and in the whole company. The management of the company should approach in same manner to all employees in process of selection and composition of a working time arrangement. From the above arguments if work life balance is not well facilitated it can be a factor that leads the employees in leaving the organization.

A test was carried out to confirm whether there is significant statistical relationship between work life balance and employee turnover in flower farms which have human resource practices in place. The results indicated that that there was a statistically significant negative relationship between work life balance and employee turnover in flower farms in North Rift region. This implies that when one does not balance family activities with work schedule there is higher likelihood that there will be dissatisfaction in the accomplishment of personal life activities.

Fourth objective sought to examine the contribution of health and safety practices on employee turnover in flower farms. The study findings showed that majority of the employees believed that their organizations had not put in place proper health and safety practices in the flower farms. This implies that most flower farms do not adhere to the

health and safety standards as required by the law. Therefore the health and safety needs of the employees are not well taken care of in these organizations. Lack of health and safety facilities can lead to job stress and job dissatisfaction hence employee turnover.

Herzberg theory suggests that the recognition of good health and safety performance is an important motivational influence. He further argued that working conditions should be safe, clean and hygienic; equipments should be updated and well-maintained. Herzberg further ascertained that health and safety needs of staff should be continuously to be addressed particularly for those employees exposed to toxic substances and harmful chemicals as well as other factors identified as affecting motivation and performance of staff. He also argued that the best way to motivate an employee is to make positive changes to the external work environment continuously and that employee behavior that yield positive outcomes should be reinforced. There is a probability that if this theory is applied in organizations employee turnover will reduce.

A test was conducted to determine whether there was a significant statistical relationship between health and safety practices and employee turnover in flower farms. The results indicated that health and safety practices had significant and negative relationship with all the indices of employee turnover (attrition, resignation and Dismissal). This implies that there was significance but negative relationship between safety and health practices and employee turnover in flower farms in North Rift region.

5.2 Conclusions of the Study

In view of the foregoing summary findings the study concludes that human resource practices influence employee turnover in flower farms in North Rift Kenya. The following conclusions were therefore made: First, that in most of the flower farms human practices were not properly implemented. This was evidenced by the response of the employees that indicated that the management was neither supportive nor facilitative when they were carrying out their duties. This could mean that the management has very little interaction with the employees. Hence this could set a basis for employee turnover. The hypothesis tested showed that there was a significant relationship between rewards and employee turnover indicating that rewards in an organization have influence on employee turnover.

Secondly, flower farms reward systems were not equitably distributed. This was evident by the employees' dissatisfaction with the reward systems in the flower farms. There was no equity in remuneration systems. Commendations for performing well in the organization were rarely given to employees. The hypothesis was tested and the results showed that there was a significant relationship between rewards and employee turnover. Indicating that rewards in an organization have influence on employee turnover.

Third, Work life balance was a challenge in the flower farms in that family work conflicts with employment work schedules. Conflicts between work and family activities lead to lower family life satisfaction and work satisfaction and are negatively related to Work. Employees work longer hours with more erratic schedules than ever before. To address work-life balance issues and lessen the workloads of top employees, organizations need to develop fundamental solutions to enable their current workforces and think strategically about which key roles need to be supplemented from the outside. Those that do not may see their high performing and high potential employees either burn out or walk out. The

results of the hypothesis indicated that there was a statistically significant negative relationship between work life balance and employee turnover in flower farms in North Rift region. This implies that when one does not balance family activities with work schedule there is higher likelihood that there will be dissatisfaction in the accomplishment of personal life activities.

Fourthly, flower farms do not adhere to the health and safety standards as required and therefore the health and safety needs of the employees are not well taken care of in the organizations. Lack of health and safety facilities can lead to job stress and job dissatisfaction hence employee turnover. Most of the flower farms do not involve safety experts in the preparation of health and safety guidelines for the flower farms. The results of hypothesis testing indicated that health and safety practices had significant and negative relationship. This implies that there was a relationship.

5.3 Recommendations of the Study

The researcher has argued in this thesis that management styles, intrinsic and extrinsic rewards, work life balance and health and safety affect employee turnover. The study has also shown that there is significant relationship between management styles, intrinsic and extrinsic rewards, and work life balance and health and safety and employee turnover. In spite of its limitations, this study should be useful to management and employees, policy makers and researchers. Based on generalization of the findings of the study the researcher recommends the following.

As a matter of urgency the flower farms need to adopt management styles which allow for close ties between the managers, supervisors and other lower cadre employees. In particular it is recommended that flower farms should adopt management styles in tandem with the achievement of set goals, cultural values and organizational peculiarities of their farms as there is no one best management style. Further more flower farms should employ

management styles that are people oriented, goal-oriented and task-oriented in order to foster motivation of the workforce, esprit de corps, commitment of employees to goal attainment and increase the effectiveness of flower farms.

Rewards in an organization have influence on employee turnover. Therefore flower farms need to embrace both intrinsic and extrinsic rewards as these improve employee's self-esteem and commitment to work. Intrinsic rewards, which were paid out as immaterial rewards was considered almost as important as extrinsic motivation and should therefore be used frequently to increase employee motivation to stay on. Verbal recognition from the manager was seen as important in motivating employees in the flower farms. Finally inclusion of employees in decision making processes would improve their motivation and hence reduce employee turnover.

Work Life balance is an important aspect in every organization. The study recommends that greater attention should be paid to practices relating to work place and time. In particular, the farms should introduce employee assistance programs and study leave in order to empower the employees to make better use other facilities they have been provided with. The flower farms need to provide flexible working hours for employees especially mothers with young children as they may opt to leave employment so as to attend to their for family issues. Further, the farms should consider introducing flexible working hours and increased work autonomy so that the employees can schedule their work in a manner that allows them to attend to non work matters during off peak working hours/seasons.

Health and safety practices are of paramount significance to employee turnover in flower farms. Therefore flower farms should implement health and safety regulations and ensure that employees adhere to them as provided in OSHA (2007). The implementation of occupational health and safety regulations will ensure that hazards associated with flower industry are reduced. A comprehensive environmental Impact assessment of the flower industry needs be carried out by the government and other regulatory bodies on a regular basis. Flower industry is chemical intensive and hence initiatives should be put in place by management as alternatives to hazard prevention techniques as recommended under the Strategic Approach to International Chemicals Management (SAICM). An integrated pest management approach in the flower industry would offer such opportunity as minimizing on excessive use of chemicals. Since health and safety is so important to the wellbeing of the employees it is important that these recommendations be implemented immediately so as to reduce employee turnover that may induced by illnesses, injuries and death.

5.4 Limitations and Implications for Further Research

Several limitations in this study were realized. The first was that the participants in this research were not representative of all flower farms employees in Kenya. This means that the results may not be transferable to employees in other flower farms. Even though this study contributes new knowledge, it cannot be assumed that its findings can be generalized, to other flower farms. It is important to recognize the cultural differences which help form people's attitudes: differing local traditions and the diverse economic and political contexts of any region in the country will shape the nature of the flower farms.

This research was limited to a few people representing six flower farms in North Rift Kenya. It was further limited to those aspects revealed in the research to be of relevance to employee turnover within the flower farms. This limitation provided an extra challenge

because there was little literature on flower farms in Kenya. In addition, the findings may not be applicable to other flower farms if researchers use different research methods.

The limitations and strengths of this research can offer guidelines for future research efforts in this or related topics. It may also be useful to consider aspects such as organizational culture, employee's empowerment and HR practices for attracting highly qualified individuals. One major opportunity for future research is a research design that focuses on practical ways of establishing HR practices to influence employee retention. There is also the need to consider using a wider representative sample. The second area that future research could examine is applying this study's research proposition to longitudinal and case study designs. A small-scale study could be carried out on strategy implementation and employee turnover in flower farms drawing conclusions about those aspects which most strongly influence employee contentment and thus reduction of employee turnover.

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR EMPLOYEES

This questionnaire has been designed to solicit information for purely academic purposes. This is to enable the researcher complete her project on the topic; INFLUENCE OF HUMAN RESOURCE PRACTICES ON EMPLOYEE TURNOVER IN FLOWER FARMS IN NORTH RIFT KENYA

NB. All information given was treated with utmost confidentiality. Thank you

Instructions

- ✓ Please kindly respond to all items in these questionnaire
- ✓ Put a (Tick) alongside the option that is most applicable to you or fill in the spaces provided
- ✓ Do not write your name in this questionnaire

SECTION A: Demographic Data

A.1. What is your age in Years? _____

A. 2 What is your sex?

Male []

Female []

A.3 What is your marital status?

Single []

Married []

Divorced []

Widowed []

A.4 What is your highest educational level?

Primary school dropout []

Primary Certificate []

Secondary Certificate []

Technical certificate []

Diploma []

Degree []

Masters Degree []

Others (Specify).....

A.5 What do you understand by the term human resource practices? *Please tick () as appropriate in the space provided below.*

a) Employees' welfare []

b) Employers' welfare []

c) Both employers and employees welfare []

d) System that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members

[]

e) Others, please specify.....

A.6. What do you understand by the term employee turnover?

- a) Movement of employees from one organization to another []
- b) Employee resignation []
- c) Employee retirement []
- d) Others specify-----

SECTION B: The relationship between management styles and employee turnover

B.1. In your opinion how is the management attitude towards workers in the organization

- a. Excellent []
- b. Very good []
- c. Good []
- d. Satisfactory []
- e. Poor []

B.2. What is the system or style of supervision adopted in your organization?

- a) Coercive []
- b) Authoritarianism []
- c) Democratic []
- d) Bureaucratic []
- e) Defensive []

B.3. Are you satisfied with the supervisory style adopted by your supervisor / manager?
Yes [] No []

B.4. If yes, please explain your answer

.....
.....

B.5. If no, please explain your answer

.....
.....

B.6. Indicate the degree to which you feel satisfied with the management?

- Key:**
Extremely satisfied-ES
Very satisfied-VS
Satisfied-S
Somewhat satisfied-SS
Not satisfied-NS

Statement	NS	SS	S	VS	ES
Supervisors meet with employees and discuss employees' development plans.					
Employees are often given the opportunity to be part of task groups and assignments outside their core job responsibilities.					
Management communicates effectively with employees.					
There is an environment of openness and trust in the farm					
Employees in the farm are treated with fairness and respect.					
Supervisors have a style that empowers people to take responsibility and authority.					
The farm has a career development programme that helps employees become more aware of and responsible for their own career development.					
Management spends a good deal of time listening to employees' ideas.					

SECTION C: Relationship between intrinsic and extrinsic rewards and employee turnover

C.1. What are the motivating factors (intrinsic) that influence you to like working at the flower farms?

- The growth related factors []
- The personal achievement []
- The work itself []
- Recognition for the work []
- The responsibility given []
- Promotion at workplace []

C.2. What are the hygiene factors (extrinsic) that influence you to like working at flower farms?

- Company policy and administration []
- Supervision at the firms []
- My employment status []
- Pay and benefits from work []
- Job security []
- The working condition at firms []
- The personal life []

C.3. How satisfied are you with each of the following aspects of your job?

- Key:**
Extremely satisfied-ES
Very satisfied-VS
Satisfied-S

Somewhat satisfied-SS
Not satisfied-NS

Statement	NS	SS	S	VS	ES
The chance to work alone on the job					
The chance to do different things from time to time					
The competence of my supervisor in making decisions					
Being able to do things that do not go against my conscience					
The way company policies are put into practice					
My pay and the amount of work I do					
The working conditions					
The praise I get for doing a good job					

C.4. Please indicate your degree of *Agreement* or *Disagreement* with each of the following statements about your feeling towards your organization.

Key

Strongly Agree

Agree

Either Agree or Disagree

Disagree

Strongly Disagree

Statement	SD	D	EA D	A	SA
I would be very happy to spend the rest of my career with this organization					
I really feel as if this organization's problems are my own					
I feel a strong sense of belonging to my organization					
I feel emotionally attached to this organization					
This organization has a great deal of personal meaning to me					
I feel like a "part of the family" at my organization					
If I have my own way, I was working for my current employer one year from now					
I frequently think of quitting my job					
I am planning to search for a new job in the next 12 months					

C.5. Indicate the degree to which the following aspects of my work satisfy your needs for friendship and social interaction.

Key:

Least important-LI
Not important-NI
Neutral -N
Important-I
Most important-MI

Statement	LI	NI	N	I	MI
The boss being considerate of employees					
Colleagues taking care of each other					
A lack of aggression or selfishness among colleagues					
Staff that can happily work together with colleagues to finish a job					
Colleagues who can get along harmoniously					
Staff in a working environment with good personal connections (relationships)					
Staff that work honestly and sincerely with co-workers					
Staff work as a team					

SECTION D: Relationship between work life balance and employee turnover

D.1 I feel relaxed and stable in my life when: *Please tick the appropriate response.*

KEY

Least important-LI
Not important-NI
Neutral -N
Important-I
Most important-MI

Statement	LI	NI	N	I	MI
Work hours fully correlate with one's living schedule					
One can be engaged in a full range of work, not work that is monotonous and untidy					
The individual does not have to deal with many complicated or alternatively trivial things at work					
One feels job secure					
Working under a non-harmful (no damage to physical and mental health) environment					

Flexible hours are provided allowing for more personal freedom					
One can avoid excessive social intercourse in order to keep healthy					
One's work place is close to home or easily accessible					

D.2 The following are work life issues. Rate them in relation to your work at this flower farm

Key:

SD - Strongly Disagree "I firmly disagree with this statement."

D - Disagree "I think this statement is not true."

U - Undecided "I don't agree not disagree."

A - Agree "I think this statement is true"

SA - Strongly Agree "I firmly agree with this statement."

Statement	SD	D	U	A	SA
I have experienced conflicts in schedule when it comes to family events and work.					
I have experienced that my work performance is affected by stress and anxiety over childcare.					
I believe that long daily and weekly working hours causes conflicts between my work and my relationships with my family.					
I believe that the high expectations of my supervisors cause conflicts between my work and my relationships at home.					
I find it easy to concentrate at work because of family support.					
I have the possibility to personally decide over my starting and finishing time.					
I can schedule my preferred day-offs supported by my co-workers or supervisor.					
My workplace provides technological resources that allow me to work from home if I have family affairs to attend to.					

D.3 Using the 1-5 scale, Please indicate your degree of agreement with each of the following. Item by ticking the appropriate circle

Key

Strongly disagree -SD

Disagree -D

Neither agree nor disagree -N

Agree -A

Strongly Agree –SA

Statement	SD	D	N	A	SA
I have to put off doing things at work because of demands on my time at home					
My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime					
Family-related strain interferes with my ability to perform job-related duties					
The demands of my work interfere with my home and family life					
The amount of time my job takes up makes it difficult to fulfil my family responsibilities					
Things I want to do at home do not get done because of the demands my job puts on me					
My job produces strain that makes it difficult to fulfil family duties					
Due to work-related duties, I have to make changes to my plans for family activities					

SECTION E: Relationship between health and safety practices and employee turnover

E.1. Indicate some of the things you think management does to improve upon occupational health and safety of the flower farm? Tick

SD - Strongly Disagree “I firmly disagree with this statement.”

D - Disagree “I think this statement is not true.”

U - Undecided “I don’t agree not disagree.”

A - Agree “I think this statement is true”

SA - Strongly Agree “I firmly agree with this statement.”

Statement	SD	D	U	A	SA
Engagement of safety expert to re-design occupational health and safety policies for the flower farm					
Constantly reviewing health and safety practices					
Improving on good housekeeping and sanitation					
Create the environment for staff to freely report on health and safety issues					
Supervision and safety management					
Hazard prevention and control					

Work site analysis					
None of the above					

E.2. What are the causes of accidents at your workplace? In relation to this statement indicate the degree to which you agree with each of the following as a cause of accident at your work place.

Key:

SD - Strongly Disagree “I firmly disagree with this statement.”

D - Disagree “I think this statement is not true.”

Undecided - Mildly Disagree “This statement is more untrue than true.”

A - Agree “I think this statement is true”

SA - Strongly Agree “I firmly agree with this statement.”

Statement	SD	D	U	A	SA
Lack of adequate training on health and safety for employees					
Non provision of adequate protective clothing and equipment					
Ignorance of health and safety rules and procedures					
Sleeper floors					
Defective machines					
Unsafe machines					
Failure to use personal protective equipment					
Exposure to toxic chemicals					

E.3. Have you undergone a course on health and safety?

Yes []

No []

If yes, indicate the topics covered in the course by ticking in the likert scale below.

Key

SD - Strongly Disagree “I firmly disagree with this statement.”

D - Disagree “I think this statement is not true.”

Undecided - Mildly Disagree “This statement is more untrue than true.”

A - Agree “I think this statement is true”

SA - Strongly Agree “I firmly agree with this statement.”

Statement	SD	D	U	A	SA
Proper disposal of waste					
Regular monitoring on safety and health standards to ensure if they are complied with					
Using protective clothing and equipment					
Prompt reporting of accidents/injuries					
Hazard prevention and control					
First Aid					
Fire prevention and protection					
Machine operation					

E.4. What are the Occupational health and safety Management Systems at the workplace?

Key

SD - Strongly Disagree “I firmly disagree with this statement.”

D - Disagree “I think this statement is not true.”

Undecided - Mildly Disagree “This statement is more untrue than true.”

A - Agree “I think this statement is true”

SA - Strongly Agree “I firmly agree with this statement.”

Statement	SD	D	U	A	SA
Risk assessment measures					
Monitoring of the working environment and its impact on the general environment					
Workers' health surveillance measures					
Record-keeping and notification of injuries and diseases					
Preventive and protective measures					
Environmental protection measures					
Welfare facilities and other social services					
Employers' and workers participation					

SECTION F What is the influence of human resource Practices?

F.4 What are the factors that could cause employee turnover?

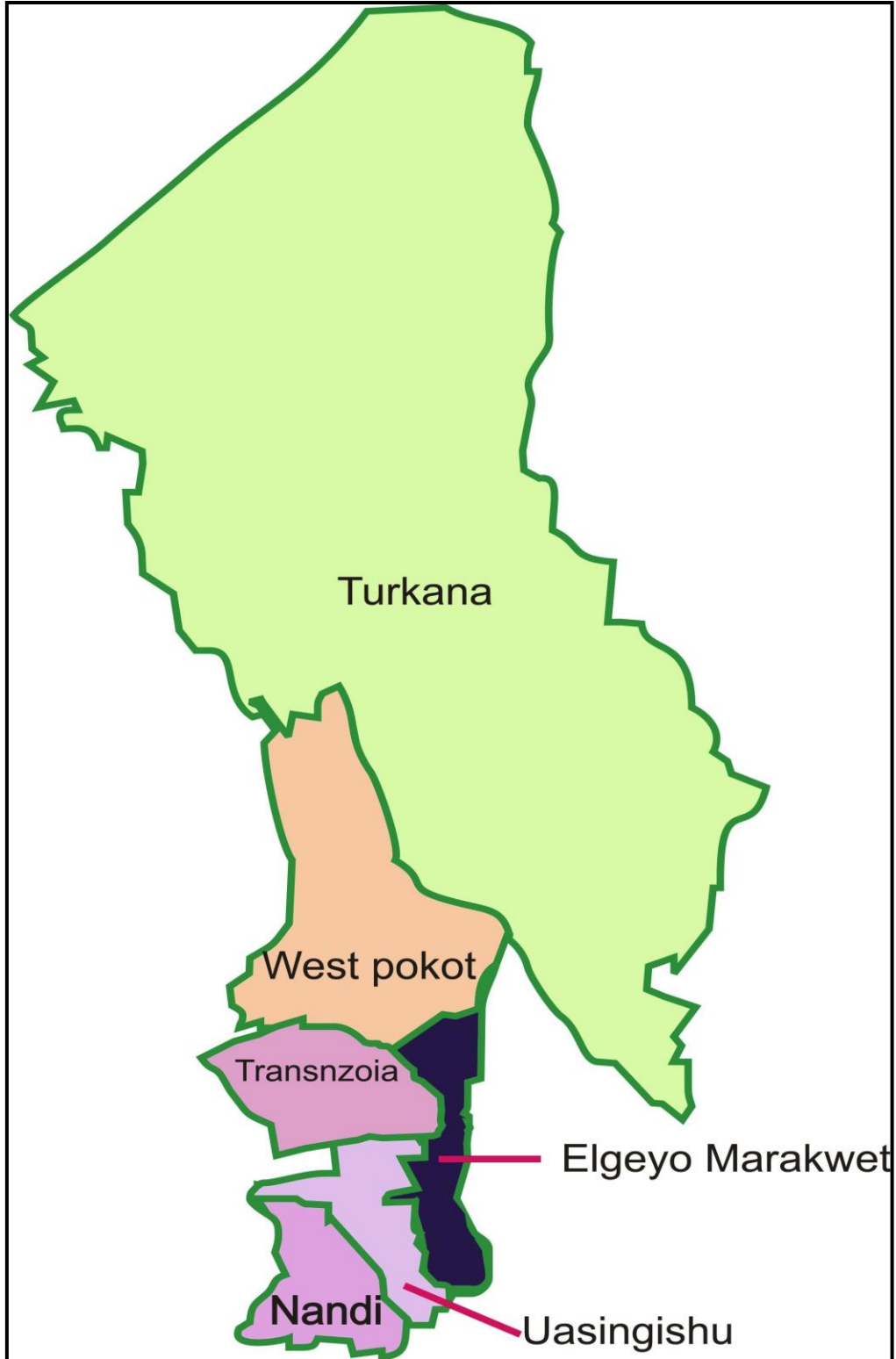
Key:**SD - Strongly Disagree “I firmly disagree with this statement.”****D - Disagree “I think this statement is not true.”****U - Undecided “I don’t agree not disagree.”****A - Agree “I think this statement is true”****SA - Strongly Agree “I firmly agree with this statement.”**

Statement	SD	D	U	A	SA
Increased employee resignation due to employee turnover					
Farm frequent replacement of new employees					
Generates increased employee dismissal					
Staff retrenchment are influenced by employee turnover					
Retirement have increased as a result of employee turnover					
Increased death rate is a form of employee turnover					

APPENDIX II: OBSERVATION SCHEDULE

1. The relationship between management and employees
2. Management communication with employees
3. Management interaction with employees
4. Rest time given to employees
5. Availability of rest places
6. Protective clothing
7. Exposure to hazards
8. Health breaks
9. Water and sanitation
10. Ventilation

APPENDIX: III MAP OF NORTH RIFT REGION: STUDY AREA



APPENDIX IV: SAMPLING FORMULA

Krejcie & Morgan (1970)

$$n = \frac{X^2 * N * P(1 - P)}{(ME^2 * (N - 1)) + (X^2 * P * (1 - P))}$$

Where :

n= Sample size

X^2 = Chi-square for the specified confidence level at 1 degree of freedom

N= population size

P = population proportion

ME = Desired Margin of Error (expressed as a proportion)

Substituting the numbers into the formular give the following results:

$$= 3.841 \times 4922 \times 0.5 (1 - 0.5) / 0.05 \times 0.05 (4922 - 1) + 3.841 \times 0.5 (1 - 0.5)$$

$$= 357$$

APPENDIX V: RESEARCH AUTHORIZATION LETTER



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 310571, 2219420
Fax: +254-20-318245, 318249
Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/15/36386/8737**

Date:

16th December, 2015

Maureen Jemutai Chemirmir
Moi University
P.O. Box 3900-30100
ELDORET.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Influence of the human resource practices on labour turnover in flower industry in North Rift Kenya,”* I am pleased to inform you that you have been authorized to undertake research in **Trans Nzoia and Uasin-Gishu Counties** for a period ending **15th December, 2016.**

You are advised to report to **the County Commissioners and the County Directors of Education, Trans Nzoia and Uasin-Gishu Counties** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


DR. M. K. RUGUTI, PhD, HSC.
DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Trans Nzoia County.

The County Director of Education
Trans Nzoia County.



APPENDIX VII: AN INTRODUCTORY LETTER



MOI UNIVERSITY
SCHOOL OF HUMAN RESOURCE DEVELOPMENT
DEAN'S OFFICE

P.O. Box 3900
 ELDORET
 KENYA.

Tel./Fax 254-053-43153/43620 Ext.434

REF: MU/SHRD/PG/77

9th November 2015

TO WHOM IT MAY CONCERN

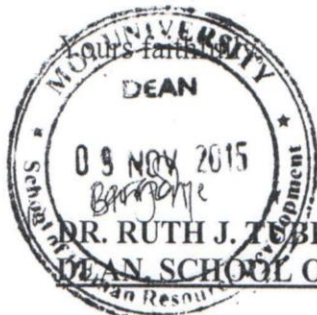
Dear Sir/Madam,

RE: **MAUREEN CHEMIRMIR - SHRD/PH.DH/04/13**

This is to confirm that the above named is a Ph.D student in the Department of Development Studies, School of Human Resource Development undertaking Ph.D course in Human Resource Development.

She has successfully finished her coursework, submitted her Thesis proposal for examination entitled "*Influence of the Human Resource Practices on Labour Turnover in Flower Industry in North Rift Kenya.*" and she has been cleared to proceed to the field for data collection.

Any assistance accorded to her will be highly appreciated.



DR. RUTH J. TUBEY
DEAN, SCHOOL OF HUMAN RESOURCE DEVELOPMENT

/mc