FACTORS INFLUENCING EMPLOYEE TURNOVER IN NGO

MANAGED COMMUNITY DEVELOPMENT

PROJECTS IN BOMET COUNTY

BY:

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DECLARATION

This research proposal is my own original work and has never been presented for a degree or any award in any other university

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This research proposal has been submitted for examination with my approval as the university supervisor

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DEDICATION

I dedicate this research proposal to my beloved and beautiful wife Anne Kitur for her invaluable support and encouragement and my sweet daughters Shirley Cherotich Kitur and Melanie Chepngeno Kitur for offering their Moral support during the entire period of my masters education.

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ABSTRACT

Efficient and effective project implementation is very key for community development projects managed by NGOs. However, this depends on several factors and employee turnover is one of the factors considered to be an impediment for efficient and effective implementation of the projects managed by NGOs. The purpose of this research is therefore, to find factors influencing employees' turn over in community development projects managed by NGOs in Bomet County. It will therefore, be guided by the following research objectives; to examine the prevalence of staff-turnover in selected community development projects managed by NGOs in Bomet County; to investigate the influence of remuneration on staff-turnover in selected community development projects managed by NGOs in Bomet County; to find out the effect of job satisfaction on staff-turnover in selected community development projects managed by NGOs in Bomet County and to find out the effects of general work environment on staff-turnover in selected community development projects managed by NGOs in Bomet County. The study will adopt mixed methods research design 278 NGO employees and 10 project managers will be selected as respondents for the study. Questionnaires will be used to collect quantitative data from the employees, while in-depth schedules will be sued to obtain qualitative data from the project managers. Data from questionnaires will be analyzed by both descriptive and inferential statistic with the help of SPSS and inferential statistics such as Pearson correlation coefficient will be used to compute the data, while qualitative data will be analyzed thematically through content analysis technique. Understanding the problem of employee turnover and putting in place effective and efficient mitigating factors in place would benefit the NGOs in coming up with employee retention strategies for effective and efficient project implementation. Also, the study is significant in the sense that it would be a source of information for NGO project management to check employee turnover in organizations so as to improve on their efficiency and effectiveness.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Non-Governmental Organizations generally play significant roles in development of communities that over time have been disadvantaged as a consequence of poverty and high levels of unemployment, as experienced especially in developing countries, Jhaksun (2013). NGOs run several programs ranging from health issues, education, environmental conservation, Agriculture, as well civil concerns in different social set ups, but face unprecedented employee turnover in stark contrast to most public sector organizations, Helmmy (2012).

With its focus on factors influencing employee turnover in NGO managed development projects in Argentina, Zueliz (2014) notes that it is common to encounter several NGOs implementing development projects that promise to improve the wellbeing of the beneficiaries, but fail to register permanent face of the workforce due to high employee turnover. He attributes this state of affairs to leadership challenges, general environment of work, uncoordinated remuneration and conspicuous absence of motivating rewards.

According to Mannil (2013), basing his survey on the influence of NGO funded projects on implementation of community based environmental conservation projects in the Chinese rudimentary industries, indicated that these projects registered high employee turnover due to management challenges because those in charge failed to provide effective leadership and remuneration packages hardly reflected professional training. Moreover, the general working environment was rarely improved, as these projects often took short durations and hence some of them did not even offer substantial fixed assets crucial in supporting performance of tasks.

Giving an encounter with the implementation of NGO managed community health projects in Khomit region in Australia, Goling (2015) observed that employees form the most important asset to any organization interested in building strong culture for success and therefore must be nurtured through use of human capital management best practices. He noted that these projects had the lowest employee turnover due to availability of attractive pay packages, conducive working environment characterized by spacious working offices, handsome rewards for work done over time and development of effective working teams steered by considerate leadership.

According to Obasotu (2012), a project manager in charge of implementation of NGO funded poverty eradication projects in Swaziland; there was a tendency for other organizational employees to aggressively seek employment opportunities in the NGOs due to their superior remuneration and attractive motivational rewards and these workers would always transfer from one project to the other making them register high employee turnover. He further observes that in most NGO working environments, less effort is put on accumulating fixed assets as a result of the temporary nature of most project interventions, yet working environment is crucial to employee satisfaction.

Reporting from the results of her survey on factors influencing employee turnover in most NGO managed community based water resource projects in Gambia, Nilima (2014) observed that it was difficult to retain employees in the NGO sector due lack of standardized pay package and employees always keep hoping from one organization to the other. She notes further that motivational rewards are often considered a major component of the factors that influence employee turnover, since it is a natural human nature to be seen performing in the best working environment.

According Obafemi (2014), employee turnover was found to be high among the NGO workers in Nigeria and this was associated with the crave for more attractive remuneration that was believed to be the hallmarks of NGO work. Moreover, almost all known NGOs in Nigeria are identified with the state of the art vehicles which attract other employees in government institutions to seek opportunities in these Non-Governmental Organizations and because there is no standard pay for standard work performed, these workers always move jobs leading to high employee turnover in the NGO sector.

Focusing on factors influencing employee turnover in local agricultural projects funded by UNDP in Guinea, Ndemeo (2011) noted that the NGO world offers the most attractive pay for employees, albeit for less work and because of this, no two organizations pay the same packages, making these workers to be in a field day for better pay elsewhere leading to high employee turnover. Besides, workers often value motivational rewards, which if not offered regularly, the desire to look elsewhere gets more tempting.

NGO activity is common to encounter in many countries in East Africa, and just like have been observed in other areas in the world, high employee turnover is a common occurrence and this is attributed to the desire for more pay, improved environment of work, leadership structures and motivational rewards among other issues, Obuti (2011). In his study on factors influencing prevalence of employee turnover in most NGO managed projects in Uganda, Kony (2012) observed that people seek greener pastures, especially in sectors where security of tenure is absent and this accounts for the highest contributor to employee turnover in the NGO sector in Uganda. He noted further that if the general working environment fails to support performance of tasks, then employees respond by seeking to be accommodated in other areas.

Reporting from the study findings based on challenges facing effective implementation of community based development projects funded by USAID in Tanzania; Amina (2014) observed that employee turnover being high in these NGO projects, lack of a formidable culture negatively affected the effective implementation of the projects. He further noted that employees gain job satisfaction when the general working environment is supportive of tasks execution, they are often rewarded for improved performance and when leadership is considerate, without which they get frustrated and seek for opportunities elsewhere.

According to Nebuye (2014), it is a common experience that employee turnover is more of a grave concern in the NGO sector than any other organization in Rwanda and factors necessitating this reality include renumeration, leadership, general work atmosphere and job security. He further substantiates his assertion by holding that need for better pay, more secure terms of reference, replete with benefits and employee compensation packages, as well as democratic leadership, compel individual workers to leave an organization in the hope for lucratives.

Non Governmental Organizations in Kenya are service providing agencies that are registered under The Societies Act, Cap 108, of the laws of Kenya. To efficiently provide services, they recruit and select professionals from the labor market and train and orient them to the type of services they intent to provide to the community where they work. According to Wanjala (2014), in a survey based on the status of employee stability in the NGO sector in Chavakali, it is uncommon to meet employees working in NGOs for long and reasons explaining this scenario include need for more attractive pay, listening and caring leadership and desire for motivational rewards.

Working with the NGO Council of Kenya and offering consultant services for effective implementation of community based development projects in Eastern Kenya region, with particular reference to Machakos County, Manduli (2015) indicated that NGO sector was getting less effective as a result of high prevalence of employee turnover and recommended that this be investigated and solutions implemented to steer this sector into addressing the needs of communities not adequately served by government departments.

In many of the NGOs in Bomet Country, there has been prevalence of employee turnover for formal engagement in other organizations, rendering these NGOs less effective in service delivery, Kibet (2015). It is against this account that the study sought to investigate factors influencing employees' turnover in community based development projects managed by NGOs in Bomet County.

1.2 Statement of the Problem

According to the National Council of NGOs Report (2015), while responding to the governments threat to close down most NGOs accusing them of financing terrorism, it was also indicated that NGO work was being hampered by high employee turnover and Bomet County was indicated to have registered one of the highest percentage (26%).

In many of the NGOs in Bomet Country, there has been prevalence of employee turnover for formal engagement in other organizations, rendering these NGOs less effective in service delivery, Kibet (2015). It is on this account that the study sought to investigate factors influencing employees' turnover in community based development projects managed by NGOs in Bomet County.

1.3 Purpose of the study

The purpose of the study was to investigate factors influencing employees' turnover in community based development projects managed by NGOs in Bomet County.

1.4 Objectives of the study

The study was guided by the following objectives;

1. To assess the influence of leadership on employee turnover in Community Based Development Projects managed by NGOs in Bomet County.

2. To investigate the influence of remuneration on employee turnover in Community Based Development Projects managed by NGOs in Bomet County.

3. To examine the influence of motivational rewards on employee turnover in Community Baesd Development Projects managed by NGOs in Bomet County.

4. To explore the extent to which general work environment influences employee turnover in Community Based Development Projects managed by NGOs in Bomet County.

1.5 Research Questions

The study sought to answer the following research questions;

1. To what extent does leadership influence employee turnover in Community Based Development Projects managed by NGOs in Bomet County?

2. How does remuneration influence employee turnover in Community Based Development Projects managed by NGOs in Bomet County?

3. What influence do motivational rewards have on employee turnover in Community Based Development Projects managed by NGOs in Bomet County?

4. What is the influence of general work environment on employee turnover in Community Based Development Projects managed by NGOs in Bomet County?

1.6 Significance of the study

This study can be a learning paradigm for policy makers and project managers and NGOs managing the community development projects. Understanding the problem of employee turnover and putting in place effective and efficient mitigating factors in place would benefit the NGOs in coming up with employee retention strategies for effective and efficient project implementation.

Besides, this study would be very important to government agencies and departments dealing with human capital management to adopt best human resource management strategies which effectively address the human factor in their departments to retain employees in order to build formidable culture for superior service delivery.

Moreover, the study would also be significant in broadening general understanding of the causes of employee turnover on organizational performance in order to add to the existing body of knowledge, thereby generating an effective model which would guide human resource managers in various organizations in effective employee management.

1.7 limitations of the study

Limitations are conditions beyond the control of the researcher that may place restrictions on the successful accomplishment of the study and their application to other situations. The study was limited by several environmental factors, as it was done in Bomet County with its geographical vastness and during the period of long rains. This means that most roads remained impassable for long hence it posed difficulties in accessing the respondents.

The study was also limited by insufficient resources for developing the research instruments and undertaking expenditures on other research related activities. Moreover, the study was also

constrained by unwillingness of some respondents in giving information as a consequence of unexplained suspicions, while other respondents chose to give false information deliberately to impress the researcher.

However, these limitations were overcome by employing strategies such as visiting respondents on motor bikes, operating within the budget and also informing to the respondents of the significance of the study, as well as disclosing statement of confidentiality between the researcher and the respondents, that any information obtained would strictly be used for academic purposes only and never divulged to any other person whatsoever.

1.8 Delimitations of the study

The study was confined to factors influencing employee turnover in community based development projects managed by NGOs in Bomet County. These projects were in five distinctive development areas such as, poverty eradication projects, educational projects, health projects, agriculture projects and civil rights.

1.9 Basic Assumptions of the study

The study was grounded on the basic assumptions that the NGO sector was perceived as an equal employer; the sample selection procedures adopted would realize a final sample that reflected the true characteristics of the target population in its key attributes; respondents would be willing to give information truthfully and objectively and that the data collection instruments would be valid and reliable in taking the desired measures.

1.10 Definitions of significant terms as used in the study

Employee Turnover: this is the ratio of employees who leave the organization at a given time to those on the pay roll and still serving.

NGO managed community based development projects: a development intervention initiated by a community with the assistance of non-governmental organizations.

Non-Governmental Organization: an organization that is not supported by government that offers essential services to a community, services which are in the main domain of legitimate government, but due to inadequate resources, the government is unable to render.

Leadership: ability in decision making in the organization meant to influence organizational employees to work towards realization of organizational goals.

Remuneration: pay packages to the employee payable upon accomplishment of assigned organizational tasks.

Work conditions: describes the general working environment within which employees perform their respective roles in an organization.

Motivational rewards: refers to the informal and formal benefits entitled to an employee contingent upon accomplishment of organizational goals.

1.11 Organization of the study

The study is organized into five chapters. Chapter one features, background of the study, statement of the problem, purpose of the study and objectives of the study. Also included in this chapter are research questions, significance of the study and limitations of the study. Moreover, chapter one also outlines basic assumptions of the study, delimitations of the study, definition of significant terms used in the study and organization of the study.

Chapter two highlights literature review done against the study variables, theoretical framework, conceptual framework and summary of the literature review. Chapter three captures research methodology used, the research design, target population, sample size and sample selection.

Besides, it also presents data collection instruments, piloting, validity of the instruments and instruments' reliability. In addition, it also outlines methods of data collection, procedures for data collection, methods of data analysis, operationalization of the variables and ethical considerations in research. Chapter four puts to focus data analysis, presentation, interpretation and discussions, with chapter five featuring summary of findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a comprehensive literature review on the studies that are related to the researcher's area of concern and undertaken on the prism of the key study variables. It also features the study's theoretical framework and the conceptual framework.

2.2 The Concept of Employees' Turnover

The rate at which an employer gains and losses its staff is called employee turnover. If an employer is said to have a high turnover, it most often means that employees of that organization have a shorter tenure than those of other organization. When employees leave, valuable knowledge is lost. Hiring a new employee ramped up to performance levels similar to the one you've lost takes time and money. A certain amount of turnover is necessary and healthy for an institution; too much staff turnover can lead to excessive costs. Turnover is a major problem for many organizations because it is extremely costly for the employer, particularly in jobs which offer higher education and extensive on the job training, Kysilka (2013).

\Zueliz (2014) notes that it is common to encounter several NGOs implementing development projects that promise to improve the well being of the beneficiaries, but fail to register permanent face of the workforce due to high employee turnover. He attributes this state of affairs to leadership challenges, general environment of work, uncoordinated renumeration and conspicuous absence of motivating rewards.

According to Mannil (2013), the NGO funded projects registered high employee turnover due to management challenges because those in charge failed to provide effective leadership and renumeration packages hardly reflected professional training. Moreover, the general working

environment was rarely improved, as these projects often took short durations and hence some of them did not even offer substantial fixed assets crucial in supporting performance of tasks.

Goling (2015) observed that employees form the most important asset to any organization interested in building strong culture for success and therefore must be nurtured through use of human capital management best practices. He noted that these projects had the lowest employee turnover due to availability of attractive pay packages, conducive working environment characterized by spacious working offices, handsome rewards for work done over time and development of effective working teams steered by considerate leadership.

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In Gambia, Nilima (2014) observed that it was difficult to retain employees in the NGO sector due lack of standardized pay package and employees always keep hoping from one organization to the other. She notes further that motivational rewards are often considered a major component of the factors that influence employee turnover, since it is a natural human nature to be seen performing in the best working environment.

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2.3. Influence of on leadership on employee turnover in NGO managed projects

Management of an organization in the modern times requires an effective and efficient leadership that influences the efforts of workers in well organized and motivated teams, working together for purposes of accomplishing the group objectives, Krat (2012). Good leadership creates an urge for accomplishment of goals and lifts employees sights to higher horizons, hence motivates them to continue serving.

Nowadays, many organizations are facing turnover issues causes from many factors such as unsupportive leadership, disparity in labor market, bad work Climate, job dissatisfaction, and so on. Meanwhile, the factors are linked to both internal and external sources through job dissatisfaction. Consequently, to make a business run effectively by concerning on job satisfaction is a way to reduce staff turnover, Sirithan (2010).

According to Wolf (2012), workers generally leave organizations whose leaders fail to link up with the needs and desires of employees and in such organizations, workers efforts are hardly recognized and the consequences boarder on dissatisfaction and the response is take off. Such leadership is based on the feeling of indispensability of the leader, making critical organizational decision with little or no people involvement, an attitude that helps to disperse rather than hold workers in the organization.

If an organization does not possess a positive culture, the work environment will be unpleasant. With other considerations, this adds to the reasons why employees quit. Simple attitudes towards shift meals, uniform policies, breaks, and lack of benefits can decrease employee morale. Managers must provide solid, positive leadership to keep their employees happy. Line level

workers quickly lose respect for managers that are unwilling to roll up their sleeves when needed Boardman (2010).

Reducing employee turnover is not rocket science; however, many companies struggle with very high turnover year after year. The common denominator of high turnover in organizations is poor leadership. Therefore, organizations that stress leadership development have an inherent advantage that can mean the difference between survival and extinction, work quality diminishes productivity decreases, attitudes drop, Whipple (2013). An organization's employees should be focusing on the advancement of your organization's goals, not on their manager. The performance of the employees should be properly managed, and the resultant incentives and rewards must be fairly distributed. This could promote harmony in the workplace and that could help in building relationships among employees.

According to Molin (2012), one of the most important knowledge that a manager should strive to build is knowledge of an organization, which does not refer to assets and other facilities, but the human factor. To gain this knowledge, strategies of people management is crucial and this can only be achieved by a considerate executive through effective leadership that recognizes individual needs of the workers.

If employees are satisfied, there is an increased chance that they will stay within the organization and it becomes difficult for other organizations to attract them. Employees must be given adequate space to participate in the decision making processes of the organization, and by doing so, their loyalty to the organization could be increased, Marta (2010).

Human resource executives and senior-level operations executives would do well by measuring the authentic leadership of front-line managers and connect those data points with front-line employee turnover. Most organizations today are aware of the need for greater transparency and

accountability, and many recognize that unethical behavior has an immediate and lasting negative impact on company performance. Employees lose faith in organizations that allow inauthentic leaders to go unchecked, and these employees will leave such organizations (2010).

The number one reason an employee will seek new opportunities is leadership. An employee's relationship with his or her supervisor is one of the most critical factors in creating a work environment that encourages productivity and dedication to a company and its mission. Without a strong sense of mutual respect, the people you lead will always be looking for a way out (Jared, 2012).

Poor leadership can cause employee turnover, which ends up costing the organization time and money. The expense of recruiting and training employees can eat away funds that would otherwise have been used to finance other critical activities in projects undertaken by the organization. In addition, the lack of seasoned employees can diminish your production, customer service and efficiency, Kevin (2011).

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The performance of the employees should be properly managed, and the resultant incentives and rewards must be fairly distributed. This could promote harmony in the workplace and that could help in building relationships among employees. If employees are satisfied, there is an increased chance that they will stay within the organization and it becomes difficult for other competitors

to attract them. Employees must be given adequate space to participate in the decision making processes of the organization, and by doing so, their loyalty to the organization could be increased, Marta (2010).

2.4. Influence of renumeration on employee turnover in NGO managed projects

The pleasure derived from a job is remuneration for none can deliver for an organization if such tasks are not associated with attractive pay package, Adams, (2015). More often, workers hop from one job to another in search of greener pastures and organizations that demand work and more work from workers with little regard to suitable pay in return normally experience high employee turnover, Fatuma (2011).

Employee remuneration entails salary, wages, allowances and other such kinds of payment done regularly as pegged on some known terms of reference, Molinah (2015). She observes that employees tend to increase performance up to a certain level they seem commensurate with the expected pay. She advises that organizations should develop an attractive pay system that could help minimize employee turnover. Employees prefer other companies which may provide them with higher posts and increased compensation packages, Rampur (2009). Lack of opportunity for advancement or growth can cause a high turnover rate for any organization.

In another study of 120 employees from 20 select NGOs in Ghana by Chandra, Sekhar and Anjaiah (2009), it was noted that NGO staff had significantly varied in their levels of commitment to their organizations according to their designations, years of experience and gender. Atkinson, (2012) also observed that problem of low staff capacity and high staff turnover in NGOs in Uganda is compounded by the mandate to keep the staff salaries low so that major portion of funding goes into the programs.

Emenike (2010) indicated that workers were likely to perform well in organizations that set some money for rewarding their performance. He further observed that more workers were found to be more comfortable with financial rewards than other types of rewards.

Maintaining the culture of an organization is seen as crucial in its growth and this culture can only be maintained with very minimal employee turnover, Adera (2014). He notes that a known organizational culture creates a shared commitment among employees so that, despite diversity in the background of the workers, common organizational culture can only be developed when employee pay package is satisfactory. Zakala (2010) observed that many workers prefer superior remuneration as the greatest determinant to accept a job or decline taking up one. He notes that some workers never mind working overtime provided that such additional duties and engagement come with some substantial fringe benefits. He observes that reward, just like superior salary, plays significant role in enhancing the performance of tasks by workers in an organization.

Tonje (2010) on a study focusing on worker productivity in a rural District of Nigeria observed that attractive pay packagers for employees enhances the desire of such workers to meet their targets in job performance. He also noted that in the modern world in which competition defines being in business, workers tend to move from one organization to the other in search of better pay. While reporting from the results of her study conducted in Kilifi District focusing on worker productivity, Ambani (2011), emphasized that with better pay package, workers often try to impress the organization by doing more than could be done in ordinary circumstances. Organizations that shy from providing better salary and wages to workers risk losing a pool of competencies that would enrich job performance for ease of accomplishment of objectives. Such

competent workers will instead be received by rival firms that are keen on retaining specific market segments, Molin (2013).

It is noteworthy to observe that the various workers bring to organization diverse expectations, yet the organization may seek to achieve different goals, Juma (2007). He notes that in such a situation, a worker must be satisfied that by meeting the goals of the organization their sacrifices are compensated. Through handsome pay, workers may go great miles to ensure that the paying organization remains profitable so that workers be in a position of meeting their needs sustainably, Omako (2008). He observed that most employees with attractive pay slips normally take courage in showing off their status with the organizations hence always work hard to prove they are the best.

Organizational productivity is perceived as a direct consequence of employee productivity hence workers have to be given priority to boost performance of the organization, Andy (2006). Reporting from a study conducted in Senegal, he noted that firms that offer superior salary to employees equally expect more from such workers. Such arrangements are normally understood in the context of what objectives employees have to meet to justify the salary offered.

Akitonye (2000) asserts that money remains the most significant motivating strategy. As far back as 1911, Fredrick Taylor and his scientific management associates describe money as the most important factor in motivating the industrial workers to achieve greater productivity. Similarly Armstrong (1996) emphasizes the value of extrinsic motivation when he says that money provides the means to achieve a number of different ends. Above all, he asserts that money in form of pay is the most obvious extrinsic reward. Working as a lead consultant with the USAID funded program targeting personnel engaged in humanitarian rescue missions in Somalia, Jandaya (2008) established that workers can brave working even in the most dangerous

environments, if they are assured of handsome monetary rewards. She advises that workers should be treated as partners in any initiative if devotion and commitment to their duties are to be developed in them, and being a partner demands that what accrues from an undertaking must be shared by the people with stakes.

Monetary rewards have been found over the years to be one of the extrinsic rewards that institutions can adopt to increase their workers performance and thereby increase the institutions productivity. Monetary rewards refer to financial gifts given to teachers to encourage them to work and be committed toward achieving the institution goals and objectives, Tromp (2015).

2.5 Influence of motivational rewards on employee turn-over in NGO managed projects

Organizations tend to focus efforts of individual workers on meeting specifically planned goals. Planning in a sound manner is therefore considered a crucial exercise that offers to provide a clear roadmap for realizing organizational accomplishments, (Hart 2010). Gollymore (2012) observed that institutions that rarely pay serious attention on motivation of their workforce definitely fail the productivity test. Such organizations hardly retain their working force should lucrative opportunities get sported.

Studying the level of productivity of employees in private sector firms in third world counties with specific reference to India, Shalu (2013) noted that many private owned institutions and business ventures were doing relatively well, contributing approximately more than 60% of the G.D.P in India. It was observed that these organizations were able offer motivational rewards for workers to enhance their commitment to task performance and reduce turnover rates. From the survey based on factors influencing turnover of workers in the education sector in Brazil, Douglas (2014) discovered that employees leave for other opportunities elsewhere when motivational rewards are disregarded.

According to Dorothy (2014), management of organizations should not expect a lot from employees by giving little in return. In the work, it is suggested that an internal system should be established in institutions that measures employee productivity and indicates equivalent monetary rewards, so that cases of employees quitting due to frustrations are addressed.

Employee productivity entails several aspects such as increased efforts to achieve high output, innovation to discover new superior ways of doing things, enhanced attitudes to treat customers with respect and the overall profit obtained by an organization, Dorine (2016). It is acknowledged that organizations that emphasizes on motivating workers are ones whose paths to profitability are predictable to the satisfaction of all key stakeholders. Resources which an organization invests in its operations equally determine the extent to which it attains its objectives, yet failure to focus on the needs of workers through motivational policies force employees to flee.

A CEO of an organization who is pre- occupied with producing satisfactory results must provide satisfactory tools and resources necessary in the performance of specific jobs, Andrew (2013). Generally, an organization that is keen on enhancing employee performance must begin this journey by enhancing the working environment before subsequently considering other factors of work execution. Most employees of organizations derive a feeling of recognition and self- worth when working in an environment they will not shy to show off to other people even low, Cindy (2012).

Concentrating human activities on the pivot of performance with little efforts in providing motivational rewards will simply remain a game of musical chairs, Gant (2011). It is observed that at the heart of employee retention, management of organizations has no meaningful direction if the human aspect is not considered as a priority.

Owuonda (2015) notes that organizations seeking to stand tall in service provision to their intended beneficiaries are those staffed with personnel whose motivational levels are extra ordinary high, thereby guarding against the tendencies of leaving for other organizations. It is suggested that primary concern about productivity should place a great premium on human capital which has not only been nurtured through training, but which is properly motivated through superior rewards. It is also observed that motivation through rewards should not only be perceived on the parameter of material gain, but if a little exchange of smiles and recognition between a supervisor and a subordinate is observable, that is motivational enough.

Motoke (2011) revealed that performance in public institutions among employees was generally low in stark contrast to workers performance in private organizations. The researcher observed that whereas in public institutions, employees remuneration is pegged on job groups and experience in total disregard of innovation and creativity, private sector on the other hand, fixes remuneration on the extent of achieving performance target and rarely on experience alone, and any superior performance must be appreciated through motivational rewards.

It is observed that management should provide variety of motivators rather than focusing on just few known rewards. He observed that focus on a known reward item even if of higher value, monotony is created that reduces such efforts to ordinary routines which create a boring working environment, resulting in frustration and subsequent take off, Aduar (2015). Millie (2015), advises business organizations to clearly figure out their critical success factors to keep employees focused on what such organizations hold dear to their core mandates. It is observed that concern about communicating standards of performance to workers becomes meaningless if the working environment lacks the standard conditions in tandem with expected targets.

2.6 Influence of general environment of work on employee turnover in NGO projects

Working condition offers an atmosphere upon work done. Its components include availability of working tools and equipments, presence of enough working space needed for accomplishment of various tasks, leadership styles that give freedom of expression of personal desires, innovation and creativity, a feeling of recognition and social worth, Olango (2011). More often, some supervisors demand a lot of effort from subordinates in the execution of tasks with little regard to provide necessary tools and resources required for effective discharge of duties and failure to improve the working environment accounts for mass exodus of workers to other organizations, Khern (2013).

Reporting from the study findings conducted at Oyugis Town Council on factors influencing employee performance in local authorities, Odhiambo (2013) observed that many council workers operated briefcase offices in the corridors of the Town Hall due to availability of insufficient working spaces, with other employees resorting to leave any way. Besides the working spaces, the workers also reported being frustrated in the performance of tasks due to lack of adequate resources, particularly field officers. Unable to access the necessary resources for discharging their duties, some workers resorted to conspiring with potential tax payers to deny the council revenues, put down their tools and take off.

Gallan (2014) investigating influence of working conditions on workers turnover in health facilities in Venezuela found out that many workers were satisfied with their jobs, citing presence of improved working environment. Most of the health facilities were considered to have hit the performance high, all courtesy to continuous improvement with which workers were performing. Working environment also entails availability of motivating rewards, accessibility to

fringe benefits, guaranteed annual and other leaves as well as annual salary increment, Odundo (2012).

Donn (2014) that when workers have performed their duties according to the expectations of the organization, such workers be treated in a special manner by rewarding their efforts so as to be able to give more in future engagements. Organizations should be structured in a manner that guarantees recognition of innovation and creativity, selfless sacrifice and service to the organization and boldness to embrace risky ventures for the sake of accomplishing group goals,

According to Sembene (2014), getting workers absorbed in their tasks is greatly influenced by the immediate surrounding factors than by what is remote. He argues that whereas superior remuneration has great influence on employee motivation to perform, remuneration is a remote factor. The actual performance is influenced by several factors, but on the basis of the establishment of conducive working environment.

Complaining about services delivery in government departments in Kenya, Okal (2013) reported that a visit to several government departments in rural areas reveals how pathetic employees working environment are. He notes that many Chief's offices lack furniture and enough space, compelling them to convene meetings in the open fields under big trees rather than in modern halls that help in boosting the integrity of the officers in the eyes of the subjects.

Pettman, (1975) reported that long working hours and regular relocation are additional reasons for hotel management turnover, but participants in their study emphasized that the primary concern regarding work time was not having to spend too much time on work, but not having enough time to spend with family. Other variables that cause employee turnover include heavy workloads and work stress (Ramrup&Pacis, 2008). Many other factors such as insufficient pay,

fringe benefits, job dissatisfaction, poor quality of supervision, availability of better opportunities and possibility of a better offer, personal adjustment to work situation (grievances), sexual harassment, inadequate orientation, lack of training, dead end (no chance for promotion), job insecurity, relocation from area, health problems and home responsibility were also identified by researchers as primary causes of turnover.

Some employees jump from company to company because they prefer a working environment that is suitable for them. "If working conditions are substandard or the workplace lacks important facilities, such as proper lighting, furniture, clean restrooms, and other health and safety provisions, employees won't be willing to put up with the inconvenience for long." If an employee finds an appropriate work environment which is suitable for them in a specific company, they may work in that same organization for several years (Thatcher, Stepina& Boyle 2002).

Griffith (2000) conducted a review research in the model of element analysis on all papers on employees' volunteer turnover published in classic management magazines, he describes that related variables around attitude models reached eleven kinds of demographic predictors; sixteen kinds of sub-structure variables related to job satisfaction and organization factors and work environment factors, such as expectations, pay satisfaction, distributive justice, supervisory satisfaction, leader-member exchange, work group cohesion, coworker satisfaction, role clarify; six kinds of variables related to job content and external environment factors, such as job scope, job involvement, alternative job opportunities, comparison with present job.; three kinds of other behavioral predictors; nine kinds of adjusting variables for withdraw process.

Focusing on a study conducted in the Export Processing Zone, based on the influence of motivation on performance of employees in the informal sector in the Industrial Area, Kamau

(2012) observed that, owing to the tough economic times in the world, workers were becoming more receptive to monetary rewards than any other form of rewards. He noted that this was because funds could be used to acquire several items, and that ordinarily, it would be difficult to tell which items workers need, yet with financial rewards they are at liberty to choose what they desire. With his study focusing on the influence of rewards on employee performance, Zangolewa (2011) noted that none of the workers can provide voluntary services to a profit making organizations if such engagements are not attached to some recognizable pay.

2.7.Theoretical Framework

In many fields, theories and propositions about relationships have been formulated. In such fields, the researcher may be interested in ascertaining or testing a particular theory, Mugenda and Mugenda (2003). According to Tromp and Kombo (2006), a theoretical framework refers to collection of ideas that are related based on theories and principles that offer to explain the existence of phenomena as captured by the theories.

This study was grounded on the theory of motivation. Motivation is a measure of the extent to which people commit themselves to achieving goals. A study of literature, Costley& Todd (1987); Covey (1991: 70); Flippo (1976: 37); Wood (1994); Beckford, 1998; Mullins (1996) and Wye External Programme (1998) reveal that the most widely known motivation theories are Maslow's Hierarchy of Needs, Herzberg's Two-factor Theory and Vroom's Expectancy Theory. These theories have been divided into two categories as 'content' (Maslow's hierarchy of needs and Herzberg's Two-factor Theory) and 'process' theory (Vroom's Expectancy Theory).

Maslow and Herzberg, by explaining people's needs, set out to understand what people will and will not value as work rewards. Maslow suggested that needs progress in a series of steps. The first step is physiological. This is the need for food, drink, shelter, warmth, and relief from pain.

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The second step is safety and security which is the need to feel safe and secure. The social and affiliation needs which is the need for friendship, a sense of belonging and interaction with others. The fourth is esteem. This is the need for self-esteem and the regard of others while the fourth need is self-actualization, the need to fulfill oneself by maximizing the use of one's abilities, knowledge, skills and potential.

Maslow maintained that people are motivated to satisfy needs in a predetermined and logical order. He assumed that when one set of needs is satisfied, it stops being a motivating factor and a higher need arises. The process goes on until the individual reaches the stage of self-actualization. Herzberg quoted in Mullins (1996) believed that there are two types of motivating factors, one type which results in increased job satisfaction (which he calls motivators) and the other type, which merely prevents dissatisfaction (which he calls hygiene factors).

In the context of the study, in order for the NGOs to motivate their employees and limit rate of turnover, they would have to create opportunities for achievement, recognition, responsibility, interesting work, and career advancement.

A major limitation of the content theories was that they tended to take a static analysis of needs. To deal with this shortcoming, a number of researchers began to investigate the thought processes of individuals, which act to influence their behavior.

2.8 Conceptual Framework

A conceptual framework refers to when a researcher conceptualizes the relationship between variables in the study and shows the relationship graphically or diagrammatically, Mugenda and Mugenda (2003). The conceptual framework is found significant for it assists the researcher to quickly perceive the relationship established. The study's conceptual framework is depicted infigure2.1

Figure 2: 1 Conceptual Framework

Independent variables

```
┌─────────────────────────────────┐
│  Leadership                     │
│                                 │
│  • Leadership style             │
│  • Personnel policy             │
│  • Team building strategies     │
│  • Organization structure       │
│                                 │
└─────────────────────────────────┘
```

Dependent variable

```
┌─────────────────────────────────┐
│  Renumeration                   │
│                                 │
│  • Entry salary scale           │
│  • Scheme of service            │
│  • Annual increment             │
│  • Salary review                │
│                                 │
└─────────────────────────────────┘
```

```
┌─────────────────────────────────┐
│  Employee Turnover              │
│                                 │
│  • Number of employees          │
│    leaving the organization.    │
│  • Number joining of            │
│    employees joining.           │
│  • Cadre of skills leaving of   │
│    leaving employees.           │
│  • Frequency of leaving         │
│    organization.                │
└─────────────────────────────────┘
```

```
┌─────────────────────────────────┐
│  General environment of work    │
│                                 │
│  • Presence of working materials│
│  • Working space                │
│  • Presence of benefits         │
│  • Employee involvement         │
│                                 │
└─────────────────────────────────┘
```

```
┌─────────────────────────────────┐
│  Motivational Rewards           │
│                                 │
│  • Reward policy                │
│  • Variety of motivational rewards│
│  • Adequacy of the rewards      │
│  • Frequency of rewarding       │
│                                 │
└─────────────────────────────────┘
```

Moderating variables

```
┌─────────────────────────────────┐
│  • Personal responsibility      │
│                                 │
└─────────────────────────────────┘
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2.8. Summary of literature review

Employee turnover is a major problem for many organizations because it is extremely costly for the employer, particularly in jobs which offer higher education and extensive on the job training. Worldwide researches have suggested that employee turnover is among the highest in the NGO sector. High turnover can lead to more issues in the workplace, such as understaffing, low morale, and poor customer service. Without strong retention strategies, companies will spend more on hiring and training costs.

One major cause of employee turnover is low pay. Many NGO jobs do not pay standard pay packages across the board and there is always a feeling that regular change of jobs would lead into better renumeration. Employees usually begin at a minimum wage rate or below which does not attract top quality, long-term employees because these employees are always looking for a better paying position. Given NGO work focuses on projects with short life span, it is not hard to see staff turnover reach high rates

There are other reasons for high rates of staff turnover which include lack of substantial benefits such as company provided health insurance, retirement benefits, vacation pay, sick leave, additional schooling or training programs and other fringe benefits which are so often perks of other industries they further suggest that lack of employer's interest in providing substantial benefits drives career oriented individuals elsewhere.

Healthy workplace practices take on a variety of forms, including those directed at the physical work environment safety, ergonomics, health practices supporting healthy lifestyles, fitness, diet, and social environment and personal resources organizational culture, a sense of control over one's work, work-family balance. Number one reason an employee will seek new opportunities is leadership. An employee's relationship with his or her supervisor is one of the most critical

factors in creating a work environment that encourages productivity and dedication to a company and its mission. Without a strong sense of mutual respect, the people you lead will always be looking for a way out. When employees lack the training necessary to become more productive, their performance suffers and they will either leave of their own volition for jobs that provide training and employee support or they will be terminated for poor performance

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology, outlining the research design, target population, sample size and sample selection. It also captures the data collection instruments, pretesting of the instruments, instruments validity and instruments reliability. Moreover, the chapter also focuses on procedure for data collection, methods of data analysis, operationalization of the variables and ethical issues in research.

3.2. Research Design

This study adopted a descriptive survey research design. According to Mugenda and Mugenda (2003), a survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables. Survey research is considered as the best method available to social scientists and other educators who are interested in collecting original data for purposes of describing a population which is too large to observe directly.

Kothari (2004) defines research design as the arrangement of the conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. This research design was therefore found suitable in studying employee turnover, since the researcher did not have to manipulate such factors as they had already occurred, coupled with the fact that the study targeted a large population of NGO empoyees spread across the entire Bomet County .

3.3 Target Population

According to Mugenda and Mugenda, (2003), a target population describes an accessible population to which the researcher wants to generalize the results of the study. The study targeted a population of the employees and project managers of the community based development projects managed by NGOs, in Bomet County. According the NGO Council of Kenya, Bomet Chapter Report (2015), there are over 10 development projects managed by over 10 registered NGOs spread across the county of Bomet, with 100 employees in each NGO implementing these projects, giving a target population of 1000 employees.

3.4 Sample Size and Sample Selection

3.4.1 Sample Size

A sample is subset of a particular population, Mugenda and Mugenda (2003). Generally, the sample size depends on the factors such as the number of variables in the study, the type of research design, the method of data analysis and size of accessible population. Gay in Mugenda and Mugenda (2003), suggests that for correctional studies, 30 cases or more are required; for descriptive studies, 10 percent of the accessible population is enough and for experimental design at least 30 cases are required. Since this study was descriptive in nature, the researcher sought to use a sample size equivalent of 10% of the target population, giving a sample size of 100 respondents.

3.4.2 Sample Selection

Sampling refers to the process of selecting subjects of study from a population so that by studying the sample, one can generalize the results back to the population from where the sample was drawn, Kothari (2004). This study employed probability sampling design; a design of sampling in which each item from the target population was accorded equal chance of being

included in the final sample, hence ascertaining objectivity in sample selection. Simple random sampling procedures taking the form of stratified random sampling was used by dividing the target population in five strata on the basis of distinctive categories of NGO work in Bomet County, such as education, health, poverty eradication, agricultural activities and environmental management.

3.5. Data Collection Instruments

According to Dillman (2000), within business and management research, the greatest use of questionnaires is made in the survey strategy. This is because each respondent is asked to respond to the same set of questions and it provides an efficient way of collecting responses from a large sample prior to quantitative analysis. However, the researcher needs to ensure that it will collect the precise data that is required to answer all research questions and achieve the objectives.

The study used questionnaire as the main data collection instrument, specially formulated for NGO employees working for community based development projects. The questionnaire was developed by the researcher and had structured and unstructured, as well as matrix items. Copies of the questionnaire were self administered to the respondents with the help of research assistants. The questionnaire was prepared into two sections; section A and B, soliciting responses on demographic characteristics of the respondents and the study variables, respectively.

3.5.1. Instruments Pretesting

Instruments pre-testing, also known as piloting is a preliminary study conducted on small scale to ascertain the effectiveness of the research instruments, Haldare (2000). A pre-test sample should be between 1% and 10% depending on the sample size, Mugenda, and Mugenda (2003). In this study the researcher used a pre-test sample size equivalent to 10% of the study sample size (100), resulting into 10 respondents. Copies of questionnaire were developed and self administered to the pre-test sample that was similar to the actual study sample in its major characteristics. This was significant as it helped to reveal aspects of ambivalence depicted by the questionnaire items that were subsequently reframed relative to the responses obtained from the respondents

3.5.2. Instruments Validity

Orodho (2005) defines validity as the accuracy and meaningfulness of inference which are based on the research results. According to Streiner and Norman (2006), validity is a judgment regarding the degree to which the components of the research reflect the theory, concept, or variable under study. Validity of instruments is critical in all forms of research and the acceptable level is dependent on logical reasoning, experience and professionalism of the researcher.

The researcher subjected the data collection instruments for peer review and expert judgment for their opinion before field application. Validity was also ascertained through adequate coverage of the research objectives, as well through a pilot study that helped to reframe items that solicited ambivalence responses.

3.5.3. Instruments Reliability

Reliability is the consistency of measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects (Cohen *et al*, 2000). Kothari and Pal (1993) and Gay (1987) concur with Amin (2005) that reliability is the extent to which the study instruments produce consistent results under similar circumstances. Polit and Hungler (2004) refer to reliability as the degree of consistency with which an instrument measures the attributes it is designed to measure.

In this study, split-half reliability measure was employed by diving the questionnaire items into two equal parts on the bases of odd and even appearances. The first part of the research instrument having been administered and the result obtained, the second part was subsequently administered and the results noted. Pearson's product moment coefficient of correlation (r) was then used to compare the two scores obtained and by giving an alpha value of 0.8, indicating that the data collection instrument was reliable.

3.6. Data Collection Procedure

In preparation for data collection, the researcher developed a research proposal, presented for defense and necessary corrections undertaken thereafter, a research permit was obtained from The National Council for Science and Technology giving authority for data collection. Due to the vastness of the study area, the data collection exercise was carried out using two well trained research assistants who engaged in data collection for a period of 14 days.

3.7. Methods of Data Analysis

Data analysis is a process of modeling or adjusting and transforming data with the aim of highlighting essential information, suggesting conclusions, and supporting decision making (Saunders, Lewis and Thorndike, 2007).

Qualitative was analyzed using content analysis procedure, whereby the pool of diverse responses was reduced to a handful of key issues in a reliable manner. This was achieved through a stepwise process that involved two broad phases: firstly, taking each person's response in turn and marking in them any distinct content elements, substantive statements or key points; and secondly, forming broader categories to describe the content of the response in a way that allows for comparisons with other responses.

The refined and organized quantitative data was analyzed using descriptive statistics involving frequencies and percentages, generated with aid of the computer software, Statistical Package for Social Scientists (SPSS) Version 20.0. The resulting information was presented in frequency distribution tables.

3.8. Operationalization of the variables

Operational definition of the variable is a technique that helps in establishing relationships that exist between study variables and indicating how such relationships can be measured, Ogada (2011). In this study, the independent variables, leadership, renumeration, working environment and motivational rewards, collectively were considered to have significant influence on employee turnover in community based development projects in Bomet County. Leadership was measured on the basis of leadership skills used in the various project interventions, organizational structures, human capital management policy frameworks and team building strategies.

Renumeration was viewed on the basis of entry salary scale, presence of scheme of service, annual increment and frequency salary reviews. Working environment was measured on the grounds of the availability of working tools and other working materials, accessibility of fringe benefits such as medical allowances, commuter allowance and leave allowances. Motivational rewards were measured upon presence of reward policy, variety of motivators, sufficiency of the rewards and frequency of rewarding and finally, the dependent variable: teachers' employee turnover was gauged on the number of employees leaving, cadre of skills of the ones leaving, rate of leaving and the number coming in.

Table 3.1. Operationalization Table

Objectives	Variables	Indicators	Measurements Scale	Data Collection Method	Data Analysis
To examine the extent to which leadership influences employee turnover in community based development projects in Bomet County.	**Independent** Leadership	Leadership style Organization structure Personnel policy Team building strategies	Ordinal	Questionnaire	Descriptive Statistics
	Dependant Employee turnover	Number leaving Number joining Cadre of skills leaving Frequency of leaving	Nominal Ordinal	Questionnaire	Descriptive Statistics

To investigate the influence of renumeration on employee turnover in community based development projects in Bomet County.	**Independent** Renumeration	Entry salary Presence of scheme of service Annual increment Salary review	Nominal	Questionnaire Interview	Descriptive Statistics
	Dependent Employee turnover	Number leaving Number joining Cadre of skills leaving Frequency of leaving	Nominal Ordinal Interval	Questionnaire	Descriptive Statistics

To assess how general environment of work influences employee turnover in community based development projects in Bomet County	**Independent** General environment of work	Presence of working materials Working space Benefits Involvement	Nominal Ordinal Interval	Questionnaire	Descriptive Statistics
	Dependent Employee turnover	Number leaving Number joining Cadre of skills leaving Frequency of leaving	Nominal Ordinal Interval	Questionnaire	Descriptive Statistics
To investigate influence of motivational rewards on employee turnover in community projects in Bomet county	**Independent** Motivational rewards.	Types of rewards. Variety of rewards. Frequency of rewarding.	Nominal Ordinal Interval	Questionnaire	Descriptive Statistics

3.9. Ethical Considerations

The hard fact is that survey research is inherently intrusive and the data obtained could easily be abused. The researcher, therefore, will purpose to observe five basic research ethical principles as advocated by Drawing on Oppenheim (1992). First, no harm should come to the respondents as a result of their participation in the research. This is the primary ethical principle governing data collection and it overrides all other considerations. Second, respondent's right to privacy should always be respected, and no undue pressure should be brought to bear. That is, respondents are perfectly within their rights to refuse to answer questions without offering any explanation, and they have the right to decide to whom and under what conditions the information can be made available. No information can be published about identifiable persons or organizations without their permission. Third, respondents should be provided with sufficient initial information about the survey to be able to give their informed consent concerning participation and the use of data. Forth, permission to conduct the survey will be sought from the National Council of Science and Technology Innovation (NACOSTI). Finally, it is the researcher's moral and professional obligation to maintain the level of confidentiality that was promised to the respondents at the onset.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter gives detailed data analysis, interpretation and presentation. Data analysis was undertaken in tandem with the variables that informed the study. These variables were; influence of leadership, employee renumeration, motivational rewards and the general conditions of work on employee turnover in community based development projects in Bomet County.

4.2. Questionnaire return rate

In this study, the researcher administered 100 copies of questionnaire to the respondents upon which all were completed and received back, giving 100% response rate. According to Mugenda and Mugenda (2003), response rate refers to percentage subjects that respond to the research instrument. A response rate of 50% is deemed adequate for analysis and reporting, a response rate of 60% is good and a response rate of 70% and over is considered very good. In the light of this, the study is deemed to have given a superior questionnaire response rate.

4.3. Demographic Characteristics of the Respondents.

In this study, demographic characteristics of the respondents were considered significant, as these features generally predispose people to display certain unique behavior patterns in the performance of organizational duties. Such demographic features considered in the study include sex, age, marital status, level of education, specific area of NGO engagement and the duration of undertaking duties in a given community based project.

4.3.1 Characteristics of the Respondents by Age

The researcher assumed that the age diversity of the respondents would be of great significance to the study on the pretext that unemployment was rampant in the country, so much that government efforts alone with no active participation of the informal sector could not cater for employment needs of the ever increasing number of young professionals graduating from learning institutions every year; hence younger people few in the public sector, would be accommodated in the NGO community based development projects.

On the basis of this perception, the respondents were requested complete the questionnaire indicating their ages and table 4.1 illustrates their responses.

Table 4.1. Characteristics of the respondents by age

Age in years	Frequency	Percentage
20 years and below	12	12.00
21-25	28	28.00
26-30	30	30.00
31-35	24	24.00
36-40	10	10.00
Above 40	06	06.00
Total	**100**	**100.00**

Table 4.1 indicates that of the 100 employees in NGO managed development projects in Bomet County who filled the questionnaire, 12 (12.00%) were 20 years and below, 28 (28.00%) fell in the age of 21-25 years, 30 (30.00%) were 26-30 years, 24 (24.00%) were 31-35 years, 10 (10.00%) were 36-40 years and 06 (8.8%) were above 40 years.

The cited statistics imply that majority of the employees in the NGO managed community based development projects in Bomet County were young persons in the age bracket of 21-35 years, revealing commonly held notion that NGO work is more trendy than most engagements, hence preferred by young people.

Owing to the fact that young people formed the bulk of employees in the NGO managed community based development projects, turnover was expected to be high due to the desire of these young persons in looking for better paying organizations.

4.3.2. Marital status of the respondents

This characteristic was of great importance to the study as it would help reveal the extent to which marital status of the respondents would influence the composition of employees in the NGO managed community based development projects and how this gender factor would contribute to employee turnover. In this respect, the respondents were asked to complete the questionnaire and table 4.2 illustrates their responses.

Table 4.3 Marital Status of the Respondents

Marital status	Frequency	Percentage
Single	29	29.00
Married	51	51.00
Widowed	18	18.00
Other	02	02.00
Total	**100**	**100.00**

In table 4.2, it is revealed that 29 (29.00%) of the respondents who filled the questionnaire were single, 51 (51.00%) were married, 18 (18.00%) were widowed and 02 (02.00%) of the remaining, represented other marital orientations, inclusive of divorced and separated.

Implied by the marital status of the respondents was that many single persons formed a formidable working force in the NGO managed community based development projects in Bomet County, though the majority of the employees were married. These statistics give the impression that NGO work is a field of the young, adventuring in nature and often hope from job to job as they seek to settle in better ones, explaining the reasons for high employee turnover.

4.3.3. Characteristics of Respondents by Sex

The researcher considered sex of the respondents as crucial to the study, for it was assumed that sex would influence employees' choice of economic engagement, as well as areas for seeking formal employment opportunities, owing to different social roles assigned to the sexes that could

be at variance with the prevailing working environments. The respondents were requested to complete the questionnaire indicating their sexes and their responses captured in table 4.3.

Table 4.3. Sex Characteristics of the Respondents

Sex	Frequency	Percentage
Male	74	70.00
Female	26	26.00
Total	**100**	**100.00**

Table 4.3 reveals that 74 (70.00%) of the respondents who filled the questionnaire stating their sexes were male, while 26 (26.00%) were female. This implied that many employees in the NGO managed community based development projects in Bomet County were males, depicting the trademark nature of young men in job hopping. Females on the other hand, are seen as less aggressive and tend to be more relatively contented with their present engagements and can often be contented with even less trendy jobs.

4.3.4: Characteristics of the respondents by level of education

Level of education was regarded as a crucial determinant of choice and preference that people make concerning different types of jobs in specific sectors. In this study, the researcher was interested in establishing the pattern of education of the employees in NGO managed community based development projects in Bomet County in comparison to other sectors. The respondents were therefore asked to complete the questionnaire indicating their level of education and their table 4.4 displays their responses.

Table 4.4: Characteristics of the respondents by level of education

Level	Frequency	Percentage
Primary	11	11.00
Secondary	36	36.00
Tertiary	43	43.00
University	09	09.00
Other	11	11.00
Total	**100**	**100.00**

In table 4.4, of the 100 respondents who completed the questionnaire indicating their level of education, 11 (11.00%) had primary school level education, 36 (36.00%) had secondary education, 43 (43.00%) had tertiary level education, 11 (11.00%), with none having stated the other category.

Implied is that educational level had little to do with being employed in the NGO managed community based development projects in Bomet County, as the employees who participated in the study did not competitive level of education to be depended upon by an organization, explaining the high turnover registered in these projects.

4.3.5. Duration of performing in the community based development projects.

The duration of time that an individual serves in an organization is a clear indicator of the extent of employee turnover, since if employees leave an organization frequently, then issues of

turnover becomes a grave concern as no formidable organizational culture is built. In the light of this, the respondents were asked to fill the questionnaire stating the duration of service in their NGO managed community based development projects and their response noted as indicated in table 4.5.

Table 4.6: Duration of service in the community based development projects.

No. of years	Frequency	Percentage
1 year and below	28	28.00
1-5	64	64.00
5-10	04	04.00
6-10	02	02.00
11-15	02	02.00
Above 15	00	00.00
Total	**100**	**100.00**

In table 4.5, of the 100 respondents who filled the questionnaire stating the duration of time of service in their projects, 28 (28.00%) had served for a period of 1 year and below, 64 (64.00%) had served for a period 1-5 years, 04 (04.00%) had served for 5-10 years and 02 (02.00%) had served 11 and above years.

The implication is that most of the employees serving in the NGO managed community based development projects in Bomet County were serving for a relatively short period of time, giving an indication of the prevalence of high employee turnover. A fact that did not allow these projects to develop strong organizational cultures through retention of experienced and competent employees for purposes of project sustainability.

4.3.6. Area of NGO managed community based development projects served.

The departments of the county government implementing infrastructure projects was valuable dimension worth considering in this study, for it would disclose the popular projects selected for implementation and the projects types that were either successful or not. The respondents were asked to complete the questionnaire their areas of project implementation and their responses recorded as illustrated in table 4.4.

Table 4.4. Area of NGO managed community based development projects served.

Stratum	Frequency	Percentage
Education	12	12.00
Health	58	58.00
Poverty eradication	14	14.00
Agriculture	13	13.00
Environment	03	03.00

Table 4.4 reveals that, out of 100 employees in the NGO managed community based development projects in Bomet County who completed the questionnaire stating their areas of service, 12 (12.00%) were serving in community based educational projects, 58 (58.00%) in health projects, 14 (14.00%) were poverty eradication projects, 13 (13.00%) were in agricultural projects and 03 (03.00%) were in environmental projects.

Implied by these figures is that the most popular areas of the projects being implemented NGO managed community based development projects in Bomet County were in health, most likely in addressing issues of HIV/AIDS, followed by poverty eradication projects, which in a way is also linked to the health issues.

4.4.0. Influence of leadership on employee turnover in community based projects.

In any organization, an established form of leadership determines the extent to which behavior of workers is directed to achieve the desired goals. Sound leadership therefore offers impetus for employees to commit to their duties so that the ultimate organizational objectives are realized.

In the light of this, project leadership was measured on the basis of the style of leadership commonly practiced, organizational structure used, presence of employee management policy and the common arrangement of task execution.

4.4.1. Influence of leadership style commonly practiced on implementation of projects.

Sound leadership is a crucial tool for enhanced task accomplishment by organizational employees, as good leaders normally inspire people to work for organizational goals. This is done through development of strong work teams, motivation, effective communication and employee participation on critical decisions of the organization.

On this account, any style of leadership practiced in an organization should be that which is people centered, bearing in form and content the unique characteristics of the diverse employees

of the organization. In view of this, the respondents were asked to fill the questionnaire indicating the commonly practiced leadership style in their NGO managed community based development projects in Bomet County and their response captured as illustrated in table 4.7.

Table 4.7. Influence of leadership style commonly practiced on implementation of projects.

Style of Leadership	Frequency	Percentage
Democracy	12	12.00
Autocracy	42	42.00
Free for all	10	10.00
Dictatorship	26	26.00
Other	10	10.00
Total	**100**	**100.00**

Table 4.7 reveals that 12 (12.00%) of the respondents who completed the questionnaire on the commonly practiced leadership styles in their projects stated democracy, 42 (42.00%) mentioned autocracy, 10 (10.00%) stated free for all style of leadership and 26 (26.00%) indicated the other category.

Implied by these statistics is that most of the NGO managed community based development projects in Bomet County had leadership styles that hardly recognized the people aspects in key issues of the project work, leading to employees developing feelings of less worth and hence look for other employment opportunities elsewhere. However, there were few cases of projects the focused on the human capital management practices, yet those that adopted free for all approach could not realize project sustainability, subsequently failing to attain the core project goals.

4.4.2. Influence of organizational structures on implementation of projects.

Organizational structure defines the lines of authority and the channels upon which communication flows in an effort to coordinate employees' task performance towards the accomplishment of the project deliverables. Good two-way approaches and less bureaucratic structures of communication are considered more effective in influencing behavior towards achievement of the desired organizational objectives. On this account, the respondents were requested to complete the questionnaire stating the structure of communication in their projects and their responses captured as depicted in table 4.8.

Table 4.8. Influence of organizational structures on implementation of projects.

Organization structure	Frequency	Percentage
Line and staff	34	34.00
Functional	22	22.00
Project	10	10.00
Matrix structure	09	09.00
Other	35	35.00
Total	**100**	**100.00**

Table 4.8 reveals that out of the 100 employees of the NGO managed community based development projects in Bomet County who filled the questionnaire indicating the organization structures used in their projects, 34 (34.00%) indicated line and staff, 22 (22.00%) stated functional structure, 10 (10.00%) indicated project structure, 09 (09.00%) stated the matrix structure and 35 (35.00%) mentioned the other category.

By implication, the commonly used organizational structures were hardly those emphasizing people involvement and quick information flow. Such structures often lead to tension among employees by building anxiety as feedbacks are expect for immediate task accomplishment. The creation of tensed working atmosphere compels many workers to flee for other organizations, even with low pay provided that flexible structures of communication are available.

4.4.3. Influence of employee management policy on employee turnover in projects.

It is not all about recruitment of qualified personnel in the right number in different areas of duty in an organization that leads to effective task accomplishment; rather it is more to do with human capital management practices that focus on employee needs that deliver the necessary results. With little efforts on employee related factors, turnover of workers definitely rises as many begin to fight for recognition of their needs in other organizations.

In view of this, the respondents were requested to complete the questionnaire stating the extent to which they agreed or disagreed that their projects had employee management policy and their responses noted as indicated in table 4.9.

Table 4.9. Influence of employee management policy on employee turnover in projects.

Employee policy	Frequency	Percentage
Strongly agree	04	04.00
Agree	08	06.00
Neutral	10	10.00
Disagree	68	68.00
Strongly disagree	10	10.00
Total	**100**	**100.00**

Table 4.9 reveals that 04 (04.00%) of the respondents who filled the questionnaire indicating the extent of agreement or disagreement that their project organizations had in place an employee management policy strongly agreed, 08 (08.00%) agreed, 10 (10.00%) were neutral, 68 (68.00%) disagreed and 10 (10.00%) strongly disagreed.

These statistics imply that most of the NGO managed community based development projects in Bomet County were not having employee management policies put in place to address employee issues, hence employee concerns were often relegated leading to their negative response of take off.

4.4.4. Influence of task performance arrangement on employee turnover in projects

Effective task performance through project management technique is that done on the basis of team considerations, working on small tasks with specific time lines and standard achievement milestones, gradually building into the entire work package. In order to realize this design of job performance, strong teams are often advisable and in this respect, respondents were asked to fill questionnaire indicating the common forms of work arrangement in their NGO managed community based development projects in Bomet County and table 4.10 illustrates their responses.

Table 4.10. Influence of task performance arrangement on employee turnover in projects

Performance arrangement	Frequency	Percentage
Individual	54	54.00
Departmental teams	12	12.00
Cross departmental	00	00.00
Out sourcing	32	32.00
Other	04	04.00
Total	**100**	**100.00**

Table 4.10 reveals that 54 (54%) of the respondents who completed the questionnaire indicating their work arrangement design stated performing individually, 12 (12.00%) stated performing in departmental teams, 32 (32.00%) indicated performing through outsourced personnel and none mentioned any other task arrangement.

By implication, tasks done individually gives the impression that employee management aspects through established leadership was generally poor in most of these projects, as achieving effective project output becomes possible with strong employee cohesion and failure to do so leads to massive turnover.

4.5. Influence of remuneration on employee turnover in community projects.

Remuneration takes cognizance of pay packages that employees carry home, including a system of pay increment they are entitled to periodically. In this study, the researcher had a strong conviction that the nature of package for employees would influence their performance. In view of this, employee renumeration was considered on the presence of a scheme of service, entry salary scale, annual increment and frequency of salary review.

4.5.1. Influence of presence of scheme of service on employee turnover in projects.

Presence of a salary scale in an organization indicates the extent to which employee factors are handled in an organization, especially in terms of their renumeration since salary earned is the best form of employee compensation. With little effort in having a scheme of service, pays for different employees become difficult to formulate and even subsequent increment become ad hoc to the dissatisfaction of several workers leading increased cases of turnover.

The respondents were therefore requested to complete the questionnaire indicating the extent to which they agreed or disagreed that their NGO managed community based development projects in Bomet County had schemes of service salary scales and their responses recorded as depicted in table 4.11.

Table 4.11. Influence of scheme of service on employee turnover in projects.

Rating	Frequency	Percentage
Strongly agree	00	00.00
Agree	00	00.00
Neutral	10	10.00
Disagree	24	24.00
Strongly disagree	66	66.00
Total	**100**	**100.00**

Table 4.11 reveals that 10 (10.00%) of the respondents who filled the questionnaire indicating the extent of agreement or disagreement that their projects had a scheme of service for

employees in their NGO managed community based development projects in Bomet County were neutral, 24 (24.00%) disagreed and 66 (66.00%) strongly disagreed.

These statistics imply that most of the NGO managed community based development projects had not considered a formal system of employee renumeration as indicated by the absence of schemes of service. This disregard for developing a scheme of service for organizational employees leads to disparities in renumeration that is often a recipe for employee demoralization, consequently leads to high turnover.

4.5.2. Influence of entry salary on employee turnover in community based projects.

Entry salary to an employee defines that starting salary for a newly recruited worker for an organization and it acts as a base upon which future increments are pegged, and if this is seen as too low with little prospects for subsequent increment, then employees begin to think of immediate exit. On this account, the respondents were asked to complete the questionnaire indicating their entry salary and their responses noted as illustrated in table 4.12.

Table 4.12. Influence of entry salary on employee turnover in community based projects.

Entry Salary	Frequency	percentage
10,000 and below	22	22.00
10,000 - 20,000	52	52.00
20,000- 30,000	12	12.00
30,000 - 40,000	10	10.00
Above 40,000	04	04.00
Total	**100**	**100.00**

Table 4.8 indicates that, of the 100 respondents who competed the questionnaire stating their entry salary, 22 (22.00%) stated earning Kshs. 10,000 and below, 52 (2152.00%) took home between Kshs. 10,000- Kshs. 20,000, 12 (12.00%) obtained a salary range of Kshs. 20,000- Kshs. 30,000, with 10 (10.00%) taking home a salary Kshs. 30,000-40,000 and 04 (04.00%) earning above Ksh. 40,000.

The above statics revealed that most employees in the NGO managed community based development projects in Bomet County were among the poorly paid, such that if salary were the only determining factor of employee retention, then this would be reasons enough to explain high employee turnover.

4.5.3. Influence of rate of salary increment on employee turnover in community projects.

The aspect of rate of salary increment was considered significant to the study; for it would help to gauge its contribution on attitude change for enhancing employee retention in the NGO managed community based development projects in Bomet County. The respondents were asked to complete the questionnaire indicating the rate of salary increment in their projects and their responses captured as depicted in table 4.13.

Table 4.13. Influence of rate of salary increment on employee turnover in projects.

Rate of salary increment	Frequency	Percentage
4% and below	92	92.00
4-5	08	08.00
5-6	00	00.00
6-7	00	00.00
Above 7	00	00.00
Total	**100**	**100.00**

Table 4.13 indicates that among the employees of the NGO managed community based development projects who completed the questionnaire stating the rate of salary increment, 92 (92.00%) stated salary increment of 4% and below and 08 (08.00%)) stated an increment of 4-5%, with none indicating above 5%. It is therefore noteworthy to mention that salary increment

was almost nonexistent, as many cited receiving 4% and below which could also reduce to none at all and this would explain high employee turnover in these projects in Bomet County.

4.5.4. Influence of salary review on employee turnover in projects.

The initial salary offered to an employee at the point of entry into an organization may appear attractive, but over time due to inflationary factors, a major review taking into consideration such changing economic forces determine employees desire to leave for other greener pastures. In the light of this, the respondents were asked to complete the questionnaire indicating any form of salary review in the NGO managed community based development projects in Bomet County and their responses captured as illustrated in table 4.14.

Table 4.14. Influence of frequency of salary review on employee turnover in projects.

Review	Frequency	percentage
Very frequently	00	00.00
Frequently	00	00.00
Indifferent	11	11.00
Less frequently	89	89.00
Total	**100**	**100.00**

Table 4.14 indicates that, of the 100 respondents who competed the questionnaire stating the frequency of salary review, none stated very frequently, 11 (11.00%) stated being indifferent and 89 (89.00%) mentioned less frequently.

These statistics give the impression that most of the employees, in fact all, given chance for employment elsewhere would be more than willing to go, as there were no indications that any form of salary review was being practiced in the NGO managed community based development projects in Bomet County.

4.6. Influence of working environment on employee turnover in community projects.

Employees perform their various duties in specific environments of work. Aspects of working environment include availability working space and tools, availability of other resources, presence of job security, presence of allowances and fringe benefits as well as availability of a reward system among others. Working environment can be described as either conducive on poor and whatever the case the researcher believed that this variable would be of significance to the study and it was measured on the basis of presence of working materials, common benefits to employees and employee involvement in organizational matters.

4.6.1. Influence of presence of working materials on employee turnover in projects.

Employees perform tasks in organization for purposes of realizing the planned objectives and these tasks cannot be undertaken in the absence of resources and tools of trade. Availability of adequate working materials is the fundamental measure of establishment of an environment in which work is performed effectively to deliver the expected results. The respondents were therefore asked to complete the questionnaire indicating the level of resource availability and table 4.15 displays their responses.

Table 4.15. Influence of presence of working materials on employee turnover in projects.

Working materials	Frequency	percentage
Very sufficient	00	00.00
Sufficient	12	12.00
Indifferent	12	12.00
Less sufficient	72	72.00
Other	04	04.00
Total	**100**	**100.00**

Table 4.15 indicates that, of the 100 respondents who competed the questionnaire stating the level availability of working materials in their NGO managed community based development projects in Bomet County, 12 (12.00%) stated that the working materials were sufficient and the same percentage of the respondents were indifferent, 72 (72.00%) indicated less sufficient and 4 (04.00%) stated the other category.

Implied by these figures is that most of these NGO managed community based development projects were engaged in different activities, but having less resources needed for effective accomplishment of the tasks. In the event that performance level is demanded by an

organization, yet resources are not sufficiently availed, working environment turns less conducive and employees respond by leaving for other places.

4.6.2. Influence of common benefits on employee turnover in projects.

The general environment of work is established, not only through availability of working materials, but also through provision of certain benefits to employees. For when employees share in the gains of an enterprise, they are likely to get more committed to accomplishing the organizational goals with expectations of recognition of such efforts. In view of this, the respondents were asked to the questionnaire indicating the common benefits they often obtain from their projects and table 4.16 displays their responses.

Table 4.16. Influence of common benefits on employee turnover in projects.

Common benefits	Frequency	percentage
Leave allowance	00	00.00
House allowance	00	00.00
Medical allowance	12	12.00
Commuter allowance	83	83.00
Other	05	05.00
Total	**100**	**100.00**

Table 4.16 indicates that, of the 100 respondents who competed the questionnaire stating the common benefits offered in their NGO managed community based development projects in Bomet County, none stated receiving leave and medical allowances, 12 (12.00%) obtained medical allowance, 83 (83.00%) enjoyed commuter allowance and 05 (05.00%) indicated the other category.

Implied is that there were hardly benefits to employees in these projects given that they only obtained transport stipend as they perform their duties, especially while travelling to the rural locations. This wanton abandonment of employees to forces of nature surely explains the prevalence of employees' turnover in these NGO managed community based development projects.

4.6.3. Influence of common areas of involvement on employee turnover in projects.

Employee involvement in key aspects of tasks in an organization helps to build project ownership for purposes of achieving sustainability of the initiatives, an objective easy to achieve with little or no turnover. At times, organizations tend to involve employees only on menial duties, but exclude them from mainstream tasks such as resource allocation and decision making.

In view of this, the respondents were asked to complete the questionnaire indicating the common areas of involvement in their projects and table 4.17 displays their responses.

Table 4.17. Influence of common areas of involvement on employee turnover in projects.

Area of involvement	Frequency	percentage
Decision making	14	14.00
Task performance	64	64.00
Integrated activities	22	22.00
Resource contribution	00	00.00
Other	00	00.00
Total	**100**	**100.00**

Table 4.17 indicates that, of the 100 respondents who competed the questionnaire stating the common areas of involvement in their NGO managed community based development projects in Bomet County, none stated resource contribution, with 14 (14.00%) mentioning engaging in decision making, 64 (64.00%) taking part in rudimentary project activities and 22 (22.00%) performing integrated activities.

By implication, employee involvement, through considered in the domain of project management as a basic principle to effective project management, was not emphasized given that theses employees were just involved in the performance of menial duties, but excluded in core

functions of the project work. The response as is often obvious is high turnover for other outfits that offer much better practices of worker management.

4.7. Influence of motivational rewards on employee turnover in projects.

Given that people tend to attach a lot of value to tangible things that meet their immediate every day expectations, motivational rewards are considered much more effective enhancing commitment to tasks. Such motivational rewards were measured on the prism of, presence of motivational rewards, diversity of the rewards, and basis of offering the rewards, as well as how often such rewards are given.

4.7.1. Influence of motivational reward system on employee turnover in projects.

It is prudent human capital management best practice to identify human differences in all key activities while designing a program for worker motivation. This is because people attach value to whatever they do differently and hence different items appeal to people differently necessitating a variety of motivators.

The respondents were asked to fill the questionnaire disclosing the extent of agreement or disagreement that there was presence of motivational reward systems in their NGO managed community based development projects in Bomet County and table 4.18 shows their responses.

Table 4.18. Influence of motivational reward policy on employee turnover in projects.

Reward system	Frequency	Percentage
Strongly agree	11	11.00
Agree	09	09.00
Neutral	14	14.00
Disagree	46	46.00
Strongly disagree	20	20.00
Total	**100**	**100.00**

Table 4.18 indicates that of the 100 respondents who filled the questionnaire disclosing the extent to which they agreed or disagreed that their projects were having a formidable motivational reward system, 11 (11.00%0 strongly agreed, 09 (09.00%) agreed, 14(14.00%) were neutral, with 46 (46.00%) being in disagreement and 20 (20.00%) stating that they strongly disagreed.

Implied by the statistics was that most NGO managed community based development projects were insensitive to the establishment and subsequent implementation of distinctive motivational reward system in Bomet County, and this was to blame for rising cases of employee turnover..

4.7.2. Influence of diversity of the rewards on employee turnover in projects.

The need for motivation is meant to result in an enhanced commitment to job performance, sustained by workers over time and to effectively motivate using rewards; organizations should establish motivational rewards in diversity in tandem with the various unique needs of different employees, for people are likely to attach different values to different items.

In order to ascertain the extent to which diverse motivational rewards were availed for employees in NGO managed community based development projects in Bomet County, the respondents were requested to fill the questionnaire and they responded as illustrated in table 4.19.

Table 4.19: Influence of diversity of the rewards on employee turnover in projects.

Diversity of rewards	Frequency	Percentage
Very diverse	00	00.00
Diverse	12	12.00
Neutral	34	34.00
Less diverse	54	54.00
Total	**100**	**100.00**

Table 4.19 reveals that out of the 100 respondents who filled the questionnaire indicating the extent to which diverse motivational rewards were offered, none indicated that these rewards 12

(12.00%) stated that they were diverse, 34(34.00%) were neutral and 54 (54.00%) indicated that the motivational rewards were less diverse.

Implied by these figures is that whereas just a few of the respondents stated that these motivational rewards were very diverse, majority noted that they were less diverse and hence it was difficult to have these employees feel contented with performing in the projects.

4.7.3. Influence of the type of motivational rewards on employee turnover in projects.

Often people associate the importance of endeavors with the values that accrue, so much such that with no explicit value, an initiative would prove less compelling to sustain. The type of motivational reward given to an individual employee is not necessarily a motivator to the other and therefore organizations have to evaluate the needs of every worker to ensure that the rewards offered actually meet those specific needs.

On this account, the respondents were asked to complete the questionnaire indicating the type of motivational rewards given and their responses noted as illustrated in table 4.20.

Table 4.20: Influence of the type of motivational rewards on employee turnover in projects.

Type of reward	Frequency	Percentage
Monetary	11	11.00
Material	23	23.00
Recognition	46	46.00
Training	17	17.00
	13	13.00

Other

| Total | 100 | 100.00 |

Table 4.20 reveals that, of the 100 respondents who filled the questionnaire stating the type of motivational rewards given to employees in the NGO managed community based development projects in Bomet County, 11 (11.00%) stated that they were given monetary rewards, 23 (23.00%) mentioned material rewards, 46 (46.00%) indicated recognition through certificates, 17 (17%) stated training and 13 (13.00%) mentioned other category.

These statistics give the impression that many respondents, though obtained motivational rewards, just a few mentioned monetary rewards viewed as that which is easily convertible into other rewards on the basis of the need of individual worker. In the absence of monetary rewards, it was difficult for the leadership of these projects to establish the reward types that suited all employees.

4.7.4 Influence of frequency of rewards on employee turnover in projects.

In order to effectively motivate people to improve job performance, rewards should be made frequently so that the vigor to work hard is equally facilitated. In this context, the respondents were asked to complete the questionnaire indicating the frequency of giving material rewards and table 4.21 illustrates the responses.

Table 4.21: Influence of frequency of rewards on employee turnover in projects.

Rating	Frequency	Percentage
Daily	00	00.00
Weekly	00	00.00
Monthly	12	12.00
Yearly	72	72.00
Other	16	16.00
Total	**100**	**100.00**

Table 4.21 reveals that out of the 100 respondents who completed questionnaire stating the frequency of offering motivational rewards, none stated daily and weekly, 12 (12.00%) mentioned monthly, 72 (72.00%) stated yearly, with 16 (16.00%) indicating the other.

These statistics actually confirm that most of the NGO managed community based development projects disregard employee motivation, as rewards given less frequently, a practice explain the rising cases of employee turnover.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter features a summary of key findings of the study, in addition to presenting conclusions on the basis of study findings. Besides, it also highlights recommendations, both for policy formulation and further research studies.

5.2. Summary of the Study Findings

In this study, the researcher administered 100 copies of questionnaire to the respondents upon which all were completed and received back, giving 100% response rate, deemed a superior questionnaire response rate.

5.2.1. Demographic features of the respondents.

Demographic characteristics of the respondents were considered significant, as these features generally predispose people to display certain unique behavior patterns in the performance of organizational duties. Such demographic features considered in the study include sex, age, marital status, level of education, specific area of NGO engagement and the duration of undertaking duties in a given community based project.

The age diversity of the respondents was a great significant to the study on the pretext that unemployment was rampant in the country, so much that government efforts alone with no active participation of the informal sector could not cater for employment needs of the ever increasing number of young professionals graduating from learning institutions every year; hence younger people few in the public sector, would be accommodated in the NGO community based development projects.

The study established that majority of the employees in the NGO managed community based development projects in Bomet County were young persons in the age bracket of 21-35 years, revealing commonly held notion that NGO work is more trendy than most engagements, hence preferred by young people. Owing to the fact that young people formed the bulk of employees in the NGO managed community based development projects, turnover was expected to be high due to the desire of these young person's desire to look for better paying organizations.

Marital status was helpful in revealing the extent to which these would influence the composition of employees in the NGO managed community based development projects and how this gender factor would contribute to employee turnover. The study found that many single persons formed a formidable working force in the NGO managed community based development projects in Bomet County, though the majority of the employees were married. These findings give the impression that NGO work is a field of the young, adventuring in nature and often hopp from job to job as they seek to settle in better ones, explaining the reasons for high employee turnover.

Owing to different social roles assigned to the sexes that could be at variance with the prevailing working environments. It was noted that many employees in the NGO managed community based development projects in Bomet County were males, depicting the trademark nature of young men in job hopping. Females on the other hand, are seen as less aggressive and tend to be

more relatively contented with their present engagements and can often be contented with even less trendy jobs.

The researcher was interested in establishing the pattern of education level of the employees in NGO managed community based development projects in Bomet County in comparison to other sectors. Established was that educational level had little to do with being employed in the NGO managed community based development projects in Bomet County, as the employees who participated in the study did not have competitive level of education to be depended upon by an organization, explaining the high turnover registered in these projects.

The duration of time that an individual serves in an organization is a clear indicator of the extent of employee turnover, since if employees leave an organization frequently, then issues of turnover becomes a grave concern as no formidable organizational culture is built. It was realized that most of the employees serving in the NGO managed community based development projects in Bomet County were serving for a relatively short period of time, giving an indication of the prevalence of high employee turnover.

Moreover, most popular areas of the projects being implemented NGO managed community based development projects in Bomet County were in health, most likely in addressing issues of HIV/AIDS, followed by poverty eradication projects, which in a way is also linked to the health issues.

5.2.2. Influence of leadership on employee turnover in community based projects.

Sound leadership is a crucial tool for enhanced task accomplishment by organizational employees, as good leaders normally inspire people to work for organizational goals. This is

done through development of strong work teams, motivation, effective communication and employee participation on critical decisions of the organization.

The study established that most of the NGO managed community based development projects in Bomet County had leadership styles that hardly recognized the people aspects in key issues of the project work, leading to employees developing feelings of less worth and hence look for other employment opportunities elsewhere. However, there were few cases of projects that focused on the human capital management practices, yet those that adopted free for all approach could not realize project sustainability, subsequently failing to attain the core project goals.

The commonly used organizational structures were hardly those emphasizing people involvement and quick information flow. Such structures often lead to tension among employees by building anxiety as feedbacks are expect for immediate task accomplishment. The creation of tensed working atmosphere compels many workers to flee for other organizations, even with low pay provided that flexible structures of communication are available.

It was noted that most of the NGO managed community based development projects in Bomet County were not having employee management policies put in place to address employee issues, hence employee concerns were often relegated leading to their negative response of take off.

Effective task performance through project management technique is that done on the basis of team considerations, working on small tasks with specific time lines and standard achievement milestones, gradually building into the entire work package.

In the study, tasks done individually gives the impression that employee management aspects through established leadership was generally poor in most of these projects, as achieving effective project output becomes possible with strong employee cohesion and failure to do so leads to massive turnover.

5.2.3. Influence of remuneration on employee turnover in community projects.

Presence of a salary scale in an organization indicates the extent to which employee factors are handled in an organization, especially in terms of their renumeration since salary earned is the best form of employee compensation. With little effort in having a scheme of service, pays for different employees become difficult to formulate and even subsequent increment become ad hoc to the dissatisfaction of several workers leading increased cases of turnover.

The study established that most of the NGO managed community based development projects had not considered a formal system of employee renumeration, as indicated by the absence of schemes of service. This disregard for developing a scheme of service for organizational employees leads to disparities in renumeration that is often a recipe for employee demoralization, consequently leading to high turnover.

It was revealed that most employees in the NGO managed community based development projects in Bomet County were among the poorly paid, such that if salary were the only determining factor of employee retention, then this would be reasons enough to explain high employee turnover.

It is therefore noteworthy to mention that salary increment was almost nonexistent, as many cited receiving 4% and below which could also reduce to none at all and this would explain high employee turnover in these projects in Bomet County. The initial salary offered to an employee at the point of entry into an organization may appear attractive, but over time due to inflationary

factors, a major review taking into consideration such changing economic forces determine employees desire to leave for other greener pastures.

From the study, the impression that most of the employees, in fact all, given chance for employment elsewhere would be more than willing to go, as there were no indications that any form of salary review was being practiced in the NGO managed community based development projects in Bomet County.

5.2.4. Influence of working environment on employee turnover in community projects.

Employees perform tasks in organizations for purposes of realizing the planned objectives and these tasks cannot be undertaken in the absence of resources and tools of trade. Availability of adequate working materials is the fundamental measure of establishment of an environment in which work is performed effectively to deliver the expected results.

It was noted that most of these NGO managed community based development projects were engaged in different activities, but having less resources needed for effective accomplishment of the tasks. The general environment of work is established, not only through availability of working materials, but also through provision of certain benefits to employees. For when employees share in the gains of an enterprise, they are likely to get more committed to accomplishing the organizational goals with expectations of recognition of such efforts.

It was revealed that there were hardly benefits to employees in these projects given that they only obtained transport stipend as they perform their duties, especially while travelling to the rural locations. This wanton abandonment of employees to forces of nature surely explains the prevalence of employees' turnover in these NGO managed community based development projects.

Employee involvement in key aspects of tasks in an organization helps to build project ownership for purposes of achieving sustainability of the initiatives, an objective easy to achieve with little or no turnover. At times, organizations tend to involve employees only on menial duties, but exclude them from mainstream tasks such as resource allocation and decision making. Employee involvement, though considered in the domain of project management as a basic principle to effective project management, was not emphasized given that theses employees were just involved in the performance of menial duties, but excluded in core functions of the project work. The response as is often obvious is high turnover for other outfits that offer much better practices of worker management.

5.2.5. Influence of motivational rewards on employee turnover in projects.

It is prudent human capital management best practice to identify human differences in all key activities while designing a program for worker motivation. This is because people attach value to whatever they do differently and hence different items appeal to people differently necessitating a variety of motivators.

In the study, it was revealed that most NGO managed community based development projects were insensitive to the establishment and subsequent implementation of distinctive motivational reward system in Bomet County, and this was to blame for rising cases of employee turnover..

The need for motivation is meant to result in an enhanced commitment to job performance, sustained by workers over time and to effectively motivate using rewards; organizations should establish motivational rewards in diversity in tandem with the various unique needs of different employees, for people are likely to attach different values to different items.

Whereas just a few of the respondents stated that these motivational rewards were very diverse, majority noted that they were less diverse and hence it was difficult to have these employees feel contented with performing in the projects.

Often people associate the importance of endeavors with the values that accrue, so much such that with no explicit value, an initiative would prove less compelling to sustain. The type of motivational reward given to an individual employee is not necessarily a motivator to the other and therefore organizations have to evaluate the needs of every worker to ensure that the rewards offered actually meet those specific needs.

The study results give the impression that many respondents, though obtained motivational rewards, just a few mentioned monetary rewards viewed as that which is easily convertible into other rewards on the basis of the need of individual worker. In the absence of monetary rewards, it was difficult for the leadership of these projects to establish the reward types that suited all employees. In order to effectively motivate people to improve job performance, rewards should be made frequently so that the vigor to work hard is equally facilitated.

These findings actually confirm that most of the NGO managed community based development projects in Bomet Sub County disregard employee motivation, as rewards given less frequently, a practice explain the rising cases of employee turnover.

5.3. Conclusions

From the study, conclusions were made on the basis of the findings. Confirming the results of the studies having been conducted by previous scholars, it is worth concluding that key factors influencing employee turnover in NGO managed community based development projects in

Bomet Sub County include among others, project leadership, employee remuneration, motivational rewards and creation of a conducive working environment.

Project leadership was found to significantly contribute to employee turnover in the sense that poor leadership demoralizes employees who in turn respond by looking for employment opportunities elsewhere. Employee remuneration, just like project management is also significant in determining the extent of employee turnover. Handsome pay package motivates hence well motivated employees become to asset to an organization through increased performance.

Finally, the study revealed that conditions upon which employee perform play crucial role in influencing their turnover. Organizations that are known for being insensitive to provision of conducive working environment tend to offer grounds for employee take off.

5.4 Recommendations

In this study, recommendations are made in two dimensions; recommendations for policy formulation and those for further research.

5.4.1 Recommendations for Policy Formulation.

On the basis of the findings of the study, the researcher makes key recommendations that should be considered for policy formulation in order to address prevalence of employee turnover in NGO managed community based development projects in Bomet Sub County and elsewhere in Kenya. The study revealed that most project team leaders hardly displayed strong leadership skills, since more often work teams were ignored and instead employees were performing individually. The study recommends that prior to approval of a project intervention, individuals in key leadership areas must demonstrate high levels of human capital management skills and

embrace regular training in human resource management to ensure the needs of the workers are understood.

It was established in the study that pay package had a strong influence on employee turnover, as salary earned is often the best compensation that an employee can obtain from an organization. It was noted that employees in these NGO managed community based development projects continued to register high turnover because of earning meager salaries. The study recommends that a system of pay increment be put in place to let workers rise over time through an effective scheme of service.

On variable motivational rewards, the study revealed that the NGO managed community based development projects did not put in place aspects of rewards that would boost employees' morale for enhanced commitment to job performance. Reward system was absent and fringe benefits hardly enjoyed. The study recommends that policies be formulated to ensure that rewards systems are put in place clearly indicating conditions upon which these rewards are offered.

The study also established that the general conditions of work were hardly conducive for task execution, as working materials were generally scarce and more often people performed duties in brief case model offices. The study recommends that organizations should formulate policies that are geared towards improving the working environment so that workers feel proude to serve in such organizations.

5.4.2 Recommendations for further Research

The study revealed certain gaps that the researcher would recommend for further research;

1. To what extent do the factors influencing employee turnover in NGO managed community based development projects in Bomet Sub County apply to other counties in Kenya?

2. Is there a significant difference between employee turnover in NGO managed community based development projects and other projects in Bomet Sub County?

3. What other factors, not considered in this study, have significant influence on employee turnover in Bomet Sub County?

4. What is the influence of training on employee turnover in NGO managed community based development projects in Kenya?

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    for Families and Institute for Human Services Policy.

<h1 align="center">APPENDIX 1: TRANSMITTAL LETTER</h1>

William Kitur,

P.O Box 339,

Bomet.

Dear Sir/Madam,

REF: REQUEST FOR PERMISSION FOR RESEARCH DATA COLLECTION

I am student at University of Nairobi pursing a course leading to the award of a Master of Arts Degree in Project planning and Management at the school of Continuing and Distance Education. It is a requirement for me to submit a research project assessment. My proposal title is Factors influencing employee turnover in community development projects managed by NGOs a case of Bomet County

As part of the proposal, I have come up with questionnaires to assist me in the collection of data from NGOs your county. I therefore seek your permission to collect the required data. The information obtained will be used only for academic purposes. Your assistance and cooperation will be highly appreciated.

Yours faithfully

William Kitur

APPENDIX II: RESEARCH QUESTIONNAIRE

This questionnaire is developed to obtain information from the respondents on the study focusing on factors influencing employee turnover in community based development projects in Bomet County. It is divided into two parts; section I seeks for demographic characteristics of the respondents, while section II solicits for data on the study variables. Read the questionnaire carefully and respond appropriately.

SECTION I: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS.

1. Indicate your sex.

    a) Male   [ ]
    b) Female   [ ]

2. Indicate your age in years:

    a) 20 years and below   [ ]
    b)   20-25   [ ]
    c)   26-30   [ ]
    d)   31-35   [ ]
    e)   36-40   [ ]
    f) Above 40

3. State your marital status

    a) Married   [ ]
    b) Single   [ ]
    c) Widowed   [ ]
    d) Divorced   [ ]
    e) Other (specify)---

4. Indicate your level of education

  a) Primary   [ ]

  b) Secondary   [ ]

  c) Tertiary   [ ]

  d) University   [ ]

  e) Other (Specify) --

5. In which NGO category do you serve?

  a) Education   [   ]

  b) Health   [   ]

  c) Agriculture   [   ]

  d) Poverty Eradication   [   ]

  e) Environmental Management   [   ]

  f) Other (specify)…………………………………………………………..

6. For how long have you been serving in the NGO?

  a) 1 year and below   [   ]

  b) 1-5   [   ]

  c) 5-10   [   ]

  d) 10-15   [   ]

  e) Above 15   [   ]

SECTION II. THE KEY STUDY VARIABLES

7. Indicate the nature of people management practiced in your NGO

  a) Democratic   [   ]

  b) Dictatorial   [   ]

  c) Autocratic   [   ]

  d) Free for all   [   ]

  e) Other (specify)…………………………………………………………..

8. Indicate the extent to which you agree or disagree that your NGO has employee management policy.

  a) Strongly agree   [   ]

  b) Agree   [   ]

  c) Neutral   [   ]

  d) Disagree   [   ]

  e) Strongly disagree   [   ]

9. State the most common arrangement of task performance in your NGO.

    a) Individual performance   [ ]

    b) Departmental teams   [ ]

    c) Cross department   [ ]

    d) Out sourcing   [ ]

    e) Other (Specify)………………………………………………………………

10. Indicate the type of organization structure in your NGO.

    a) Line and staff   [ ]

    b) Functional   [ ]

    c) Matrix   [ ]

    d) Project   [ ]

    e) Other (specify)…………………………………………………..

11. In your own opinion, explain the influence of leadership on employee turnover in community based development projects managed by NGOs in Bomet County.

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10. To what extent do you agree or disagree that there is a scheme service in your NGO.

    a) Strongly agree   [ ]

    b) Agree   [ ]

    c) Neutral   [ ]

    d) Disagree   [ ]

    e) Strongly disagree   [ ]

11. Indicate your entry salary scale in this NGO

    a) Ksh 10,000 and below   [ ]

    b) Ksh. 10,000-20,000   [ ]

    c) Ksh. 20,000-30,000   [ ]

    d) Ksh. 30,000-40,000   [ ]

    e) Above 40,000   [ ]

12. State the rate of annual increment in your NGO project.

    a) 4% and below   [ ]

    b) 4-5   [ ]

    c) 5-6   [ ]

    d) 6-7   [ ]

    e) Above 7   [ ]

13. Indicate the frequency of salary review.

    a) Very frequently   [ ]

    b) Frequently   [ ]

    c) Indifferent   [ ]

    d) Less frequently   [ ]

    e) Other (specify)……………………………………………………….

14. Explain the influence of renumeration on employee turnover in community based development projects managed by NGO in Bomet County.

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15. Indicate the extent to which working materials are available to employees for task performance in your NGO project.

    a) Very Sufficient   [ ]

    b) Sufficient   [ ]

    c) Indifferent   [ ]

    d) Less Sufficient   [ ]

    d) Other (specify)………………………………………………

16. What common benefits do employees obtain from your NGO projects?

    a) Leave Allowance   [ ]

    b) House Allowance   [ ]

    c) Medical Allowance   [ ]

    d) Commuter Allowance   [ ]

    e) Other (specify) ……………………………………………………

17. Indicate common area of employee involvement in key functions of the project.

    a) Decision making   [ ]

    b) Tasks performance   [ ]

    c) Integrated functions   [ ]

    d) Resource contribution   [ ]

    e) Other (specify)………………………………………………………

20. Explain, in your own opinion the influence of the general conditions of work on employee turnover in community based development projects managed by NGOs in Bomet County.

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…………………………………………………………………………………………………
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21. Which motivational rewards do employees obtain from your project?

    a) Monetary   [   ]

    b) Material   [   ]

    c) Recognition   [   ]

    d) Training   [   ]

    e) Other (specify)………………………………………………

22. How adequate are the rewards given to employees?

    a) Very adequate   [   ]

    b) Adequate   [   ]

    c) Neutral   [   ]

    d) Less adequate   [   ]

    e) Other (specify)………………………………………………………

23. To what extent do you agree or disagree that there is a reward policy for employees in your project.

    a) Strongly agree   [   ]

    b) Agree   [   ]

    c) Neutral   [   ]

    d) Disagree   [   ]

    e) Strongly disagree   [   ]

24. Indicate the frequency of obtaining motivational rewards in your project.

    a) Daily   [   ]

    b) Weekly   [   ]

    c) Fortnight   [   ]

    d) Monthly   [   ]

    e) Other (specify)…………………………………………………………

25. In your own informed opinion, explain how motivational rewards influence employee turnover in community based development projects in Bomet County.

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