

**THE IMPACT OF EMPLOYEE PROCUREMENT PRACTICES ON  
LABOUR TURNOVER. A CASE OF BOUTIQUE SALESLADIES IN  
NAIROBI'S CENTRAL BUSINESS DISTRICT**

**BY**

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## **DECLARATION**

This management research project is my original work and has not been presented for a degree

in any other University.

Signed ..... Date.....

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This management research project has been submitted for examination by my approval as the University supervisor.

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## **DEDICATION**

To my late father James Okech Oduor who has always been my role model, my mother Joyce Atieno, who inspired and encouraged me through out my studies. To my wife Susan and my daughter Joyce for their love, support, encouragement and understanding throughout the course. To my sisters Rose and Beatrice , and in loving memory to my late sister Salome and late brother , Dickson.

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## **ABSTRACT**

This study attempted to answer the question of how employee procurement practices affect the labour turnover of employees. The context of the study was the boutique stalls salesladies working in Nairobi's Central Business District. Specifically, the study attempted to answer the question of how employee labour turn over is affected by competitive recruitment through interviews, or non competitive recruitment e.g through referrals. The study also attempted to answer the question of how the administration of realistic job previews (RJPs) to prospective employees affects their eventual labour turn over.

First, a preliminary study was conducted to determine the numbers and distribution of boutique salesladies working within Nairobi's Central Business District. A structured questionnaire was administered to the boutique exhibitions managers, and to one trader in each of the 43 boutique exhibition halls in the CBD. The study reveals that there were 1536 boutique salesladies working in the 43 exhibition halls located within the CBD. The study also indicated that the industry was characterized by high labour turn over's, varied methods and varied practices on administration of realistic job previews, making the industry ideal for the study .

The main research was conducted by sampling 160 out of the 1536 boutique salesladies working within the CBD. All the present and previous employment as boutique salesladies were studied for the sample. The study involved collection of data regarding methods of recruitments used whether realistic job previews were administered and the length of service. Primary data were collected using a structured questionnaire. The employments represented in the sample were then sub divided into homogeneous groups. Each homogenous groups was sub divided into 2 mutually exclusive groups based on the subject of the study, to enable comparative analysis of the data. The results were used to perform t-tests on the hypotheses of the study.

The findings showed that there was no significant effect of neither the mode of recruitment nor administration of realistic job previews on the labour turn over of the salesladies. These findings contradicts assertions made by the chartered institute of personnel and development (CIPD). Thus recommendation was provided for further investigations in the context of a job market with lower unemployment rates than the Kenyan job market as this could affect the outcome of the study.

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## **LIST OF ABBREVIATIONS**

**CBD: Central Business District**

**CIPD: The Chartered Institute of Personnel and Development**

**d.f : degrees of freedom**

**HRM: Human Resource Management**

**IDS : Institute of Development Studies.**

**Std dev: standard deviation**

**UK : United Kingdom**

**RJP: Realistic job preview**

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## **CHAPTER 1: INTRODUCTION**

### **1.6 Background**

The impact of Human Resource Management (HRM) policies and practices of business enterprises is an important topic in the fields of human resource management, industrial relations, and the industrial and organizational psychology (Boudreau 1991; Carrel 1995), Jones & Wright, 1992; Kleiner, 1990). An expanding body of research work suggest that the use of high performance work practices, including comprehensive employee recruitment and selection procedures, incentive compensation and performance management systems, extensive employee involvement and training, can improve the knowledge, skills and abilities of a firm's current and potential employees, increase their motivation, reduce shirking and enhance retention of quality employees while encouraging non-performers to leave the firm (Jones & Wright, 1992

Arguments made in related research are that a firm's current and potential human resources are important considerations in the development and execution of its strategic business plan. This literature concludes that human resource management practices can help to create a sustained competitive advantage, especially when they are aligned with a firm's competitive advantage (Begin, 1991; Butler, Ferris & Nappier, 1991; Cappellis & Singh, 1992; Jackson & Schuler, 1995; Porter, 1985; Schuler, 1992; Wright & McMahan, 1992).

#### **1.6.1 Employee procurement practices**

Finding the best possible people who can fit within your culture, and contribute within your organization is a challenge and an opportunity. Keeping the best people once you find them, is easy if you do the right things right (Pfau and Kay 2001) However, recruitment is not an exact science. It grapples with the irrational and intangible, and hiring the right person for the job is not an easy task and mistakes do occur. However it is the careful preparation and harnessing of the tools available to aid the recruitment process that is important and help to minimize the risk of wrong choice (Senter, 1999). Employee procurement practices vary across cultures, industries, business sizes and geographical locations. Some of the commonly used approaches to recruitment are presented below:

### **Competitive versus non competitive recruitment**

While most large established business organizations go for competitive recruitment of employees, especially for the specialized workforce, many small business enterprises and family businesses opt for non – competitive recruitment. This is because many small business enterprises tend to avoid recruitment related cost. (Armstrong 2006)

### **Use of realistic job previews**

In an attempt to fill their vacancies with the best possible people in the shortest possible time, many employers overstate the job advantages. This could lead to dissatisfaction and turnover. It is advisable to give applicants a realistic job preview, to give them the true picture of the job conditions. (Pfau and Kay, 2001)

### **Referral based recruitment**

In the informal sector and small business enterprises, entrepreneurs and business managers sometimes recruit employees on the basis of referrals by other employees, business managers, or influential individuals.(Buckingham and caffman, 1999) Some established business enterprises have also been known to insist on referral based recruitment, e.g. the Barclays Bank of Kenya.

### **Employee involvement in recruitment**

Bruce and Ira (2001) recommend that employees be involved in the hiring process. They single out three opportunities to involve existing employees in the hiring process, i.e. the employees can recommend excellent candidates to your firm, they can assist you to review resumes and qualifications of potential candidates, and they can help you to interview people to asses their potential fit within your company.

### **Training and experience**

While some organizations insist on recruitment of fully trained persons, others go for on the job training. Bruce and Ira (2001) believe you should hire a person who has done the exact job, in the exact industry, in the particular business climate, from a company with a very similar culture. However this could deter creativity, as workers are likely to continue with their previous attitudes and approaches. Buckingham and Caffman (1999) recommend talent focused hiring. The duo believes that people don't change that much, so there is no need to waste time

trying to put in what was left out, but to try to draw out what was left in.

### **2.2.1 Labour turnover**

Labor turnover may be defined as the movement of people into and out of the organization. It is the cessation of membership in an organization by an individual who receives monetary compensation from the organization (Graham and Bennet, 1998). Turnover can be voluntary or involuntary. Voluntary turnover can be in the form of resignations to join alternative employers, go for further studies, relocation, or to go into private business. Involuntary turnover is where employees are forced to leave the organization either through sacking, retirement, sickness or death. (Price, 2002; Nzuve and Singh 1984)

There is need for some level of turnover in an organization because zero turnovers would result on most employees being at the top of their salary scales, which translates into high wage bills. Some level of turnover will also bring in new employees with new experience, new skill and ideas, new approaches, abilities and attitudes. These would keep the organization from stagnation. (Warner, 2005). On the other hand, high levels of turnover are a source of costs and discontinuity. High levels of turnover will lead to discontinuity, with the new staff always being in the phase of learning and trying to cope up with organizational culture, systems and process. (Cascio, 1982).

### **1.1.3 Employee procurement practices and labour turnover**

Recruiting wrong people for the organization can lead to increased labour turnover, increased costs for the organization, and lowering the morale of the existing workforce. Such people are likely to be discontented, unlikely to give of their best, and end up leaving voluntarily or involuntarily when their unsuitability becomes evident. They will not offer the flexibility and commitment that many organizations seek. (Mullins, 2005; Rodger and Cavanagah, 1967).

In high labour turnover business sectors, a great deal of employee turnover consists of people resigning or being dismissed in the first few months of employment. According to the UK Chartered Institute of personnel and development (CIPD 2004), poor recruitment and selection practices, both on the part of the employer and the employee are usually the cause, along with poorly designed or non existent induction programmes.

If expectations are raised too high during the recruitment process, it may result in people accepting jobs for which they may be unsuited. Organizations often do this to ensure that they fill their vacancies with sufficient numbers of well qualified people as quickly as possible. However, this can be counterproductive in the long term as it can lead to costly avoidable turnover, and to the development of a poor reputation in the local labour market.

#### **1.1.4 The boutique business in Nairobi's Central Business District (C.B.D)**

The emergence of the concept of Boutique Exhibitions within Nairobi's Central Business District in the early 1990's saw an upsurge in the number of boutique traders. Before 1990's most shop halls housed single business, which were prevalently owned by Kenyans of Indian origin. The economic recession experienced in Kenya in the early and mid 1990's resulted in many business owners being unable to pay the rents, thus resulting in the concept of Boutique Exhibitions.

In a boutique exhibition, a business hall is sub-divided into several small units known as stalls. Each stall is then rented out to an individual trader, resulting in tens of traders now using halls which were initially used by individual businesses. Every trader then pays his / her own monthly, weekly or daily rents to the building 'owners'. Most of the proprietors of the businesses are middle class persons who are either in formal employment elsewhere, or who have quit formal employment to venture into private businesses, while others are full time business people, running multiple businesses either within the same industry, or across different industries. Most of the merchandise sold in the boutique shops are imported from Turkey, the United Arab Emirates, China and Uganda. The businessmen either travel in person, or send their agents to go and purchase the merchandise, which are mainly ladies wear, ladies shoes and men's shoes. These are then flown or shipped into the country.

In a preliminary study conducted in December 2008, 31 business people within the boutique business sector and 43 boutique exhibition shop managers/supervisors were interviewed. The 43 managers/supervisors were each drawn from one of the 43 boutique exhibitions within the C.B.D. The 31 business persons represented 31 of the 43 boutique business exhibitions within the C.B.D. The study revealed that during the period December 2006 to December 2008, (see appendix 1) six businesses had not replaced a sales lady, twelve businesses had replaced one saleslady, eight businesses had replaced two salesladies, and five businesses had replaced three

salesladies. The study also revealed that out of the 31 business persons interviewed, seven preferred competitive recruitment through interviews, three preferred their own relatives, ten preferred to employ salesladies referred by other well performing salesladies, six preferred salesladies referred by other business persons, who have been in the business for relatively long periods, while five business persons had no preferred criteria for selection. Also, four business persons preferred formally trained salesladies, twenty four did not mind non formally trained salesladies, provided they had practical experience, while three business person preferred to train their own salesladies. The results of the study also revealed that out of the forty three sales ladies replaced by the thirty one businessmen during the period, thirty took up alternative sales employment within the same industry, four left for further studies, five left to run their own businesses, one died, and three could not be accounted for. Evidently, most of the sales ladies dynamics occur within the same industry. The relatively high rate of replacement and diversified recruitment practices makes the sector ideal for the proposed study.

## **1.2 The Statement of the Problem**

The sole objective of most business enterprises is maximization of the stockholder's equity. This objective is achieved through maximizing the business revenue, and minimizing the business costs or expenses. Some of the major expenses incurred by most business enterprises are the labour related expenses. These include the wage bills, severance expenses, pensions and labour turnover related costs. The labour turnover related costs include recruitment costs, discontinuity related business losses increased training and development costs, and loss of organizational reputation. Managing business costs and expenses must therefore include management of labour turnover. This requires sound knowledge of the factors responsible for labour turnover in organizations.

According to the UK Chartered Institute of Personnel and Development, (CIPD 2004), one such factor is employee recruitment and selection practices. However, CIPD does not refer to any study to support this assertion. Moreover, CIPD's assertion is confined to the raising of employee expectations as the only recruitment practice which results in turnover, and ignores other possible factors such as referrals, un-trained individuals hired for on-job training, and use of employees as a source of recruitment.

Various researchers have studied other factors which are expected to affect turnover. A review article of studies on turnover by Mobley et al.(1979) revealed that age, tenure , overall



satisfaction, job content, and organizational commitment are all negatively related to turnover, i.e. the higher the value of the variable, the lower the turnover. Hom and Griffeth (1995) conducted a meta-analysis of some 800 turnover studies which was later updated by Griffeth et al. (2000). Their analysis confirmed some findings on the causes of turnover. These include job satisfaction, organizational commitment, and labour market conditions. The studies that have yielded these results have, however, ignored the possible effect of employee recruitment practices on labour turnover. For example, although turnover studies by Mobley et al. (1979), Kirschenbaum and Manonegrin (1999), and Griffeth et al (2000), all concur that labour turnover is higher in labour markets with large numbers of job vacancies, none of them included recruitment practices as a variable that could influence turnover. Since the above researchers based their studies on organizations operating along varied industries, recruitment practices were likely to vary.

If indeed, recruitment practices affect labour turnover as asserted by CIPD, then it should be included in the turnover studies, as it may affect the outcome of such studies. The proposed study aims at investigating if employee recruitment practices do impact labour turnover. The studies which have been done on turn over have focused on various causes of labour turn over, but non have specifically investigated how recruitment practices affect turn over. This study aims to investigate how employee recruitment practices impact on labour turnover.

### **1.3 Objective of the Study**

To determine the relationship between the recruitment practices and the labour turnover of Boutique salesladies in Nairobi's Central Business District.

### **1.4 The Hypotheses.**

The recruitment practices to be investigated in this study include competitive versus non competitive recruitment, use of realistic job previews and hiring of trained and experienced persons. Competitive hiring is expected to recruit the most qualified applicants,(mullins2005). However, the relatively high demand for such applicants may affect their turnover rates. This leads to the first Hypothesis.

#### **Hypothesis 1:**

H<sub>0</sub> There is no significant difference in the labour turnover of boutique salesladies hired through  
a competitive process

and those hired through non competitive processes..

H<sub>a</sub>: The labour turnover is higher for boutique salesladies hired through non competitive process than for those hired through competitive processes.

The administration of realistic job previews to job candidates is likely to lead to job satisfaction (pfau and kay, 2001). This in turn, may reduce the labour turnover. This leads to the second hypothesis.

### **Hypothesis 2:**

H<sub>0</sub>: There is no significant difference in the labour turnover of boutique salesladies served with a realistic job previews, and those hired without being served with a realistic job preview.

H<sub>a</sub>: The labour turnover is higher for boutique salesladies hired without being served with a realistic job preview than for those served with a realistic job Preview.

## **1.5 The Significance of the Study**

The findings of this research will be of importance to the boutique business owners, the sales ladies, the academicians, the relevant labour unions and human resource management practitioners.

To the body of knowledge, the findings of this research will establish the extent to which procurement practices can affect labour turnover. Researchers will be able to determine the extent to which this affects the outcome of other previous studies on labour turnover, and repeat such studies where necessary, while factoring in the effect of recruitment practices.

The findings of this study will confirm whether or not, any significant relationship exists between the methods adopted in recruiting and selecting the salesladies and their labour turnover. If there is any significant relationship, then it will be important for the businessmen to know, which practices leads to the highest levels of turnover, and which ones result in the lowest turnover levels. The businessmen would then adopt the recruitment practices which minimize turnover, and abandon the practices which result in high turnover levels. The reduction in turnover levels will in turn enhance continuous build up of clientele, which eventually leads to maximization of sales and profitability.

The findings of the study will also be important to the salesladies. The salesladies will be able to tell whether their best work environment will be provided by their own relatives or non

relatives, and whether referrals to employers are likely to provide lasting employment. Similarly, HRM practitioners will be able to estimate and understand the extent to which, procurement practices can affect the employee labour turnover. HR practitioners will be able to give advice on the procurement practices to be avoided or adopted. The results of the study will also be of importance to the relevant labour unions. The union officials will be able to guide membership on the practices to avoid e.g. whether or not to avoid being employed by one's own blood relatives. The union officials will be able to rank the practices that are likely to lead to industrial disputes.

## **CHAPTER 2: THE LITERATURE REVIEW**

Labor turnover may be defined as the movement of people into and out of the organization. It is the cessation of membership in an organization by an individual who receives monetary compensation from the organization (Graham and Bennet, 1998). Turnover can be voluntary or involuntary. Voluntary turnover can be in the form of resignations to join alternative employers, go for further studies, relocation, or to go into private business. Involuntary turnover is where employees are forced to leave the organization either through sacking, retirement, sickness or death. (Price, 2002; Nzuve and Singh 1984)

### **2.1 Factors Associated with Labour Turnover**

There is a vast literature on the causes of voluntary labour turnover. By developing multivariate models that combine a number of factors contributing to turnover and empirically testing the models researchers have sought to predict why individuals leave organizations. Many studies are based on only a small number of variables which often only explain a small amount of variability in turnover. A study of turnover by Boxall et al (2003) in New Zealand confirmed the view that motivation for job change is multidimensional and that no one factor will explain it.

However, over time there have been a number of factors that appear to be consistently linked to turnover. A review article of studies on turnover by Mobley et al (1979) revealed that age, tenure, overall satisfaction, job content, intentions to remain on the job, and commitment were all negatively related to turnover (i.e. the higher the variable, the lower the turnover). In 1995, a meta-analysis of some 800 turnover studies was conducted by Hom and Griffeth, which was later, updated (Griffeth et al, 2000). Their analysis confirmed some well-established findings on the causes of turnover. These include: job satisfaction, organizational commitment, labour market conditions and intention to quit. These variables are examined in more detail below, as are a number of other factors where the evidence on the link to turnover is less conclusive.

### **Labour market conditions**

Aggregate level economic studies provide consistent and significant evidence of the impact of labour market conditions on turnover rates. As Mobley et al (1979) pointed out, at an aggregate level the relationship between economic factors such as employment levels or job vacancies and turnover has been well established.

The relationship between alternatives and turnover on an individual level has been researched widely. Much of the subsequent research focused on the link between job satisfaction, perceived alternative opportunities and turnover. Research on the impact of unemployment rates as a proxy for actual opportunities in employee turnover revealed that unemployment rates affected the job-satisfaction/turnover intent relationship but not actual turnover (Kirschenbaum & Mano-Negrin, 1999). They concluded that macro level analysis predicted turnover patterns but perceptions of opportunities did not. The authors concluded that objective opportunities were a better set of explanations of actual turnover behaviour than either perceived internal or external labour market opportunities. Nevertheless, while actual alternatives appear to be a better predictor of turnover, there is also well-established evidence of the link between perceived alternatives and actual turnover. In a meta-analysis, Griffeth et al (2000) confirmed that perceived alternatives modestly predict turnover.

### **Intentions to quit**

Much of the empirical research on turnover is based on actual turnover, although some studies are based on intentions to quit. Apart from the practical difficulty in conducting turnover research among people who have left an organization, some researchers suggest that there is a strong link between intentions to quit and actual turnover.

Mobley et al (1979) noted that the relationship between intentions and turnover is consistent and generally stronger than the satisfaction-turnover relationship, although it still accounted for less

than a quarter of the variability in turnover. Much of the research on perceived opportunities has been found to be associated with intentions to leave but not actual turnover (Kirschenbaum & Manonegrin, 1999). One of the possible reasons is that intentions do not account for impulsive behaviour and also that turnover intentions are not necessarily followed through to lead to actual turnover.

### **Organizational commitment**

Many studies have reported a significant association between organizational commitment and turnover intentions (Lum et al, 1998). Tang et al's (2000) study confirmed the link between commitment and actual turnover and Griffeth et al's (2000) analysis showed that organizational commitment was a better predictor of turnover than overall job satisfaction. Researchers have established that there are different types of organizational commitment. Allen & Meyer (1990) investigated the nature of the link between turnover and the three components of attitudinal commitment: affective commitment refers to employees' emotional attachment to, identification with and involvement in the organization; continuance commitment refers to commitment base on costs that employees associate with leaving the organization; and normative commitment refers to employees' feelings of obligation to remain with the organization. Put simply, employees with strong affective commitment stay with an organization because they want, those with strong continuance commitment stay because they need to, and those with strong normative commitment stay because they feel they ought to. Allen and Meyer's study indicated that all three components of commitment were a negative indicator of turnover. In general, most research has found affective commitment to be the most decisive variable linked to turnover.

### **Job satisfaction**

The relationship between job satisfaction and turnover has been consistently found in many turnover studies (Lum et al, 1998). Mobley et al 1979 indicated that overall job satisfaction is negatively linked to turnover but explained little of the variability in turnover. Griffeth et al (2000) found that overall job satisfaction modestly predicted turnover. In a study in New Zealand, Boxall et al (2003) found the main reason by far for people leaving their employer was for more interesting work elsewhere. It is generally accepted that the effect of job satisfaction on turnover is less than that of organizational commitment.

### **The link between satisfaction and commitment**

Some researchers have established a relationship between satisfaction, organizational commitment and turnover. Lum et al's (1998) study of pediatric nurses suggested that organizational commitment has the strongest and most direct impact on the intention to quit

whereas job satisfaction has only an indirect influence. They suggested that satisfaction indirectly influences turnover in that it influences commitment and hence turnover intentions. (Mueller & Price, 1990 cited in Lum). Elangovan (2001) noted that the notion of job satisfaction and organizational commitment being causally related has not been incorporated in most turnover models. His study indicated there were strong causal links between stress and satisfaction (higher stress leads to lower satisfaction) and between satisfaction and commitment (lower satisfaction leads to lower commitment). He further noted a reciprocal relationship between commitment and turnover intentions (lower commitment leads to greater intentions to quit, which in turn further lowers commitment). In summary, only commitment directly affected turnover intentions.

### **Characteristics of employees**

Despite a wealth of research, there appear to be few characteristics that meaningfully predict turnover, namely, age and tenure. Age is found to be negatively related to turnover (i.e. the older a person, the less likely they are to leave an organization). However, age alone explains little of the variability in turnover and as age is linked to many other factors, alone it contributes little to the understanding of turnover behaviour (Mobley et al. 1979).

Tenure is also negatively related to turnover (the longer a person is with an organization, the more likely they are to stay). Mangione in Mobley et al concluded that length of service is one of the best single predictors of turnover. Griffeth et al also found that age and tenure have a negative relationship to turnover. There is little evidence of a person's sex being linked to turnover. Griffeth et al's 2000 meta-analysis re-examined various personal characteristics that may be linked to turnover. They concluded that there were no differences between the quit rates of men and women. They also cited evidence that gender moderates the age-turnover relationship (i.e. women are more likely to remain in their job the older they get, than do men). They also found no link between intelligence and turnover, and none between race and turnover.

### **Wages and conditions**

The research conducted on the link between dissatisfaction with pay and voluntary turnover appears to be inconclusive. Mobley et al (1979) concluded that results from studies on the role of pay in turnover were mixed but that often there was no relationship between pay and turnover. Other studies found no significant relationship. On the other hand Campion (1991) cited in Tang suggests that the most important reason for voluntary turnover is higher wages/career opportunity. Martin (2003) investigated the determinants of labour turnover using establishment-level survey data for the UK. Martin indicated that there is an inverse relationship

between relative wages and turnover (i.e. establishments with higher relative pay had lower turnover).

### **Pay and performance**

Griffeth et al (2000) noted 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 leave. They cite findings from Milkovich and Newman (1999) that where collective reward programs replace individual incentives, their introduction may lead to higher turnover among high performers.

### **Flat-rate versus piece-rate pay systems**

Taplin et al (2003) conducted a large-scale turnover study in the British clothing industry. Two factors emerged as the most significant reasons for employees leaving the industry. One was the low level of wage rates in the clothing industry relative to other manufacturing sectors. The other reason referred to industry image with staff leaving because of fears relating to the long-term future of clothing manufacture in the UK. In this study, turnover rates were highest among the most skilled workers. The study also examined the role of payment systems in turnover. The researchers found that where there were flat-rate payment systems alone, average turnover exhibited a statistically significant difference from the industry mean (i.e. they were 4.5 per cent lower). However, most firms in the clothing industry adhered to piece rate payment systems finding it to be the most effective way of regulating the effort-bargain.

### **Attitudes to money**

For some individuals pay will not be the sole criterion when people decide to continue within an existing job. In their study of mental health professionals, Tang et al (2000) examined the relationship between attitudes towards money, intrinsic job satisfaction and voluntary turnover. One of the main findings of this study is that voluntary turnover is high among employees who value money (high money ethic endorsement), regardless of their intrinsic job satisfaction. However, those who do not value money highly but who also have low intrinsic job satisfaction tended to have the lowest actual turnover. Furthermore, employees with high intrinsic job satisfaction and who put a low value on money also had significantly higher turnover than this second group. The researchers also found that placing a high value of money predicted actual turnover but that withdrawal cognitions (i.e. thinking about leaving) did not.

### **Training and career development**

Martin (2003) detected a complex relationship between turnover and training. He suggested that establishments that enhance the skills of existing workers have lower turnover rates. However, turnover is higher when workers are trained to be multi-skilled, which may imply that this type of training enhances the prospects of workers to find work elsewhere. The literature on the link between lower turnover and training has found that off-the-job training is associated with higher turnover presumably because this type of training imparts more general skills (Martin, 2003).

### **Impact of training on mobility**

Shah and Burke (2003) reviewed some of the literature on the relationship between turnover and training. In a British study examining the impact of training on mobility, Green et al (2000) concluded that, in aggregate, training has on average no impact on mobility. However, training that is wholly sponsored by the individual (or their families) is on balance likely to be a prelude to job search. In contrast, when employers pay for training the downward effect on mobility is more likely.

### **Career commitment**

Chang (1999) examined the relationship between career commitment, organizational commitment and turnover intention among Korean researchers and found that the role of career commitment was stronger in predicting turnover intentions. When individuals are committed to the organization they are less willing to leave the company. This was found to be stronger for those highly committed to their careers. The author also found that employees with low career and organizational commitment had the highest turnover intentions because they did not care either about the company or their current careers. Individuals with high career commitment and low organizational commitment also tend to leave because they do not believe that the organization can satisfy their career needs or goals. Chang found that individuals become affectively committed to the organization when they perceive that the organization is pursuing internal promotion opportunities, providing proper training and that supervisors do a good job in providing information and advice about careers.

### **Recruitment practices**

In high turnover industries in particular, a great deal of employee turnover consists of people resigning or being dismissed in the first few months of employment (CIPD, 2004). The costs of recruitment and turnover per individual become much greater when new staff leave after only a short period of time. Where new employees leave after a short period in the job, poor recruitment and selection decisions both on the part of the employer and employee are usually



the cause, along with poorly designed or non-existent induction programs (CIPD, 2004). If expectations are raised too high during the recruitment process this can result in people accepting jobs for which they may be unsuited. Organizations often do this to ensure that they fill their vacancies with sufficient numbers of well-qualified people as quickly as possible. However turnover, this can be counterproductive over the longer-term, as it can lead to costly avoidable and to the development of a poor reputation in local labour markets. The CIPD (2004) suggests that employers give employees a realistic job preview at the recruitment stage and take care not to raise expectations. It may also be useful to invite applicants to work a shift before committing themselves. Another reason why employees may want to leave is the organization's performance. An organization that is perceived to have economic difficulty may want to lay off employees. In response to such a move, the employees may opt to look for employment elsewhere. Organizations that lack a sense of commitment will easily lose employees. (Abuti, 2006, Mungumi, 2002; Malura, 1993).

### **The role of 'shocks' in turnover**

Lee & Mitchell's (1994) 'unfolding model' of employee turnover represented a significant departure from the previous labour market- and psychological-oriented turnover literature. This model is based on the premise that people leave organizations in very different ways and it outlines four decision pathways describing different kinds of decisions to quit. A notable feature of the unfolding model is its emphasis on an event or 'shock' (positive or negative) that prompts some decisions to quit.

Morrell et al (2004) tested the unfolding model by studying the voluntary turnover of nurses in the UK. Their findings indicated that shocks play a role in many cases where people decide to leave. Furthermore, they found that shocks not only prompted initial thoughts about quitting but also typically had a substantial influence over the final leaving decision. They also noted that decisions to quit prompted by a shock are typically more avoidable. The authors suggest that their research illustrates the importance for managers of understanding avoid ability i.e. the extent to which turnover decisions can be prevented.

### **Organizational size**

Kirschenbaum & Manonegrin (1999) indicated that turnover is affected by organizational size, with size being the key mediator of an organization's internal labour market. They suggest that organizational size impacts on turnover primarily through wage rates but also through career progression paths. Developed internal organizational labour markets produce lower departure

rates since promotion opportunities have a strong negative influence on departures for career-related reasons.

### **Unionization**

Martin (2003) studied the effect of unions on labour turnover and found clear evidence that unionism is associated with lower turnover. He suggested that lower turnover is a result of the ability of unions to secure better working conditions thus increasing the attractiveness for workers of staying in their current job. According to Martin, the relationship between lower turnover and unionization has been well established by researchers using both industry-level and individual data.

### **Influence of co-workers**

A study of 477 employees in fifteen firms by Kirschenbaum and Weisberg(2002) examined employees' job destination choices as part of the turnover process. One of their main findings was that co-workers' intentions have a major significant impact on all destination options - the more positive the perception of their co-workers desire to leave, the more employees themselves wanted to leave. The researchers suggest that a feeling about co-workers' intentions to change jobs or workplace acts as a form of social pressure or justification on the employee to make a move.

### **Supervision/management**

Mobley et al (1979) concluded that a number of studies offered moderate support for a negative relationship between satisfaction with supervision and turnover (i.e. the higher the satisfaction with supervision, the lower the turnover).

### **Behavioural predictors**

Some research (Hulin cited in Griffeth et al, 2000) implies that lateness and absence can be predictors of turnover because they represent withdrawal responses from the organization.

Other reasons cited for staff turnover include lack of shared goals (Herbert, 1983); inadequate efforts by firms to orient their employees (Forrier, 2003), lack of distributive justice in the organization (Price 2001) and job stress (Price 2001). Others are lack of promotional prospects and lack of support from fellow employees (Capko, 2001); lack of autonomy in the work place (Price 2001) relocation of residence (Abuti, 2006) and perceptions of organizational culture (Sheridan 1992).

## **2.2 Measurement of Labour Turnover**

Research suggests that to gain an accurate perspective of internal causes of turnover it is useful to look at both quantitative and qualitative information (IDS, 2004). To identify underlying reasons for turnover, qualitative information on the reasons why employees have left is necessary. The UK Chartered Institute of Personnel and Development (CIPD) suggest that it is important employers have an understanding of their rates of labour turn over and how they affect the organization's effectiveness (CIPD, 2004). Some of the labour turnover measures are described below:

### **Wastage rates**

Typically, organizations use the crude wastage rate for measuring turnover. This calculates the number of leavers in a given period as a percentage of the average number of employees during the same period. To calculate the average number of employees during a given period, organizations often add together the number of employees at the beginning of the period with those employed at the end of the period and divide it by two (IDS, 2004).

### **Crude wastage rate**

The simplicity of this measure means there is less risk of different parts of the organization supplying inconsistent data. However, the crude wastage rate has its limitations because it includes all types of leavers - involuntary leavers. A single measure of turnover that does not distinguish between cases where people left because they were dissatisfied and where people left because of ill health or retirement will be inadequate because it treats leavers as a homogeneous group (Morrell et al, 2004). Furthermore, when calculating replacement figures it may be misleading to base them on crude wastage rates which include employees that do not need replacing (IDS, 2004). The crude wastage rate also makes no distinction between functional (i.e. beneficial) and dysfunctional turnover (CIPD, 2004).

### **Resignation rates**

Another way of measuring turnover is to base rates on turnover on voluntary leavers or resignation rates only, thus excluding employees who have left for other reasons such as retirement, redundancy, dismissal or redeployment to another part of the organization. However, basing turnover rates on voluntary leavers can also have its drawbacks because it does not indicate how many staff needs recruiting to cover those employees who have left because of retirement or voluntary internal transfers. One solution is to record separate turnover rates for voluntary and involuntary leavers (IDS, 2004). Wastage rates can also be used for specific groups of employees or different business units, which allow an organization to detect differences in turnover within different parts of the organization. Overall figures tend to mask potentially significant differences in within a turnover organization (IDS, 2004). For example,

high in turnover one area of the business could produce the same overall rate as a small number of leavers distributed evenly across the organization, but the actions required to deal with these situations would be quite different. Examining turnover by department can identify any local issues or possible problems concerning particular line managers or to monitor turnover among groups of employees with scarce skills. Wastage rates can also be applied to employees with a certain length of service (e.g. less than one year) which can help pinpoint ineffective recruitment, selection or induction processes (IDS, 2004).

### **Vacancy rate**

Another approach is to place a greater emphasis on the number of vacancies that need to be filled. The vacancy rate is based on the number of positions an organization actively wishes to recruit as a percentage of the number of overall employees.

### **Stability index**

This measure gives an indication of the extent to which experienced employees are being retained. It can be used to calculate the stability of the whole organization or of a particular group of employees. It is usually calculated as the number of employees with one year's service or more as a percentage of the number of people employed a year ago. This formula can be varied according to particular circumstances (e.g. basing it on a longer period of service). A rise in the stability index indicates the company is improving retention of more experienced staff. Normally, a wastage rate would be expected alongside a low level of stability. If both percentages are high, this indicates the organization is experiencing problems with a small number of high jobs turnover (IDS, 2004).

### **Cohort analysis**

This technique enables an organization to understand service-related leaving patterns by taking the leaving rates of a (usually homogeneous) group of employees who joined at the same time. The resulting leaving rates can be plotted on a wastage or survival curve. Cohort analysis is a useful tool for organizations concerned about turnover costs due to high expenditure on recruitment, induction and training.

### **Wastage and survival curves**

For wastage curves the number of leavers is plotted against their length of service on leaving. A characteristic turnover pattern shows a high level for new starters, which then decreases with length of service. Alternatively, survival curves represent the number of people who stay against length of service, providing a measure of retention instead of turnover.

### **Exit interviews and surveys**

Organizations typically obtain qualitative information on turnover through exit interviews and

surveys. However, it is important to appreciate that the reasons people give for their resignations are frequently untrue or only partially true (CIPD, 2004). The use of exit interviews is widespread yet they can be unreliable, particularly when conducted by someone who may later be asked to write a reference for the departing employee. Where exit interviews are used it is best to conduct them a short time after the employee hands in their notice. The interviewer should be someone who has not had direct responsibility for the individual (i.e. as their line manager) and who will not be involved in future reference writing. Confidentiality should be assured and the purpose of the interview explained (CIPD, 2004).

Alternative approaches involve the use of confidential attitude surveys which include questions about intention to leave and questionnaires sent to former employees on a confidential basis about six months after their departure.

### **Length of service analysis**

This is the service period per employer, served by the employee. This method of measuring labour analysis is straightforward and informative where the objective is to identify the extent to which new recruits leave (Cole, 2002). The length of service analysis is the most suitable for this study, as the exhibition shops only employ one sales lady at a time. The other measures are not applicable in single employee businesses.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 Research Design**

A correlation research design was adopted for this study. A descriptive survey was carried out to establish the impact of employee procurement practices on the labour turnover of the boutique salesladies working within Nairobi's Central Business District.

### **3.2 The Scope of the study**

This study covered the boutique salesladies working in the exhibition stalls within Nairobi city's Central Business District. The Central Business District, for the purpose of this study, is all that geographic area enclosed by the Uhuru Highway, Haile Sellassie Avenue, Race Course Road and the Nairobi River. The figures and the state of distribution of the boutique shops reflect the situation as at December 2008.

### **3.3 The Population**

The population for this study are all the boutique salesladies working within Nairobi's Central Business District. According to a preliminary survey carried out in December 2008, there were 1536 boutique salesladies working in the 43 exhibition shops situated along ten streets within Nairobi's Central Business District (see appendix 2)

### **3.4 The Sample**

The sampling unit for this study is the individual boutique saleslady. A sample which is approximately 10% - 20% of the population of interest gives a good representation (Akelo, 2007). Consequently 160 salesladies (10.4% of the population) were sampled using the multi-stage random sampling technique. The sampled numbers and percentages of the street, exhibition shops and the salesladies are summarized in table 1.

**Table 1: The sampled numbers of streets, shops and sales ladies**

<b>Unit</b>	<b>Total number</b>	<b>Number selected</b>	<b>% selected</b>
Streets with exhibitions	10	4	40%
Exhibition shops	43	10	23.3%
Sampling unit			

(salesladies)	373	160	42.9%
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**Source: Preliminary research Data**

**3.4.1 Sampling the streets**

Four out of the 10 streets were sampled using stratified random sampling .The streets were divided into two strata. The first stratum included the streets with low concentration of the exhibitions i.e. those with only one or two exhibitions. These included Accra road, Cabral street, Dubois road, Harambee avenue, Mfangano street, Ronald Ngala street and Tsavo road. The second stratum includes the streets with high concentration of the exhibitions. The stratum included Moi avenue, Taveta road and Tom Mboya street. To ensure good representation, two streets were sampled from each stratum, using random numbers.

From the low density concentration stratum, Accra road and Harambee avenue were sampled, while from the high concentration stratum, Taveta road and Tom Mboya street were sampled.

**3.4.2 Sampling the boutique exhibitions**

The four streets sampled contained a total of 26 exhibition shops. A total of ten exhibition shops were sampled from the 26 exhibition shops on the sampled streets. The number of exhibition shops sampled from each street were in proportion to the actual number of exhibitions on the street. Systematic sampling was then used to sample the shops for each of the sampled streets. Table 2 shows the number and names of the sampled exhibitions shops.

**Table 2: Names of the sampled exhibition shops.**

Sampled street	Number of exhibitions on the street	Number of exhibition shops sampled from the street	Names of the sampled exhibition shops
Accra road	1	1	1.AI-Noor Exhibition
Harambee avenue	2	2	1.Club Safes 2.Techno-trade Pavillion
Taveta road	12	4	1.Arvin Stalls 2.Jitihada Shopping Complex 3.Promising Fashions 4.Superiors Fashions
Tom Mboya street	11	3	1.Diamond Shopping Mall 2.Madukha Exhibitions

			3. World business Centre
Total	26	10	

**Source : Research Data**

### 3.4.3 Sampling the salesladies

There were a total of 373 salesladies working in the 10 sampled exhibition shops. Out of these, a total of 160 sales ladies were sampled. This included the 4 sales ladies at the Promising fashions exhibitions. The remaining 156 sales ladies were sampled on the basis of the number of salesladies per exhibition to the total sales ladies.

Table 3 shows the number of sales ladies sampled from each of the 10 exhibitions shops.

**Table 3: The numbers of sales ladies sampled from each shop**

No	Exhibition shop	Total Number of Sales ladies	Number of sales ladies sampled
1	Al- Noor Exhibition	85	36
2	Club safes	20	08
3	Techno trade pavilion	30	13
4	Arvina stalls	24	10
5	Jitihada shopping complex	63	27
6	Promising fashions	04	04
7	Superior fashions	20	08
8	Diamond shopping mall	52	22
9	Madukha Exhibition	08	04
10	World business center	67	28
	<b>Total</b>	<b>373</b>	<b>160</b>

**Source: Preliminary Research Data**

### 3.5 The Variables of the Study.

#### The independent variable

The dependent variable was the mode of recruitment. The possible states included competitive recruitment,



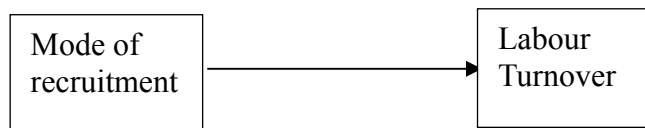
non competitive, recruitment of trained and/or experienced persons, recruitment for on-job training, use of realistic job previews and non-use of the same.

### **The dependent Variable**

The dependent variable was the labour turnover, measured by the sales lady's length of service for each employer. The units are months of service for the particular employer. This is the only measure of labour turnover that is suitable for single employee organizations such as the boutique exhibitions.

The variables are conceptualized into a framework in figure 1.

**Figure 1: The conceptual frame work**



### **The control variables**

The fact that all respondents are drawn from the same Kenyan labour market served as a control to the effect of the labour market conditions. Secondly, the fact that most of the labour dynamics of the sales ladies occurs within the same industry (see paragraph 1.1.4) serves as a control to the effect of organizational size, unionization, supervision, shocks, tenure, and organizational commitment. This leaves three variables to be controlled for during the results analysis, namely age of the sales lady, the wages and compensation practices, and training/ career development.

### **3.6 Data Collection Methods**

The study relied on primary data gathered using a structured questionnaire. Part I of the questionnaire collected the names of the exhibition and the street. Part II collected the age, level of education and the number of employers served. Part III collected the duration of service for each employer, the method of recruitment into the job, record of realistic job previews served to the respondent, the mode of remuneration and the monthly gross earnings (See appendix 3). The questionnaire was made up of both open and closed ended questions which were intended to capture both quantitative and qualitative data. The questionnaires administered at the exhibition stalls on a drop and pick later basis. This method provided respondents with adequate response time.

### **3.7 Data Analysis**

This was undertaken in 2 stages namely; descriptive statistics and inferential statistics. Descriptive statistics was used to describe the basic features of the data. This involved univariate analysis i.e. examination across cases of one variable at a time. The characteristics of focus in this analysis were distribution, central tendency and dispersion. The distribution was described using frequency, central tendency by the mean and the dispersion by the standard deviation. Data were coded and cross tabulated, and analyzed to produce descriptive statistics. This involved testing the hypotheses, and inferring the sample characteristics to the population. The two sample T-test was used to test the hypotheses since all the data tables had below 30 respondents. The measurement scales were at ordinal level i.e.:

Null hypothesis  $H_0: \mu_1 = \mu_2$

Alternative  $H_a: \mu_1 < \mu_2$

### **3.8 Data Quality Control**

The data collection instrument (the questionnaire) was validated during its design stage. The questionnaire was taken to the field for test data collections, to check that respondents understand questions the way they were intended, and that the right information being sought came out from the data, collection process, otherwise, the wording and structure of the questionnaire was modified, then tried again, until it become simple enough for the respondents to understand, and brought out the actual data being sought. The instrument was tested for reliability by using it to collect data after various time intervals, and checking whether they yielded consistent data.

## **CHAPTER FOUR: DATA ANALYSIS AND FINDINGS**

This chapter deals with the analysis and findings of the primary data obtained from the study. The chapter is subdivided into two parts. The first part covers the demographic characteristics of the respondents, while the second part deals with the data analysis and the inferences. Two aspects of recruitment practice were investigated. The first was the effect of the mode of recruitment on labour turnover, i.e whether recruiting employees competitively or otherwise, affects turnover. The second aspect was the effects of Administering realistic job preview (RJPS) during recruitment, on the eventual turnover of the employees

### **4.1 Demographic Characteristics of the Respondents**

Out of an initial sample of 160 respondents, 153 adequately completed questionnaires were obtained. The responses from the remaining 7 respondents were however either incomplete or inconsistent, and were considered unsuitable for use in this study. This translates to a response rate of 95.6%.

#### **4.1.1 The ages of the respondents**

The ages of the 153 respondents ranged from under 20 to above 41 years. The age distribution of the respondents were as shown in table 4.

**Table 4: Age distribution of respondents**

<b>Age (years)</b>	<b>Number</b>	<b>Percentage</b>
up to 20	32	20.9%
21 - 30	53	34.6%
31 - 40	46	30.1%
41 and above	22	14.4%

**Source: Research Data**

**4.1.2 Level of education of respondents.**

From the study, the level of education of the respondents were found to vary between K.C.P.E certificate holders to university graduates. The distribution is shown in table 5.

**TABLE 5: Level of education of the respondents**

<b>Level of Education</b>	<b>Number</b>	<b>Percentage %</b>
C.P.E/K.C.P.E certificate	22	14.4
K.C.E/K.C.S.E certificate	121	79.1
K.A.C.E certificate	8	5.2
University graduates	2	1.3

**Source: Research Data**

In addition to their formal education, some respondents had previously undergone formal training in sales (and marketing) while others had not. The distribution are shown in table 6

**Table 6: Professional training of respondents**

	<b>Number</b>	<b>Percentage</b>
Trained in sales	63	41.2 %
Not trained in sales	90	58.8%

**Source: Research Data**

## 4.2 Present and Previous Employment Features of the Respondents

### 4.2.1 Number of boutique stalls served

The respondents were found to have worked in between one and six boutique stalls as at the date of this study. The distribution were as shown in table 7

**Table 7: The numbers of boutique stalls served by respondents**

<b>Number of Boutique Stalls served</b>	<b>Number of Sales ladies</b>	<b>Employment Cases</b>
1	42	42
2	37	74
3	38	114
4	19	76
5	12	60
6	5	30
<b>TOTAL</b>		<b>396</b>

**Source: Research Data**

This represents 396 cases of employment to the respondents

### 4.2.3 Sales ladies served with Realistic job previews(rjp) .

Out of the 396 cases of employment as boutique stalls salesladies represented within the 153 respondents, 32% had realistic job previews served to, while the remaining 68% were recruited and employed without administration of RJPS. Table 8 shows these proportions.

**Table 8:Sales ladies served with realistic job previews**

	<b>Number</b>	<b>Percentage</b>
--	---------------	-------------------

<b>Served with RJPS</b>	49	32%
<b>Not served with RJPS</b>	104	68%

**Source: Research Data**

#### **4.2.4 Remuneration of the respondents**

The total earnings and the mode of remuneration of the 396 cases of employment represented by the 153 respondents as per the study are summarized in table 9.

**Table 9: Renumeration of respondents**

<b>Mode of Remuneration</b>	<b>Gross pay in Ksh</b>				<b>TOTALS</b>
	Up to 5000	5000-10,000	10,000-15,000	Above 15,000	
<b>Fixed salary only</b>	36	123	67	18	244
<b>salary and commissions</b>	-	71	56	21	148
<b>Commission only</b>	-	1	2	1	04
<b>Totals</b>	36	195	125	40	396

**Source: Research Data**

#### 4.2.2 Methods of recruitment

According to the study, methods of recruitment adopted in hiring the 153 respondents in the 396 cases of boutique stalls employment represented, are summarized in table 10

**Table 10: Methods of recruitment of respondents**

	<b>Number</b>	<b>Percentage</b>
<b>Competitive recruitment through interview</b>	96	24.2%
<b>Employed on referral by other boutique stalls trader</b>	85	21.5%
<b>Employed on referral by other saleslady</b>	181	45.7%
<b>Employed through favourable selection by relative/friend</b>	34	8.6%

**Source: Research Data**

#### 4.3 The Impact of the Mode of Recruitment on Labour Turnover

This part of the study investigated how use of competitive or non competitive methods of recruitments affects the eventual labour turnover of employees. Homogeneous groups were composed from 396 employment cases. Each homogeneous group composed of respondents with the same age grouping, same record on administration of realistic job preview, same range of gross earnings, and same mode of remuneration and were either trained or not trained in sales. Twelve homogeneous groups were used for the study. Each homogeneous group was further subdivided into two subgroups. The first subgroups composed of those who are recruited competitively through interview(s). The second subgroups composed of those who were recruited through non-competitive procedures. The numbers of respondents who had served for various periods (length of services) for each subgroup were tallied, and presented in form of percentage cumulative frequency graphs (ogives), to facilitate visual comparisons. The mean

length of service and standard deviations for each subgroup were computed, and the results were used to test hypothesis 1 i.e

**H<sub>0</sub>**: There is no significant difference in the labour turnover of boutique stalls salesladies hired through a competitive process, and those hired through non competitive processes.

**H<sub>a</sub>** : The labour turnover rate is higher for boutique sales ladies hired through non competitive processes, than for those hired through competitive processes.

The results from various homogeneous groups are presented in the following charts and tables.



## GROUP 1

This group consisted of respondents aged up to 20 years, were served with a realistic job preview, were hired when already fully trained in sales and were paid up to Ksh. 10,000 being monthly salary only. Chart 1 and table 11 shows the findings.

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Chart 1: Percentage Cumulative Frequency Graphs for Groups 1

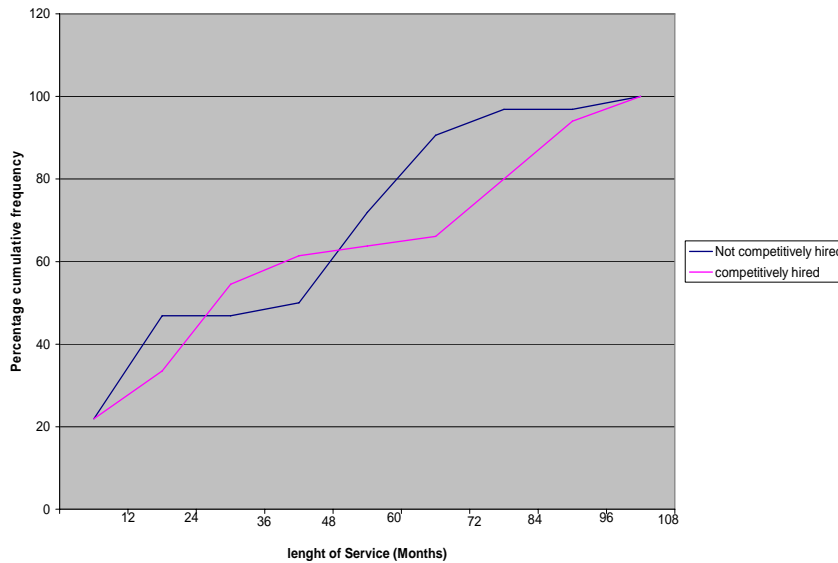


Table 11: Research Findings for Group 1

	Competitively hired	Not Competitively hired
Group size	13	9
Mean	38.2	58.3
Std.dev	25.4	23.1
Test	I tailed t-test	
Significance	5%	
d.f	20	
Test statistic	1.801	
Critical test statistic	-1.725	
Decision	Fail to reject H <sub>0</sub>	

## GROUP 2

This group consisted of respondents aged between 21-30 years, were served with a realistic job preview, were hired when fully trained in sales, and were paid up to Ksh.10,000 being monthly salary and commission. Chart 2 and table 12 shows the findings.

Chart 2: Percentage Cumulative Frequency Graphs for Group 2

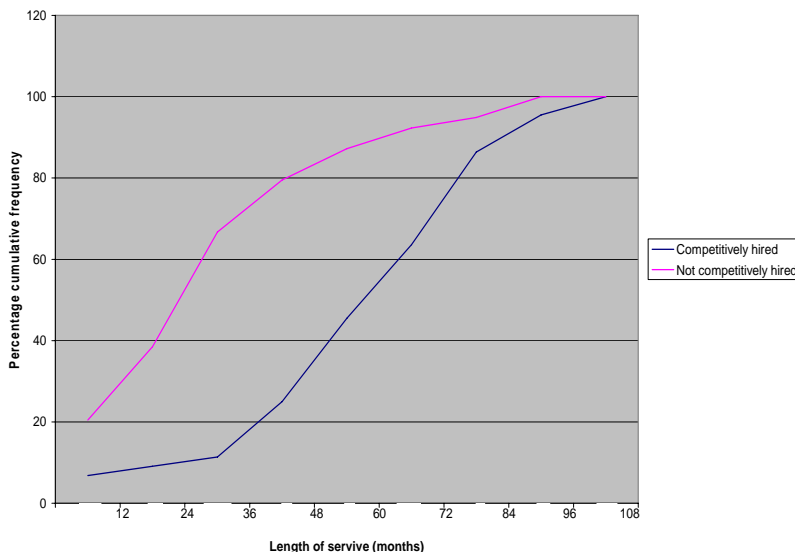


Table 12: Research Findings for Group 2

	Competitively hired	Not Competitively hired
Group size	11	13
Mean	71.4	35.3
Std.dev	27.9	26.3
Test	1 tailed t-test	
Significance	5%	
d.f	22	
Test statistic	-7.62	
Critical test statistic	-7.717	
Decision	Reject H <sub>0</sub>	

### GROUP 3

This group comprised of respondents aged between 31-40 years, were served with a realistic job preview, were hired when already in sales, and were paid above Ksh. 10,000 monthly salary only. Chart 3 and table 13 shows the findings

Chart 3: Percentage Cumulative Frequency Graphs for Group 3

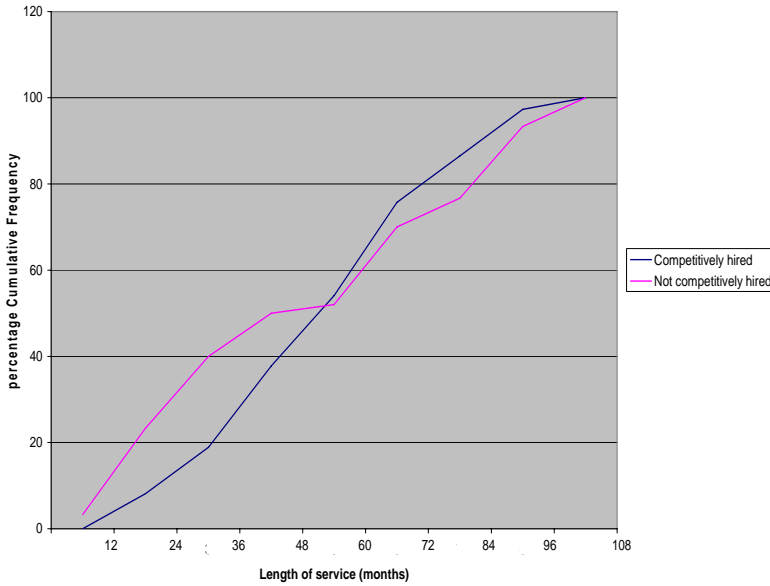


Table 13: Research Findings for Group 3

	Competitively hired	Not Competitively hired
Group size	10	12
Mean	35.6	58.5
Std.dev	23.4	25.3
Test	1 tailed t-test	
Significance	5%	
d.f	20	
Test statistic	2.08	
Critical test statistic	1.725	
Decision	Fail to reject H <sub>0</sub>	

### GROUP 4

This group comprised of respondents aged up to 20 years, were not served with a realistic job preview, were trained as salesladies by the time of employment, and were paid up to Ksh. 10,000 monthly salary only. Chart 4 and table 14 shows the findings

Chart 4: Percentage Cumulative Frequency Graphs for Group 4

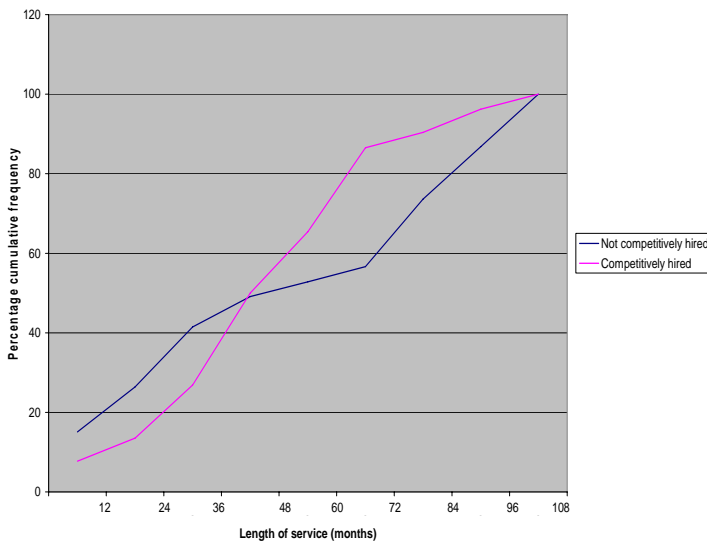


Table 14: Research Findings for Group 4

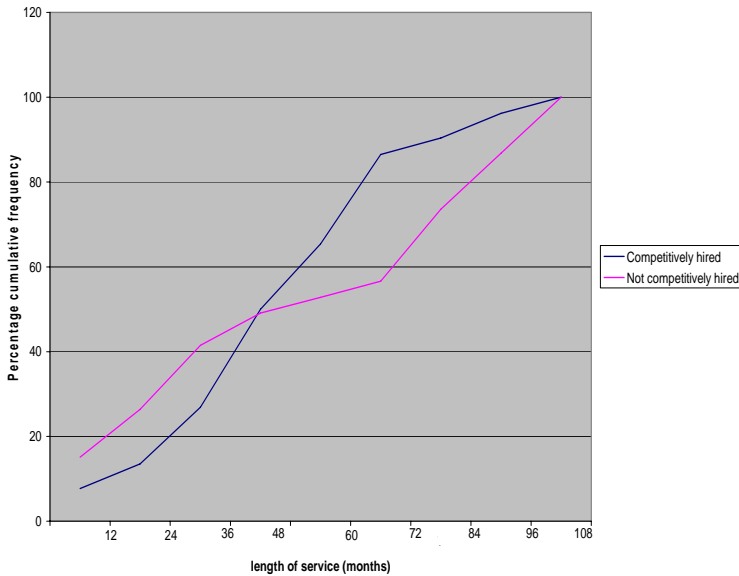
	Competitively hired	Not Competitively hired
Group size	9	14
Mean	46.9	59.8
Std.dev	18.7	21.3
Test	1 tailed t-test	
Significance	5%	
d.f	20	
Test statistic	0.55	
Critical test statistic	-1.721	
Decision	Fail to reject H <sub>0</sub>	

### GROUP 5

This group comprised of respondents aged between 21-30 years, were not served with a realistic job preview and were paid above Ksh. 10,000 including monthly salary and commission. The results are shown in chart 5 and table 15

**Table 15: Research Findings for Group 5**

**Chart 5: Percentage Cumulative Frequency Graphs for Group 5**



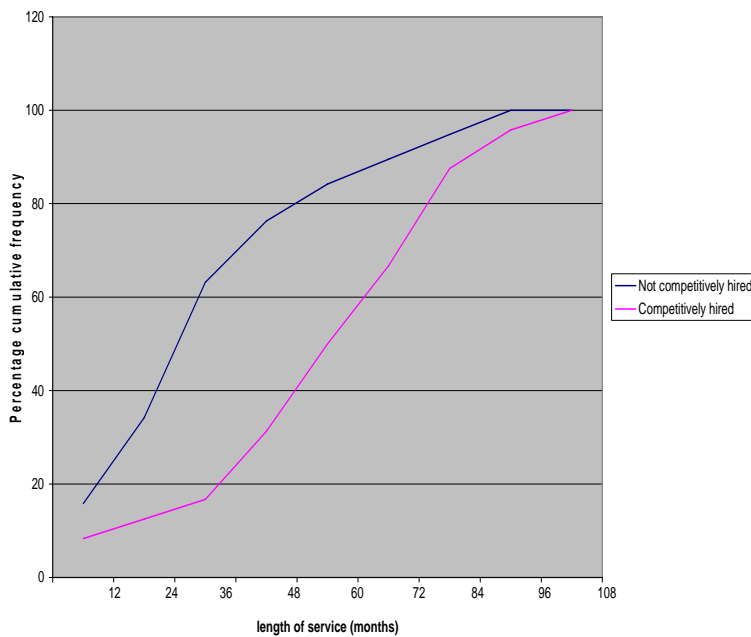
	Competitively hired	Not Competitively hired
<b>Group size</b>	10	11
Mean	32.1	61.1
Std.dev	21.8	24.3
Test	1 tailed t-test	
Significance	5%	
d.f	19	
Test statistic	2.73	
Critical test statistic	-1.729	
Decision	Fail to reject H <sub>0</sub>	

**GROUP 6**

This group comprised of respondents aged above 40 years, were not served with a realistic job preview, were trained salesladies before employment and were paid above Ksh.10,000 including monthly salary and commission. Chart 6 and table 16 shows the results

**Table 16: Research Findings for Group 6**

**Chart 6: Percentage Cumulative Frequency Graphs for Group 6**



	Competitively hired	Not Competitively hired
<b>Group size</b>	12	11
Mean	59.5	34.5
Std.dev	24.9	24.5
Test	1 tailed t-test	
Significance	5%	
d.f	21	
Test statistic	-2.31	
Critical test statistic	1.721	
Decision	Reject H <sub>0</sub>	

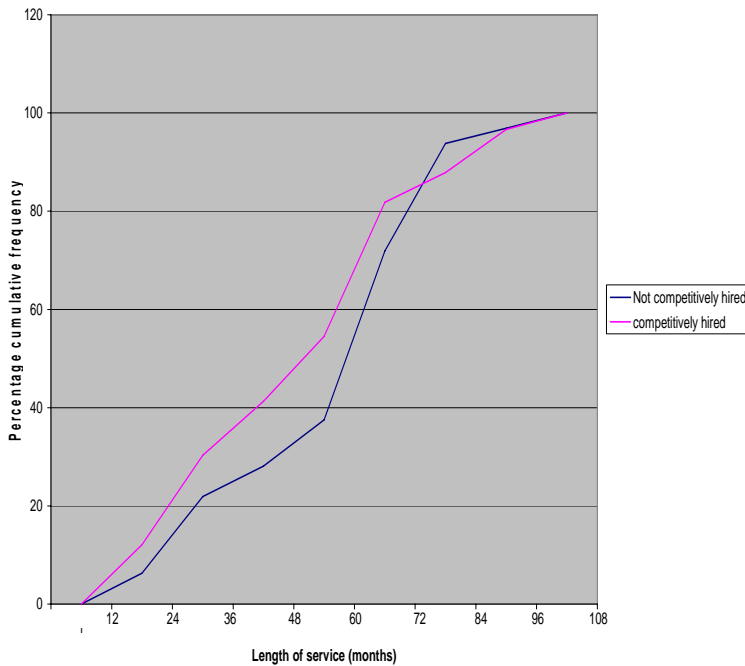
**GROUP 7**

This group comprised of respondents aged up to 20 years, were served with realistic job

**Table 17: Research Findings for Group 7**

previews, were hired to be trained on the job and were paid above Ksh. 10,000 being monthly salary only. Chart 7 and table 17 shows the findings.

**Chart 7: Percentage Cumulative Frequency Graphs for Group 7**



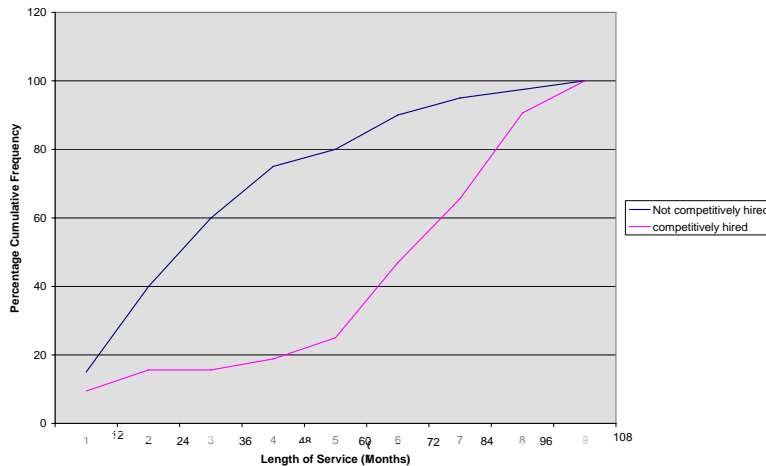
	Competitively hired	Not Competitively hired
<b>Group size</b>	13	9
Mean	50.1	54.3
Std.dev	23.9	34.5
Test	1 tailed t-test	
Significance	5%	
d.f	20	
Test statistic	0.32	
Critical test statistic	-1.725	
Decision	Fail to reject H <sub>0</sub>	

### GROUP 8

This group comprised of respondents aged between 31- 40 years, were served with a realistic job preview, were hired for on-the-job training, and were paid up to Ksh. 10,000 being monthly salary only. Chart 8 and table 18 shows the findings.

**Table 18: Research Findings for Group 8**

**Chart 8: Percentage Cumulative Frequency Graphs for Group 8**



	Competitively hired	Not Competitively hired
<b>Group size</b>	11	7
Mean	37.3	67.1
Std.dev	19.2	21.3
Test	1 tailed t-test	
Significance	5%	
d.f	20	
Test statistic	0.32	
Critical test statistic	- 1.725	
Decision	Fail to reject H <sub>0</sub>	

### GROUP 9

This group comprised respondents aged above 40 years at the time of employment, were served with realistic job previews, hired for on the job training and were paid up to Ksh. 10,000 being

monthly salary and commissions. The findings are shown in chart 9 and table 19

12

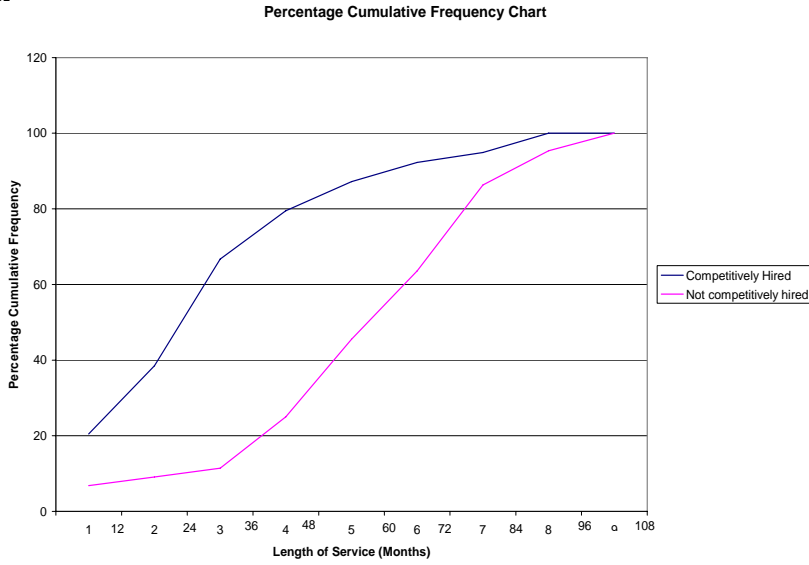


Chart 9: Percentage Cumulative Frequency Graphs for Group

	Competitively hired	Not Competitively hired
Group size	13	10
Mean	47.1	64.9
Std.dev	24.3	25.7
Test	1 tailed t-test	
Significance	5%	
d.f	21	
Test statistic	1.62	
Critical test statistic	- 1.721	
Decision	Fail to reject H <sub>0</sub>	

**GROUP 10**

The group comprised of respondents aged 21-30 years, were not served with a realistic job preview, were hired for on the job training and were paid up to Ksh 10.000 including monthly salary and commissions. Chart 10 and table 20 shows the findings

for Group 10

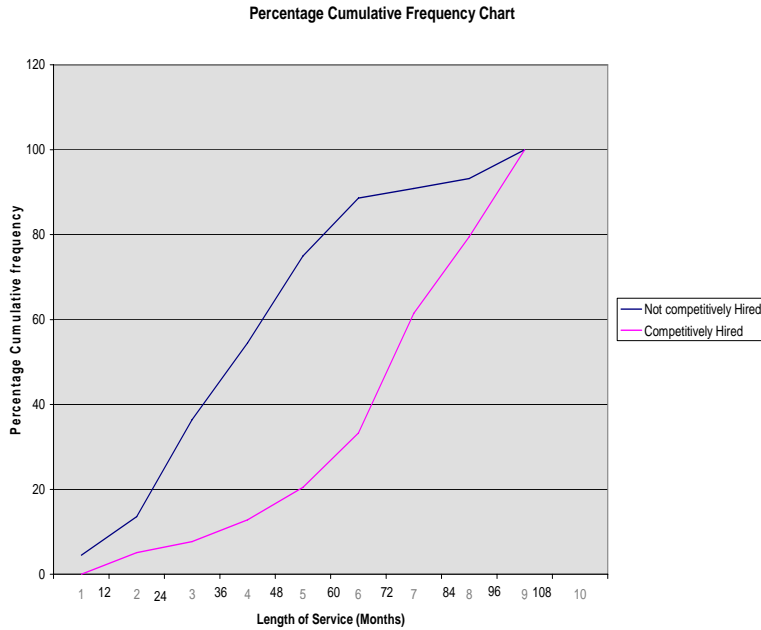


Table 20: Research Findings for Group 10

	Competitively hired	Not Competitively hired
Group size	13	14
Mean	66.1	54.8
Std.dev	22.1	25.4
Test	1 tailed t-test	
Significance	5%	
d.f	25	
Test statistic	- 1.165	
Critical test statistic	-1.708	
Decision	Fail to reject H <sub>0</sub>	

## GROUP 11

The group comprised of respondents aged 31-40 years, were not served with realistic job previews, were hired for on the job training and were paid up to Ksh. 10,000 being monthly salary only. Chart 11 and table 21 shows the findings.

Chart 11: Percentage Cumulative Frequency Graphs for Group 11

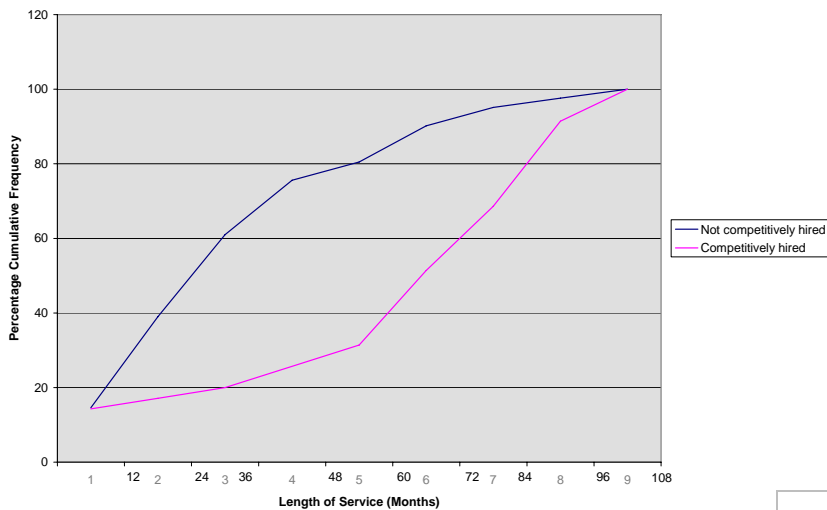


Table 21: Research Findings for Group 11

	Competitively hired	Not Competitively hired
Group size	10	8
Mean	36.13	30.35
Std.dev	24.9	22.4
Test	1 tailed t-test	
Significance	5%	
d.f	16	
Test statistic	-2.15	
Critical test statistic	-1.746	
Decision	Reject H <sub>0</sub>	

## GROUP 12

The group comprised of all the respondents aged above 40 years, were not served with realistic job previews, were hired for on the job training and were paid above Ksh. 10,000 being salary only. Chart 12 and table 22 shows the findings.

Chart 12: Percentage Cumulative Frequency Graphs for Group 12



Group	Competitively hired	Not Competitively hired
Mean	47.6	61.8
Std.dev	21.3	24.1
Test	1 tailed t-test.	
Significance	5%	
<b>Table 22: Research Findings for Group 12</b>		
Test statistic	1.31	
Critical test statistic	-1.734	
Decision	Fail to reject H <sub>0</sub>	

The results of the hypotheses tests for the twelve homogeneous groups are summarized in table 23.

**Table 23: Summary of results for hypothesis 1**

<b>GROUP</b>	<b>DECISION ON NULL HYPOTHESIS</b>	<b>CONCLUSION</b>
1	Fail to reject $H_0$	No significance difference
2	Reject $H_0$	Significant difference
3	Fail to reject $H_0$	No significant difference
4	Fail to reject $H_0$	No significant difference
5	Fail to reject $H_0$	No significant difference
6	Reject $H_0$	Significant difference
7	Fail to reject $H_0$	No significant difference
8	Fail to reject $H_0$	No significant difference
9	Fail to reject $H_0$	No significant difference
10	Fail to reject $H_0$	No significant difference
11	Reject $H_0$	Significant difference
12	Fail to reject $H_0$	No significant difference

**Source: Research Data**

#### **4.4 THE IMPACT OF ADMINISTERING REALISTIC JOB PREVIEW (RJPS) ON THE EVENTUAL TURNOVER RATES.**

This part of the study investigated the effect of administering realistic job previews to prospective employees on the eventual rates of labour turnover. Ten homogeneous groups were composed. Each homogeneous group composed of respondents/employment cases with the same age grouping, similar mode of recruitment, same range of monthly gross earnings, and were either trained sales ladies or untrained. Each homogeneous group was further subdivided into two sub groups. The first subgroup composed of those who were served with realistic job previews, while the second subgroups composed of those who were not served with realistic job previews. The numbers of respondents who had served for various periods (lengths of services) were tallied for each subgroup, and again presented in form of percentage cumulative frequency graphs, to facilitate visual comparisons. The mean lengths of service and standard deviations for each subgroup were computed, and used to test hypothesis 2.

**H<sub>0</sub>** : There is no significant differences in the labour turnover of boutique sales ladies served with a

realistic job preview, and those hired without being served with a realistic job preview.

**H<sub>a</sub>** : The labour turnover rate is higher for boutique salesladies hired without being served with realistic job previews, than for those served with realistic job previews.

##### **The Decision rule**

Reject the null hypothesis if the calculated test statistic  $t$  is less than or equal to the critical value and conclude that the labour turnover is higher for salesladies recruited without being served with a realistic job preview (RJP) than for those served with RJP. If the calculated test statistic is greater than the critical value, fail to reject the null hypothesis and conclude that there is no significant difference between the labour turnover of salesladies recruited without being served with a realistic job preview and those served with. The results from the various homogeneous groups are presented in the following charts and tables.



### GROUP 13

This group comprised of respondents aged up to 20yrs, were recruited competitively, trained in sales prior to employment and were paid above kshs 10,000 being monthly payment being monthly salary only.

The findings are shown in chart 13 and table 24.

Chart 13: Percentage Cumulative Frequency Graphs for Group 13

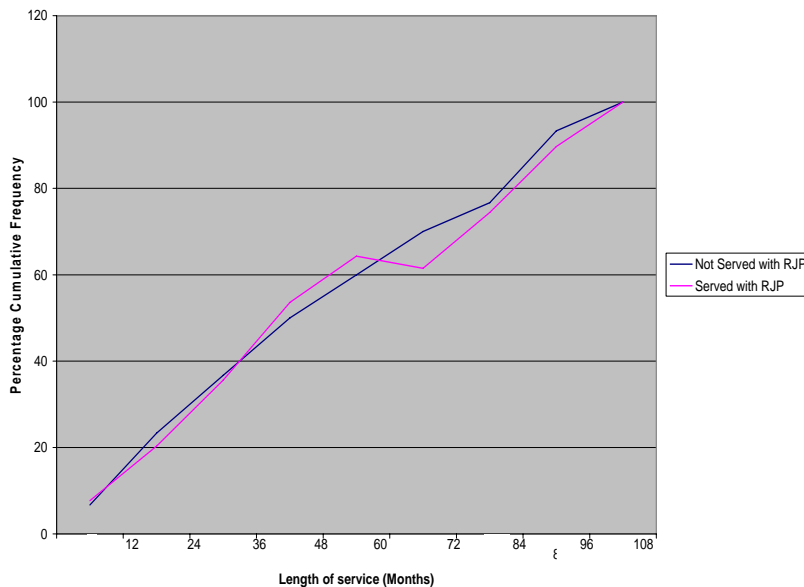


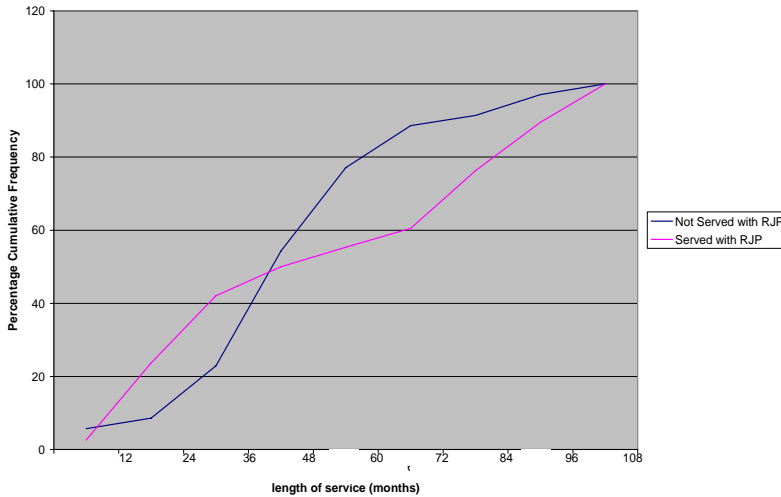
Table 24: Research Findings for Group 13

	Served with RJP	Not Served with RJP
Group size	10	13
Mean	52.5	58.8
Std.dev	30.2	29.2
Test	1 tailed t-test.	
Significance	5%	
d.f	21	
Test statistic	0.460	
Critical test statistic	-1.721	
Decision	Fail to reject H <sub>0</sub>	

### GROUP 14.

This group comprised of respondents aged 21-30yrs, were recruited competitively, were formally trained in sales and were paid above kshs 10,000 including monthly salary and commissions. Chart 14 and table 25 shows the findings.

**Chart 14: Percentage Cumulative Frequency Graphs for Group 14**



**Table 25: Research Findings for Group 14**

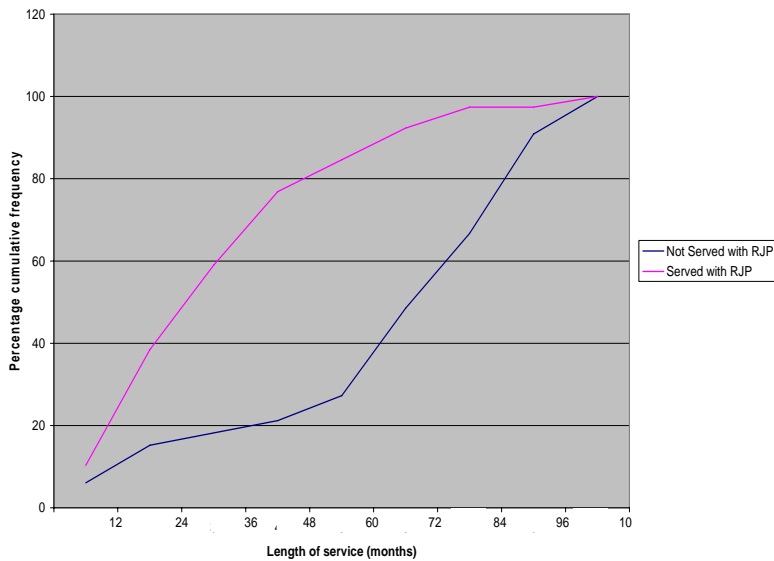
	Served with RJP	Not Served with RJP
<b>Group size</b>	8	12
Mean	49.6	41.3
Std.dev	26.7	29.1
Test	1 tailed t-test.	
Significance	5%	
d.f	18	
Test statistic	-0.612	
Critical test statistic	-1.734	
Decision	Fail to reject H <sub>0</sub>	

**GROUP 15**

This group comprised of respondents aged up to 40yrs, were recruited competitively, were trained sales ladies and were paid above kshs 10,000 being monthly salary only.

Chart 15 and table 26 shows the finding

**Chart 15: Percentage Cumulative Frequency Graphs for Group 15**



**Table 26: Research Findings for Group 15**

	Served with RJP	Not Served with RJP
<b>Group size</b>	9	13
Mean	51.3	64.7
Std.dev	23.1	25.4
Test	1 tailed t-test.	
Significance	5%	
d.f	20	
Test statistic	1.203	
Critical test statistic	-1.725	
Decision	Fail to reject H <sub>0</sub>	

**GROUP 16**

This group comprised of respondents aged between 21-30 yrs, were not recruited competitively, were trained sales ladies as at time of employment and were paid up to kshs 10,000 being monthly salary and commissions.

The findings are shown in chart 16 and table 27.

**Chart 16: Percentage Cumulative Frequency Graphs for Group 16**



**Table 27: Research Findings for Group 16**

	Served with RJP	Not Served with RJP
Group size	9	10
Mean	58.7	49.1
Std.dev	23.2	24.5
Test	1 tailed t-test	
Significance	5%	
d.f	17	
Test statistic	-0.827	
Critical test statistic	-1.740	
Decision	Reject H <sub>o</sub>	

## GROUP 17

This group comprised of respondents aged between 31-40 yrs, were not recruited competitively, Were hired when fully trained in sales and were paid upto kshs 10,000 being monthly salary and commissions.

Chart 17 and table 28 shows the findings.

Chart 17: Percentage Cumulative Frequency Graphs for Group 17

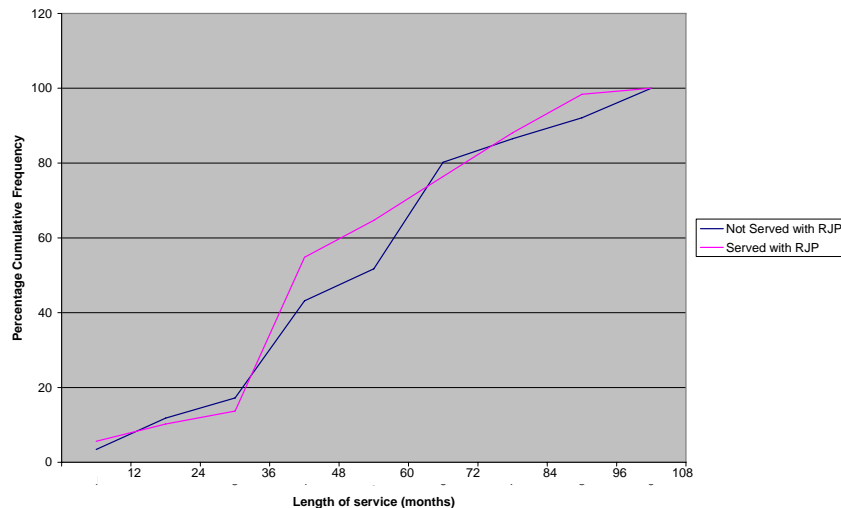


Table 28: Research Findings for Group 17

	Served with RJP	Not Served with RJP
Group size	11	9
Mean	58.3	57.7
Std.dev	21.4	20.6
Test	1 tailed t-test	
Significance	5%	
d.f	18	
Test statistic	-1.33	
Critical test statistic	-1.734	
Decision	Fail to reject H <sub>o</sub>	

## GROUP 18

This group included all respondents aged 31-40 yrs, were not hired competitively, were trained sales ladies and were paid up to kshs 10,000 being monthly salary only.

Chart 18 and table 29 shows the findings

Chart 18: Percentage Cumulative Frequency Graphs for Group 18

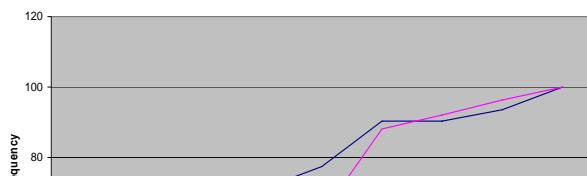


Table 29: Research Findings for Group 18

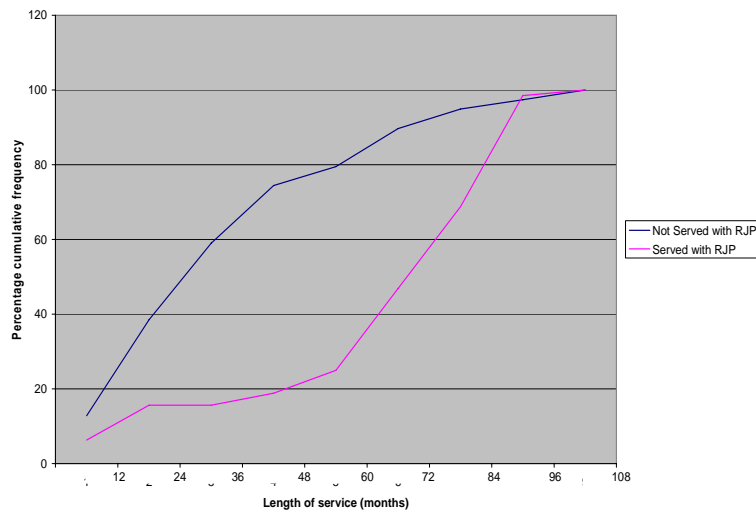
	Served with RJP	Not Served with RJP
<b>Group size</b>	8	13
Mean	52.1	60.4
Std.dev	26.2	30.1
Test	1 tailed t-test	
Significance	5%	
d.f	19	
Test statistic	0.613	
Critical test statistic	-1.729	
Decision	Do not reject H <sub>0</sub>	

## GROUP 19

The group included all respondents aged 21-30 yrs, were recruited competitively, were not trained sales ladies and were paid up to kshs 10,000 being monthly salary only.

Chart 19 and table 30 shows the findings

**Chart 19: Percentage Cumulative Frequency Graphs for Group 19**



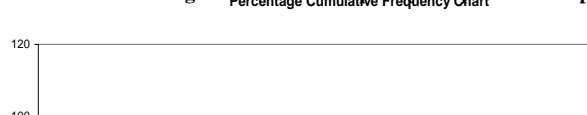
**Table 30: Research Findings for Group 19**

	Served with RJP	Not Served with RJP
<b>Group size</b>	8	12
Mean	51.2	42.6
Std.dev	24.5	20.1
Test	1 tailed t-test	
Significance	5%	
d.f	18	
Test statistic	-1.105	
Critical test statistic	1.734	
Decision	Fail to reject H <sub>0</sub>	

## GROUP 20

This group comprised of all the respondents aged above 40 yrs, were recruited competitively for on the job training and were paid above kshs 10,000 including monthly salary and commissions. The findings are shown in chart 20 and table 31.

**Chart 20: Percentage Cumulative Frequency Graphs for Group 20**



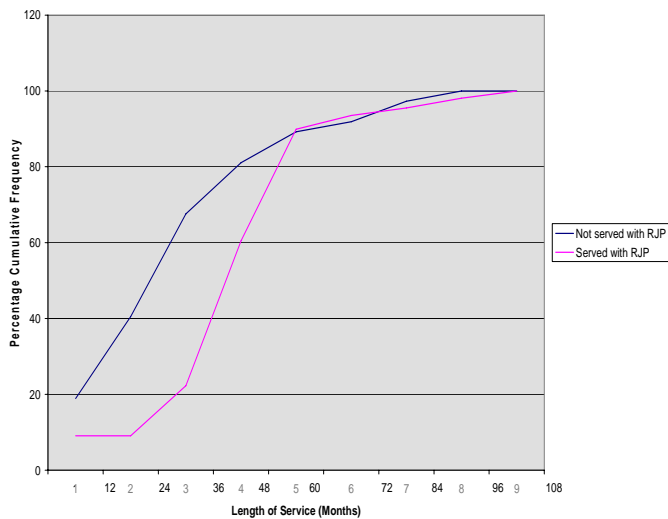
**Table 31: Research Findings for Group 20**

	Served with RJP	Not Served with RJP
<b>Group size</b>	8	11

## GROUP 21

The group was made up of all respondents aged 21-30 yrs, were not hired competitively, trained on the job and were paid above kshs 10,000 being monthly salary only. The findings are shown in chart 21 and table 32.

**Chart 21: Percentage Cumulative Frequency Graphs for Group 21**



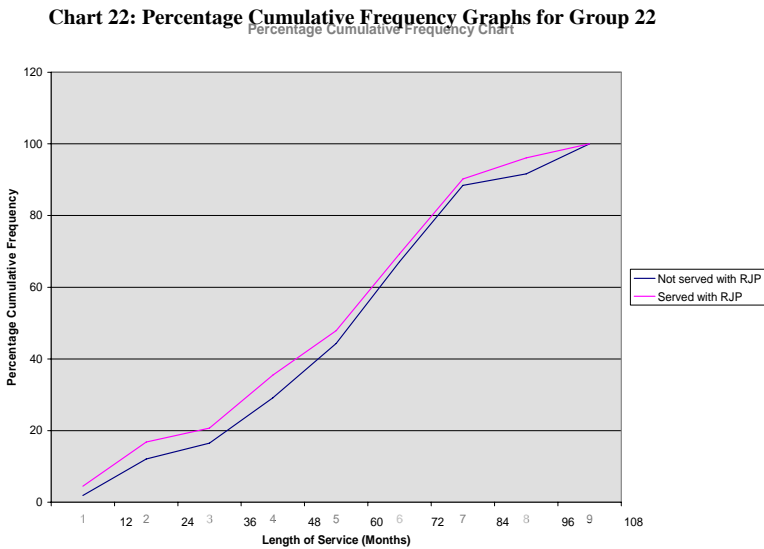
**Table 32: Research Findings for Group 21**

	Served with RJP	Not Served with RJP
<b>Group size</b>	9	14
Mean	43.2	31.1
Std.dev	18.9	24.1
Test	1 tailed t-test	
Significance	5%	
d.f	21	
Test statistic	-1.22	
Critical test statistic	-1.721	
Decision	Fail to reject H <sub>0</sub>	

## GROUP 22

This group comprised of all the respondents aged 31-40 yrs, were not hired competitively, were trained on the job and were paid above kshs 10,000 including salary and commissions.

Chart 22 and table 33 shows the findings



**Table 33: Research Findings for Group 22**

	Served with RJP	Not Served with RJP
Group size	8	12
Mean	54.7	56.3
Std.dev	24.2	24.8
Test	1 tailed t-test	
Significance	5%	
d.f	18	
Test statistic	0.135	
Critical test statistic	-1.734	
Decision	Fail to reject $H_0$	

The results of the hypothesis tests for the ten groups are summarized in table 34.

**Table 34: Summary of test results for hypothesis 2**

GROUP	DECISION ON HYPOTHESIS	CONCLUSION
13	Fail to reject $H_0$	No significant difference
14	Fail to reject $H_0$	No significant difference
15	Fail to reject $H_0$	No significant difference
16	Reject $H_0$	Difference significant
17	Fail to reject $H_0$	No significant difference
18	Fail to reject $H_0$	No significant difference
19	Fail to reject $H_0$	No significant difference
20	Fail to reject $H_0$	No significant difference
21	Fail to reject $H_0$	No significant difference
22	Fail to reject $H_0$	No significant difference

**Source: Research Data**

## **CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

This chapter aims at summarizing the results of this research project. In the first section, a summary of the results from chapter 4 are given. Thereafter conclusion are then made from the summary of the results, and finally recommendations are made on the research findings. Areas of further research were also identified by the researcher.

### **5.1 Summary of the findings**

The study investigated the impact of two employee procurement practices on labour turnover. The first part investigated the effect of recruiting employees competitively or non-competitively on the eventual labour turn over rates. The second part investigated the effect of administering a realistic job preview to prospective employees on their eventual labour turn over rates. The findings were presented in the form of percentage cumulative frequency charts, and statistical measures namely, mean and standard deviations were determined. The measures were then used to test the two hypotheses of the study.

In the first part of the study, out of the twelve homogeneous groups used in the study of the effect of competitive versus non-competitive recruitment, nine groups (75%) showed no significant difference between the labour turn over of sales ladies hired competitively and those hired through non competitive procedures. The remaining three groups (25%) however showed

a significant difference between the labour turn over of employees hired through competitive procedures and those hired through non competitive procedures.

In the second part of the study , out of the ten homogenous groups used, nine groups (90%) showed no significant difference between the labour turn over of sales ladies served with a realistic job preview(RJP) and those not served with RJP. The remaining one group (10%) however, showed a significant difference between the labour turn over of the sales ladies served with RJP, and those not served .

## **5.2 Conclusions, Limitations and Recommendations**

From the findings of the study, it is concluded that both the method used to procure the sales lady and administration of a realistic job preview have no significant effect on the eventual turn over of the sales lady. This is contrary to the expectations that administering a realistic job preview or hiring the employee competitively would reduce the labour turnover rates(see paragraph 1.1.1).

However, certain limitations in the study could influence these results and further studies are recommended before universally interpreting these findings. First, the labour market conditions could have influenced the findings. As Mobley et al (1979) pointed out, the relationships between economic factors such as employment levels or job vacancies and labour turn over as been well established. Consequently, the relatively high unemployment rates in the Kenyan job market could have influenced the correlations. The researcher therefore recommends that further studies on the subject be carried out in job markets whose unemployment rates differ significantly from that of the Kenyan market.

A second limitation in the study was lack of homogeneity on the content of the realistic job previews and their mode of administration. Since many sales ladies were served with non documented RJPS, it is very difficult to evaluate the effectiveness of the RJPS served. The researcher therefore recommends that the study on the impact of administering RJPS be further carried out in an industry in which, the RJPS administered are properly documented.

Thirdly, the researcher recommends more studies on the impact of other recruitment practices



which are not covered in this study, e.g the effect of recruiting fully trained employees as opposed to recruiting them for on-job training.

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**APPENDIX I: LETTER OF INTRODUCTION**

Joseph Kennedy Oduor  
P.O. Box 7752-00200  
NAIROBI  
4<sup>th</sup> June, 2009

Dear Sir/Madam,

**RE: REQUEST FOR RESEARCH DATA**

I am a student pursuing a master of Business Administration degree of the University of Nairobi. I am carrying out a research project in partial fulfillment of the requirements of the degree. The topic of research is on the impact of employee procurement practices of labour turn over among boutique salesladies in Nairobi's Central Business District.

I therefore request your assistance in filling the questionnaire that accompanies this letter. The information obtained is for academic purposes only, and will be strictly confidential .A copy of the final project will be available to you on request.

Thank you for your support.

Yours faithfully,

**Joseph Kennedy Oduor**

**APPENDIX II: QUESTIONNAIRE FOR THE MAIN STUDY**

**THE QUESTIONNAIRE**

Name of Exhibition.....

Name of street.....

**Part 2**

1. Please tick your present age bracket

Below 20 years [ ]

21-30 years [ ]

31-40years [ ]

41 and above [ ]

2. Please tick the previous examinations you sat for

K.C.P.E [ ]

C.P.E [ ]

K.C.S.E [ ]

K.C.E [ ]

K.A.C.E [ ]

K.J.S.E [ ]

Other (please specify).....

3. Have you attended any training in sales

4. Yes [ ] No [ ]

If Yes, at which level?

Certificate [ ]

Diploma [ ]

H/Diploma [ ]

4. Please indicate which among your present and previous boutique shop employers, you served after attending your training in sales.

- First employer [ ]
- Second employer [ ]
- Third employer [ ]
- Fourth employer [ ]
- Fifth employer [ ]
- sixth employer [ ]
- seventh employer [ ]
- eighth employer [ ]

5. Have you attended any other training apart from sales? Yes [ ] No [ ] If  
Yes, please specify.....

**PART 3**

- 6. When were you first appointed as a boutique saleslady in an exhibition?  
.....(Specify month and year only)
- 7. How many boutique stall owners (employers) have you worked for as a saleslady?.....
- 8. State the duration of time you served your previous and present boutique stall employers to date

**Duration of time served**

- First employer .....
- Second employer.....
- Third employer .....
- Fourth employer .....



Seventh employer .....

Fifth employer .....

Sixth employer.....

Eight employer .....

9 Tick the method of recruitment which your present and previous boutique stall employers used to hire you

	<b>Recruitment through interviews</b>	<b>Referral by other trader</b>	<b>Referral by other saleslady</b>	<b>Employer is my relative/friend</b>
First employer	[ ]	[ ]	[ ]	[ ]
Second employer	[ ]	[ ]	[ ]	[ ]
Third employer	[ ]	[ ]	[ ]	[ ]
Fourth employer	[ ]	[ ]	[ ]	[ ]
Fifth employer	[ ]	[ ]	[ ]	[ ]
Sixth employer	[ ]	[ ]	[ ]	[ ]
Seventh employer	[ ]	[ ]	[ ]	[ ]
Eighth employer	[ ]	[ ]	[ ]	[ ]

10. Among your previous and present employers, tick the employers who gave you A clear, correct an

**Provided correct,  
accurate information**

First employer	[ ]
Second employer	[ ]
Third employer	[ ]
Fourth employer	[ ]
Fifth employer	[ ]
Sixth employer	[ ]
Seventh employer	[ ]
Eighth employer	[ ]

11. Please indicate whether your present and previous boutique business employers Pay (paid) you a fix salary only, a combination of fixed salary and commissions or commissions only.

	Pay fixed salary only	combination of salary & commissions	pay commissions only
First employer	[ ]	[ ]	[ ]
Second employer	[ ]	[ ]	[ ]
Third employer	[ ]	[ ]	[ ]
Fourth employer	[ ]	[ ]	[ ]
Fifth employer	[ ]	[ ]	[ ]
Sixth employer	[ ]	[ ]	[ ]
Seventh employer	[ ]	[ ]	[ ]
Eighth employer	[ ]	[ ]	[ ]

12. Kindly indicate the Gross salary range which your present and previous boutique business employers pay or paid you.(including commissions)

Salary range Kshs	up to 5000	10,000	5001-15000	10001-15000	Above
First employer	[ ]	[ ]	[ ]	[ ]	
Second employer	[ ]	[ ]	[ ]	[ ]	
Third employer	[ ]	[ ]	[ ]	[ ]	
Fourth employer	[ ]	[ ]	[ ]	[ ]	
Fifth employer	[ ]	[ ]	[ ]	[ ]	
Sixth employer	[ ]	[ ]	[ ]	[ ]	
Seventh employer	[ ]	[ ]	[ ]	[ ]	
Eighth employer	[ ]	[ ]	[ ]	[ ]	

**APPENDIX III: SAMPLING FRAME**

**Table 35: BOUTIQUE SALESLADIES IN NAIROBI'S CENTRAL BUSINESS DISTRICT AS AT DECEMBER 2008.**

<b>No.</b>	<b>STREET NAME</b>	<b>NAME OF EXHIBITION SHOP</b>	<b>NUMBER OF SALESLADIES</b>	<b>SUB TOTALS</b>
1	Accra Road	1. Al-Noor exhibition	85	85
2	Cabral street	1.Limonda Shopping Complex	25	25
3	Dubois Road	1. Flora House Exhibition 2. Penda Centre	28 34	62
4	Harambee Avenue	1. Club Safes 2. Techno – Trade Pavillion	20 30	59
5	Mfangano Street	1. Cianda Market 2.Sunbeam complex	46 41	87
6	Moi Avenue	1. Eight to Eight Shopping Mail 2. Elegant Exhibition 3. Imenti House 4. Lakhani Shopping complex 5. Mercy Centre 6. Plaza buying point 7. Queen's Collection 8. Saasa 9. Shopper's Pride 10. Smiles	32 45 39 62 08 36 45 26 28 57	378
7	Ronald Ngala Street	1. Mohsin Mamujee free market Exhibition	76	76
8	Taveta Road	1. Arvina Stalls 2. Gentlemen city boutique 3. IMC Sale exhibition 4. Intermark Business Centre 5. Jitihada shopping complex 6. Macedis collection 7. New Alnoor exhibition 8. New Montana Fashion 9. Promising fashions 10. Shallom fashions 11. Superdrone fashions 12. Superior fashions	24 12 11 14 63 12 33 06 04 03 18 20	220

9	Tom Mboya Street	1. Diamond Shopping Mail	52	489
		2. Gilat Market Centre	80	
		3. Henkam promotions	51	
		4. Jambo point	14	
		5. Lengo House Exhibition	40	
		6. Madukha Exhibition	08	
		7. Magomano Exhibition	79	
		8. Old Nation Exhibition	22	
		9. Red Apple Exhibition Centre	60	
		10. Red Shopping Mail	16	
		11. World business Centre	67	
10	Tsavo Road	Koone Exhibition Centre	57	57
<b>TOTAL</b>				<b>1,536</b>

## **APPENDIX IV: QUESTIONNAIRE FOR THE PRELIMINARY STUDY**

### **PRELIMINARY STUDY INTERVIEW QUESTIONS**

NAME OF EXHIBITION: .....

NAME OF STREET: .....

#### **PART ONE: To be answered by the exhibition manager/supervisor.**

**Q1** When was your exhibition established ?

.....

**Q2** How many sales ladies work in your exhibition? .....

#### **PART TWO: To be answered by any one trader in the exhibition**

**Q3** How many exhibition shops do you operate within Nairobi's CBD?

.....

**Q4** How many of these shops existed as at December 2006?

.....

**Q5** How many salesladies have you replaced between December 2006 and December 2008?

.....

**Q6** What were the reasons for the replacements? (Tick as appropriate)

Saleslady went for further studies [ ]

Saleslady took up other sales job within the same industry [ ]

Saleslady took up other job outside the industry [ ]

Saleslady died [ ]

Other reasons (specify) .....

**Q7** What is your preferred criterion for recruiting your saleslady? (Tick as appropriate)

- Competitive selection [ ]
- My relatives [ ]
- Referrals by other well performing salesladies [ ]
- No preferred criteria [ ]
- Other(specify).....

**Q8** In terms of training and experience what type of salesladies do you prefer to hire?

- Untrained and inexperienced [ ]
- Trained and inexperienced [ ]
- Untrained and experienced [ ]
- Trained and experienced [ ]
- No specific preference [ ]
- Others (specify) .....

**APPENDIX V: THE T-DISTRIBUTION TABLES**