

**INFLUENCE OF EMPLOYEE ENGAGEMENT ON STAFF
INTENTION TO QUIT COMPASSION INTERNATIONAL
PROJECTS**

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DECLARATION

I, the undersigned declare that this project is my original work and has not been presented for a degree in any other University.

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DEDICATION

I give glory to God for enabling me complete this project. Dedicated to my dear husband Vincent, to my children Immanuel and Shalom and to all human resource practitioners. May the findings of this research be of use to current and future practice.

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ABSTRACT

Employee engagement is a workplace approach designed to ensure that employees are committed to their organization's goals and motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being. Employee engagement equals emotional commitment and connection that an employee has with their organization and strongly relates to key organizational outcomes. This research investigated the influence of employee engagement on staff intention to quit Compassion International projects. The objective of the study was to investigate the influence of employee engagement on staff intention to quit Compassion International projects. This study adopted a descriptive survey design in investigation of the influence of employee engagement on staff intention to quit Compassion International projects. Stratified sampling technique was used to select the sample after which simple random sampling was used to select 101 respondents from the organization. The study used primary data. From the study it is evident that treating employees with respect, recognition and career growth would work towards building employee engagement. The organization encouraged sharing of information, knowledge and resources; employees have materials and equipment to do the work right, knowing what is expected at work and the mission of the organization makes them feel their jobs are meaningful. Intention to quit is evidenced by plans to leave the organization, consideration for job offers, lack of ideas and doubts on how much longer to stay with the organization. It can be concluded that competitive remuneration programs, recognition, career growth, creation of a sense of belonging and allowing employee voice builds engaged workers would help define what determines employee engagement in order to reduce intention to quit. When employee aspirations have not been satisfied the employee looks to an alignment of value-meaning, which is displayed by a true sense of connection, a common purpose and a shared sense of meaning at work. When one of these needs is not satisfied the employee will most likely intend to quit and begin looking for other organizations that can satisfy their needs. Organizations working with project workers need to implement total reward programs, make jobs meaningful, invest in and show interest in employee work life, creation of a sense of belonging while allowing employee voice or opinions in their worker. Project workers are confronted by challenging and diverse work environments that encourage intention to quit. Managers should ensure employees have everything they need to do their jobs, that employees have all the resources such as physical or material, financial and information resources in order to effectively do their job through enhancing work-life balance and engagement at work.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee engagement is a workplace method designed to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success and are able to enhance their own sense of well-being (Harter, Schmidt and Killham, 2003). It is a state where an individual has great emotional attachment or satisfaction with his/her job that goes above and beyond the call of duty so as to further the interest of the organization. Enablers of engagement are: visible, empowering leadership providing a strong strategic narrative about the organization, engaging managers who focus their people and give them scope, treat their people as individuals and coach and stretch their people, employee voice throughout the organizations for reinforcing and challenging views. Lastly, there is organizational integrity – the values on the wall are reflected in day to day behaviors. There is no 'say –do' gap (Gratton, 2000).

The process of managing and improving the workplace is of great importance and presents great challenges to nearly every organization. In the two-factor theory of motivation, Herzberg (1959) constructed a two-dimensional paradigm of factors affecting people's attitudes about work. He believed that businesses should motivate employees by adopting a democratic approach to management and by improving the nature and content of the actual job. He concluded that such factors as organization policy, supervision, interpersonal relations, working conditions and salary are hygiene factors rather than motivators which trigger intention to quit. Organizations with an inculcated employee engagement philosophy within their work environment naturally

become counted as best companies to work for since people are put at the heart of the corporate purpose (Gratton, 2000). The construct employee engagement is built on the foundation of earlier concepts like job satisfaction, employee commitment and organizational citizenship behavior. The Unfolding Model of Voluntary Turnover explains that a decision to quit one's organization depends on two key factors – shock to the system and decision frames (Greenberg, 2011).

Azjen (1988) developed the Theory of Planned Behavior (TPB) that proposes a model which can measure how human actions are guided. It predicts the occurrence of a particular behavior, because behavior can be deliberative and planned provided that behavior is intentional (Ajzen, 1991). Intention to quit is the conscious and deliberate willfulness to quit the organization. Job satisfaction and organizational commitment are the two most important factors which play an important role in determining employees' intention to quit their job. The reasons behind the intention to quit have been investigated for years however literature review shows that the main factor that affects employees to quit their current jobs is the intention itself. According to the Theory of Reasoned Action, an individual's behavior is determined by his or her behavioral intention to perform the behavior and that this intention is, in turn, a function of his/her attitude toward the behavior and his/her subjective norm. This intention is determined by three things: their attitude toward the specific behavior, their subjective norms and their perceived behavioral control. The more an individual shows intention to perform a particular behavior, the more he or she is expected to act it (Ecem, Esin, Yagmur and Bas, 2013).

The operations of NGOs in Kenya are hampered by many factors that have implications for NGO autonomy. The operational environment of NGOs determines

the effectiveness of programs and projects undertaken by NGOs. There are both environments that impinge on NGOs output and performance such a global economic recession, foreign policy and political transformation. Several factors put NGO sustainability in jeopardy and are likely to enhance organizational stability such as having a clear vision and mission, finances, human resources capacities and managerial skills in the organization especially managerial leadership style. Employees in NGOs face an uncertain work environment and this leads to disengaged workforce (Mbote, 2000). Studies on the factors lead to intention to quit among employees are necessary because it will lead to actual employee turnover. Many findings from previous studies have shown that the phenomenon of employee turnover is preceded by the intention to quit (Price, 2001). Employee turnover is a problem to the organization because it can give negative impacts to the organization and may interfere with the organization's efficiency (Robbins, 2000).

1.1.1 Employee Engagement

Engagement is a combination of attitude and behavior and is the illusive force that motivates employees to higher (or lower) levels of performance. The attitude is commitment and the behavior is going the extra mile (Purcell, 2010). Employee engagement is an individual's involvement in and enthusiasm toward his/her work. Engaged workers have a vastly more positive workplace experience and this translates into results for their organization. Engaged employees and teams are more profitable, productive and customer-focused, have less quality defects and lower intention to quit among vital outcomes. They have higher well-being, healthier lifestyles and better health outcomes than their not engaged and actively disengaged counterparts. Clearly, engagement is a win-win situation for both employees and their organization and it's a two-way street (Purcell, 2010).

Gallup (2012) states that, there are three types of employees: engaged employees who work with passion and feel a profound connection to their organization. They drive innovation and move the organization forward; not-engaged employees who are essentially mentally and emotionally absent through their workday putting time but not energy or passion into their work and actively disengaged employees aren't just unhappy at work; they're busy acting out their unhappiness (Harter, Schmidt, and Killham, 2003). Engaged employees begin the day with a sense of purpose and finish it with a sense of achievement. They are more likely to stay with the organization on a long term basis thus likely to improve employee retention and reduce intention to quit (Melcrum, 2005). Rothmann (2003) defines engagement as some energetic state whereby the employee will be dedicated to excellent performance at work. Organizations also suffer from lower employee loyalty and retention when their workers aren't engaged. When Gallup asks employees if they plan to be with their organization three years from now, 81% of engaged employees strongly agree, compared with 33% of actively disengaged employees. Similarly, 76% of engaged workers strongly agree that they plan to spend their career with their current organization, while only 14% of actively disengaged workers do. 19% of actively disengaged employees are actively looking for a new job, while only 1% of engaged employees are actively seeking new employment (Harter, 2012).

1.1.2 Staff Intention to Quit

In the global competitive scenario employees are prone to move from one organization to another. Organizations spend a lot of effort, time and money on employee retention because losing a valued employee proves to be costly in the form of lost knowledge, worried co-workers and lost money (Ecem, Esin, Yagmur and Bas, 2013). Talented employees not satisfied with the current work setting intend to quit in

search of more secure work environments. Reasons for intention to quit range from dissatisfaction due to meager salaries, lack of career growth opportunities, inferior employee supervision, eagerness to get into companies with a global presence, lack of recognition, lack of freedom of expression, bad manager relationship in the organization and underutilization of talents and skills of the individuals (Hughes, 2008).

Intention to quit is due to attraction of a new job or the prospect of a period outside the workforce that 'pulls' them or they are 'pushed' as a result of dissatisfaction in their present jobs, possibly to seek alternative employment. A poor relationship with a line manager, leading to disengagement can often be a 'push' factor behind an individual's decision to quit the organization (Rennie and McGee, 2012). If the person is satisfied with work, then he will not intend to leave, but if he not, this will eventually lead to employee turnover. Organizational commitment, job satisfaction, supervisor support, locus of control, self-esteem, organization fit and job stress may be predictive of staff intention to quit (Firth, 2004).

1.1.3 Compassion International Projects

Compassion International is a non-governmental child development organization founded in 1952 with its headquarters in Colorado, USA. The organization has partnered with 370 independent church partnership projects that implement child development programs. Projects being funded and implemented are Child sponsorship, Leadership development and Grants management. Each project has a maximum number of 300 child beneficiaries. Donor funds remitted to each church project is Kes. 250M monthly for programmatic activities, staff salaries and administrative costs of which 20% is limited for utilization on operations. The

continued financial stability and growth in sponsorship has been supported by recruitment of high caliber staff at all levels and with a double income streams based on individual one-child sponsorship and grants revenue streams. The organization has invested heavily in talent development initiatives such as web based performance management system, global compensation initiatives, a conducive work environment and growth opportunities for staff. It has won the Gallup Great workplace award for two years consistently (Compassion, 2015).

1.1.4 Compassion International Project Staff

Compassion International has 370 independent church partnership projects which employ a project director, project accountant and a health/social worker who are responsible for the day to day management of child development activities and report to a church project committee. Compassion International projects are faced with issues concerning employee engagement and staff intention to quit for other NGOs and Parastatals. Health workers have had the highest turnover rate in all the years with a significant difference from the rest of the staff. This proportion of the Health workers increased steadily through the years to reach a considerable proportion of about 33%. The success of its mission, implementation of programs and retention of sponsors and donors is dependent on child development activities at the project (Compassion, 2015).

1.2 Research Problem

Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover (MacLeod, 2009). Engagement is very similar to intrinsic motivation and initiative remains with the individual but impacts on employee

productivity and their relationship with the work environment in the organization. Engagement occurs when an individual or group undertake tasks related to their interests and competence, learn about them continuously, participate freely with (equal) associates, immerse themselves deeply and continue the task with persistence and commitment because of the value they attribute to the work and retention in their job (Catherine, et.al (2014).

In 2012, Compassion International projects restricted the number of permanent employees at each project due to limited funding opportunities, fluctuating exchange rate costs and increasing operational costs for programs. They have invested a lot of resources on staff training to equip them with skills in implementing its programs and achieving organizational outcomes to engage and retain sponsors. This overload of demands with minimal response mechanisms often leads to high levels of stress among the employees and showing signs of wanting to quit. There have been no studies carried out on its staff intention to quit. This is a concern for Compassion projects when staff intend to quit despite various global initiatives participating in Gallup action planning programs (Compassion, 2012).

A study by Mxenge, et al, (2014) investigated the effect of job engagement on employees' intention to quit among administrative personnel at the University of Fort Hare. The results show that job engagement is significantly related to employees' intention to quit (Mxenge, Dywili and Bazana, 2014). Gallup (2012) research has shown a strong link between lower engagement scores and higher employee intention to quit. Results indicated that those in the bottom quartile had higher annualized intention to quit than top quartile firms (Harter, Schmidt and Killham, 2003).

A 2005 Towers Perrin study revealed that only 14% of all employees worldwide are fully engaged on the job willing and able to give sustained discretionary effort to help their organizations succeed. The results of the survey identify the ten key drivers of attraction and retention for each country in the study which includes manager understanding of what motivates staff and appropriate amount of decision-making authority to do job well (Perrin, 2005). Towers Watson, in a client specific study with a large financial services organization reported to the task force, found a strong negative correlation (-0.49) between employee engagement and voluntary intention to quit (Watson, 2012).

The Hay Group study in 2012 on employee loyalty deficit showed that long-term commitment is a casualty of low levels of employee engagement and employee enablement and that in high-performing companies employees are with their employers for the long-term and show intention to quit rates lower than companies with low levels of engagement. Application of this estimate to the projected costs of employee intention to quit suggests that effecting change from a low engagement to a high engagement environment could yield results (Royal and Stark, 2010).

Agarwal, et al, (2012) carried out a study to examine the relationships among leader-member exchange, innovative work behavior and intention to quit. Results suggest that quality of exchanges between employees and their immediate supervisors influences engagement. Work engagement correlates positively with innovative work behavior and negatively with intention to quit. Work engagement mediates the relationship between leader-member exchange and innovative work behavior and partially mediates intention to quit (Agarwal, Datta and Beard, 2012). Firth, et al, (2004) carried out an investigation of the variables that may be predictive of intention

to quit a job and tested a model that includes mediating variables. Emotional support from supervisors and self-esteem mediated the impact of stressors on stress reactions, job satisfaction, commitment to the organization and intention to quit (Firth, Mellor, Moore and Loquet, 2004).

Jonathon & Wheeler (2008) did a study on whether work engagement and job embeddedness were empirically distinct constructs. It was found that engagement and embeddedness each shared unique variance with in-role performance and intention to quit (Jonathan and Wheeler, 2008). Werbel and Bedeian (1989) conducted a study on the influence of age on employees' intention to quit. Results of this study showed modest to low relationship between age and intention to quit (Werbel and Bedeian, 1989).

Mutunga (2009) did a research on the factors that contribute to the level of employee engagement in the telecommunication industry in Kenya at Zain Kenya. It was concluded that several factors contribute to engagement but salary and benefits was the largest contributor. Mwangi (2011) carried out a research on the utilization of emotional intelligence and transformational leadership for employee engagement in public universities in Kenya. The results established that emotional intelligence impacts employee engagement significantly through the competencies in self-awareness, social awareness, self-management and social management. Wachira (2013) did a research on the relationship between employee engagement and commitment in Barclays Bank of Kenya. The findings concluded that employee commitment is established through job satisfaction and employee manager relationship leading to longer stay with the organization.

These examples illustrate the scale of the positive effect that increased employee engagement can have on employee intention to quit. This link between employee engagement and intention to quit illustrates why many see engagement strategies as an essential method for managing their workforce and the significant costs and risks associated with reduced productivity of employees with an intention to quit. None of the previous researchers has studied employee engagement and staff intention to quit Compassion International projects. This gap in knowledge thus necessitated the study. This research therefore sought to answer the following research question: what is the influence of employee engagement on staff intention to quit Compassion International projects?

1.3 Research Objective

The objective of this study was to investigate the influence of employee engagement on staff intention to quit Compassion International projects.

1.4 Value of the Study

The study aimed at establishing influence of employee engagement and intention to quit in an effort to find out the relationship between employee engagement and staff intention to quit Compassion International projects. This will enable the organization respond to challenges of staff intention to quit.

Non-Governmental Organizations working with projects staff will be able to understand and strategize on employee engagement to resolve intention to quit challenges to guarantee continued existence of the organization.

Human resources department and management may use the results of this study to create a work environment that has the ability to engage and retain human capital.

Results of this study will facilitate in conducting other studies by providing a base for collecting information. Training institutions and academicians who wish to carry out further research in this area may review the study literature and establish gaps for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature that was reviewed to provide a theoretical foundation for the study. It also identifies the research issues that will be addressed and a detailed discussion of the underlying concepts and variables.

2.2 Theoretical Foundation

Employee motivation theories attempt to create models to understand what motivates people to certain behavior such as intention to quit. Leading managers familiarize themselves with a range of motivational theories, employing a mix of different approaches depending on the situations and the types of employees they supervise. Employee engagement can increase employees' productivity, loyalty, performance at work and reduce intention to quit (Purcell et al, 2009).

2.2.1 Unfolding Model of Voluntary Turnover

The Lee and Mitchell (1991) paper on The Unfolding Model of Voluntary Turnover explains the cognitive processes through which people make decisions about quitting or staying in their organizations. The model explains that a decision to quit one's organization is a huge one and people often consider a number of factors before making such a big decision. According to this model, the employee's decision to quit or not to quit depends on two key factors – shock to the system and decision frames. Shock to the system can relate to an event that gets the employee's attention and gets the employee to start thinking about their jobs, for example, a merger with another organization (Greenberg, 2011). This model depicts four possible decision paths that

may result from the two factors mentioned above. The first decision path happens when a shock to the system that matches an existing decision frame occurs. For example, the organization loses a huge account - if the employee's experience is that when big accounts are lost then jobs are lost, he/she might decide to quit before actually being laid off by the organization. The second decision path happens when a shock to the system occurs but fails to match a decision frame, and there is no specific job alternative. An example in this case would be if the employee's organization is taken over by another – this is a shock to the employee; however it is very difficult to make a decision whether to stay or not to stay, especially because there is no alternative job to take on. The uncertainty and fear might force the employee to quit even if they don't have another job to fall back on, but it will be a very difficult decision to make. The third decision path happens when a shock to the system occurs and it fails to match a decision frame, but there is a specific job alternative this time. An example once again is that the employee's organization is taken over by another – as much as this is a shock to the employee, quitting the organization might be made easier by the fact that there is another job to fall back on. Decision path four happens when there is no shock to the system and therefore no decision time frame is considered. In this case, the employee quits the organization only if other conditions suggest that quitting is a good idea, for example, getting married to a rich spouse who can easily and willingly provide for the employee and people in his/her life (Greenberg, 2011).

2.2.2 Two Factor Theory of Motivation

Herzberg (1959) constructed a two-dimensional paradigm of factors affecting people's attitudes about work. He believed that businesses should motivate employees by adopting a democratic approach to management and by improving the nature and

content of the actual job. He concluded that such factors as organization policy, supervision, interpersonal relations, working conditions, and salary are hygiene factors rather than motivators which trigger intention to quit. According to the theory, the absence of hygiene factors can create job dissatisfaction, but their presence does not motivate or create satisfaction. In contrast, he determined from the data that the motivators were elements that enriched a person's job; he found five factors in particular that were strong determiners of job satisfaction: achievement, recognition, the work itself, responsibility and advancement. These motivators (satisfiers) were associated with long-term positive effects in job performance while the hygiene factors (dissatisfiers) consistently produced only short-term changes in job attitudes and performance, which quickly fell back to its previous level (Herzberg, Mausnek & Snyderbman, 1959).

Satisfiers describe a person's relationship with the tasks being performed that provide job satisfaction (engagement) thus increase retention and reduce intention to quit. Dissatisfiers have to do with a person's relationship to the context or environment in which she or he performs the job such as poor work relationships which disengage. Hygiene factors are factors whose absence de-motivates, but whose presence has no perceived effect. They are things that when taken away, people become dissatisfied and act to get them back with an intention to quit. Other examples include decent working conditions, security, pay, benefits (like health insurance), organization policies, interpersonal relationships. Motivators are factors whose presence motivates. Their absence does not cause any particular dissatisfaction, it just fails to motivate. Examples are all the things at the top of the Maslow hierarchy and the intrinsic motivators (Herzberg, Mausnek & Snyderbman, 1959).

2.3 Factors Influencing Employee Engagement

The one thing that creates sustainable competitive advantage, return on investment, company value and long-term strength is the workforce, the people who are the organization. Employees who are engaged significantly outperform work groups that are not engaged. The importance of the company designing and communicating its engagement strategy is of essence to the success of this key intervention. Engagement strategy would define the company's business rationale, company culture, objectives and leadership. If the workforce is disconnected from the organization's strategy, not feeling part of a whole and not seeing how their day-to-day tasks drive the company forward, employee engagement will be almost impossible to sustain (Thorten, 2005).

Melcrum's Employee Engagement survey (2005) believe that the actions of senior and front line management are the most influential factors in building a people centric culture as well as being the key driver in employee engagement. The personal relationship, attitude and actions with the immediate supervisor are the key that can enhance employee engagement or can create an atmosphere where an employee becomes disengaged. In addition, believing in the ability of senior leadership to take their input, lead the company in the right direction and openly communicate the state of the organization is key in driving engagement. Other factors that drive engagement are that employees are treated with respect, that their personal values are reflected and that the organization cares about how they feel. The key driver of engagement is "the sense of feeling valued and involved" with one's work (Hughes & Rog, 2008).

Communication in the context of employee engagement includes integrity, sensitivity to the medium, appropriate culture and environmental issues (Gubman, 2004). Essential elements of engaging in a more actively in respectful conversations are

conveying presence by being psychologically available and respectful; being genuine communicating affirmation by emphasizing; imagining and seeing others in a positive light; expressing recognition and genuine interest, and lastly effective listening and supportive communication are also important (Dutton, 2003).

According to the Corporate Research Foundation (2005), an organization's reputation and branding are a critical success factor in building an employee engagement culture. Organizational reputation is achieved by how the company builds relationships both with internal and external stakeholders. In research done by the Corporate Research Forum (2005), it was evident that company branding can only be achieved through employees who are engaged. The research further states that branding does not only entail the look and feel perspective, but also the customer's psychological and emotional connection to the company which can only be achieved through highly engaged employees who live the brands of the organization (Levin & Sloane, 2005).

Recognition systems encompass a number of variables important for maintaining high levels of employee engagement. Recognition may take the form of monetary or nonmonetary awards organizations use to make employees feel respected and valued. When an organization or a supervisor rewards or recognizes an employee or team, they are communicating in a powerful way what types of activities and accomplishments the organization values (Saks, 2006).

Work-home life balance is a fundamental issue in today's business world. Globalization, competitiveness and constant pressure by shareholders and customers, the current operating and economic conditions for the organizations have a substantial impact on employee's well-being. Organizations have recognized that employees live in a society and there is recognition that the balance between work and home life is

also important in order to obtain a more engaged workforce. A lack of interest or neglect by corporates in this area leads to high cases of burnout due to increasing stress and a resultant drop in productivity (Kickul & Posing, 2001). Beyond creating an environment in which people feel valued, certain core characteristics of people's jobs drive engagement. Employees must feel that the job itself is meaningful, interesting, contributes to the goals of the organization, be challenging, have variety, allow the use of different skills, and allow personal discretion (autonomy). Employees need clarity of discretion and growth opportunities such a career progression paths so that they can best apply their unique talents to drive business priorities and stay with an organization (Ryan & Edward, 2000).

2.4 Intention to Quit

Bothma and Roodt (2012) identify intention to quit as a type of withdrawal behavior that is associated with under-identification with work. They further assert that intention to quit is the employee's conscious and deliberate willingness to quit the organization and it is regarded as the last in a sequence of withdrawal cognitions. This intention is determined by three things: their attitude toward the specific behavior, their subjective norms and their perceived behavioral control. The theory of planned behavior holds that only specific attitudes toward the behavior in question can be expected to predict that behavior. In addition to measuring attitudes toward the behavior, we also measure people's subjective norms – their beliefs about how people they care about will view the behavior in question. To predict someone's intentions, knowing these beliefs can be as important as knowing the person's attitudes. Finally, perceived behavioral control influences intentions. Perceived behavioral control refers to people's perceptions of their ability to perform a given behavior. These predictors

lead to intention. A general rule, the more favorable the attitude and the subjective norm, and the greater the perceived control the stronger should the person's intention to perform the behavior in question (Ajzen, 1991).

Tuzun and Kalemci (2012) explain that many studies show that intention to quit is a good predictor of actual turnover, therefore making it essential for organizations to investigate and understand the reasons behind intention to quit and how to control or minimize them. The main important reason for investigating employee's intention to quit in any organization is to assist the human resources take a proactive approach to the organization's retention strategies and decrease the intention to quit. The more valuable the employees in question are - for instance where individuals have specialist skills or where they have developed strong relationships with customers - the more damaging the intention to quit particularly when employees stop performing their tasks, lose valuable customers, resign and move on to work for competitors (Robyn & Du Preez, 2013).

Employees who quit the organization take along with them valuable trade secrets and strategies regarding the organization, its customer relationships, current projects and other confidential data. Once they quit, such relationships are severed and can cause customer and income losses if the customers choose to quit the organization and join the employees in a competitor organization (Ongori, 2007). Demographic factors, professional perceptions, organizational factors, experience of job-related stress and the range factors that lead to job related stress (stressors), make employees want to quit. Other factors have been found to be associated with intention to quit are age, gender, tenure, educational qualifications and marital status (Ongori, 2007).

According to Wandera (2011) the world of work today is changing and many organizations prefer employing people on short-term contracts rather than permanent appointments to enhance performance and sustain their competitiveness. As much as this method looks good for the organization, Wandera (2011) warns that organizations disengage workers and end up losing the best performing employees because these employees intend to quit the organization, due to the desire for permanent work or appointments with other organizations that have such openings (Wandera, 2011).

2.5 Employee Engagement and Intention to Quit

Employee engagement is believed to be negatively related to intention to quit. Employees who are engaged in what they are doing experience better physical and psychological wellbeing than those employees who are less engaged and do not intend to quit their jobs (Meyer & Gagne, 2008). According to Robyn and Du Preez (2013) engaged employees are likely to have a greater attachment to their organization and a lower tendency to quit their organization. They are always willing to take initiative and self-direct their lives, even when they get tired, they do not enslave to their job and with this attitude they are never in a situation where they feel like they want quit the organization. Simons and Buitendach (2013) affirm this by explaining that one of the concepts associated with job engagement is absorption and when employees are happily absorbed, time passes quickly and as a result employees find it difficult to detach themselves to their jobs. Previous research done on job engagement has confirmed that job engagement is mostly related to positive organizational outcomes such an increased productivity, rise in profits and is low intention to quit (Simons & Buitendach, 2013).

A study by Yücel (2012) to test the relationships among job satisfaction, organizational commitment and intention to quit found that job satisfaction and organizational support were shown to be predictors of employee turnover. Result of this analysis is that there is a negative relationship between job satisfaction and turnover intention (Yücel, 2012). Lee, Lee & Lum, (2008) examined the effects of the provision of employee services on employees' organizational commitment and their intentions to quit as well as their underlying reasons. Results found that positive employee attitudes arising from the provision of employee services were the result of a positive construed external image of the organization. When employees perceived that outsiders viewed their organization positively, their level of identification and attachment with their organization increased (Lee, Lee & Lum, 2008).

Fabi, Lacoursière and Raymond (2015) in the study to increase the understanding of the influence of high-performance work systems upon job satisfaction, organizational commitment and intention to quit noted that increased investment in a high-performance work systems can significantly improve job satisfaction, helping to increase organizational commitment and reduce intention to quit (Fabi, Lacoursière & Raymond, (2015). In study by Gow, et al (2008) to investigate the individual processes involved in apprentices' decisions to remain in their apprenticeship. Overall results suggested that intrinsic motivation, satisfaction, working conditions and geographic location could predict apprentices' thoughts towards staying in an apprenticeship. The outcome variable in this study was “thoughts towards quitting” and not actual quitting *per se*; however, social desirability effects influence the responses somewhat (Gow, et al, 2008).

Biron and Boon (2013) stated that performance-turnover intentions association may be contingent upon individuals' exchange relationships with their supervisor and co-

workers. Self-rated performance and manager-rated performance were both negatively related to turnover intentions. High performers may be particularly sensitive to relationships with their supervisor, and low performers seem to be more sensitive to relationships with colleagues (Biron & Boon, 2013).

In Summary, employee engagement can increase employees' productivity, loyalty, performance at work and reduce intention to quit. An employee's decision to quit or not to quit is a huge one and depends on two key factors – shock to the system and decision frames. Organizations should motivate employees by adopting a democratic approach to management and by improving the nature and content of the actual job. Employees who are engaged significantly outperform work groups that are not engaged and the key driver of engagement is “the sense of feeling valued and involved” with one's work. Personal relationship, actions of senior managers, attitude of immediate supervisor can enhance employee engagement or can create an atmosphere where an employee becomes disengaged. An organization's reputation, branding and recognition systems are a critical success factor in building and maintaining high levels of employee engagement culture. Organizations have recognized that employees live in a society and the balance between work and home life is also important in order to obtain a more engaged workforce. Intention to quit is a type of withdrawal behavior that is associated with under-identification with work. Employee's conscious and deliberate willingness to quit the organization is regarded as the last in a sequence of withdrawal cognitions. Perceived behavioral control influences intentions and to predict someone's intentions, knowing these beliefs can be as important as knowing the person's attitudes. Studies show that engaged employees are likely to have a greater attachment to their organization and a lower tendency to quit their organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the research methodology including design, population, data collection instruments and data analysis techniques of the study.

3.2 Research Design

This study used descriptive survey to obtain primary data from the respondents concerning the current status of the phenomena to describe what exists with respect to variables in a situation, by asking individuals about their perceptions, attitudes, behavior or values. The study utilized both qualitative and quantitative methods as a more suitable option.

3.3 Population of the Study

Population can be defined as a collection of items in research and represents a group to infer or draw conclusion regarding findings from the population. The population for the study consisted of 1,010 staff from Compassion International projects (Compassion, 2015).

3.4 Sampling Design

The researcher used stratified sampling technique to pick the sampling units upon whom the questionnaires were administered. The technique produced estimates of overall population parameters with greater precision. The population was stratified into Project Directors, Accountants and Health or Social workers and random sampling used to select 10% respondents from each stratum. This approach was appropriate since it ensured a representative sample.

Table 3.1: Sample size

Organization	Population	Respondent's (10%)
Project Director	350	35
Accountant	320	32
Health/Social worker	340	34
Total	1,010	101

Source: Author, 2015

3.5 Data Collection

The researcher employed semi-structured Likert scale questionnaire in order to collect primary data from the staff. Section one was concerned with the background information about the selected employees, section two dealt with employee engagement and section three dealt with employee intention to quit. The questionnaire was administered through an on-line survey method. An introductory letter from Compassion International authorizing the research to be undertaken was used to guarantee the authenticity of the study.

3.6 Data Analysis

Descriptive statistics such as mean, standard deviation and frequency distribution and percentages was used to analyze the data. Data was summarized, coded and entered into the Statistical Package for Social Sciences (SPSS) for analysis to enable responses to be grouped into various categories. Results were presented in tables and charts and Pearson Correlation Analysis was used to establish the influence of employee engagement on staff intention to quit Compassion International projects.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents a detailed discussion of the research findings in an attempt to achieve the research objective. The objective of the study was to investigate the influence of employee engagement on staff intention to quit Compassion International projects.

4.2 Response Rate

From the study population sample of 101 respondents, 84 respondents filled and submitted on-line questionnaires, constituting an 83% response rate. This kind of response is good enough for the study considering the nature of the research and the difficulties involved in making a follow up of the survey.

4.3 Background information

The study sought to find out the description of the respondents. It captured their general characteristics in a bid to investigate if they were well suited for the study. This captured the general characteristics of the respondent's gender, age, position in the organization, length the respondents had worked in organization and educational qualifications.

4.3.1 Gender of the respondents

The study sought to find out the gender of the respondents. It captured the gender of the respondents. The results are presented in Table 4.1.

Table 4.1: Gender Distribution of the Respondents

	Frequency	Percent
Male	47	56.47
Female	37	43.52
Total	84	100.0

Source: Author, 2015

Table 4.1 shows that 56% of the respondents were male with 44% of the respondents being female. These findings indicate that there were slightly more male respondents as compared to the females. This figure indicates that there is no significant variation of responses and that Compassion International projects are equal opportunity employers.

4.3.2 Age of the Respondents

The study sought to find out the age of the respondents. It captured the age of the respondents. The results are presented in Table 4.2.

Table 4.2: Age Composition of the Respondents

	Frequency	Percent
18 to 24 years	1	1.2
25 to 34 years	56	66.7
35 to 44 years	23	27.4
45 to 54 years	4	4.8
55 years and above	-	
Total	84	100.0

Source: Author, 2015

From table 4.2 it is evident that most of the respondents were aged between 25 to 34 years. 66.7% were majority in millennial generation Y, 27.4 % were middle aged generation X, 4.8% were baby boomers age, and 1.2% was a young adult generation

Z. There was no respondent aged 55 years and above. The results show that the study was able to collect responses from all the age groups in the organization.

4.3.3 Position in the Organization

The study sought to find out the position of the respondents in the organization. The results are presented in Table 4.3.

Table 4.3: Categorization of the Respondents by Position in the Organization

	Frequency	Percent
Project Director	59	70.2
Accountant	13	15.5
Health/Social Worker	12	14.3
Total	84	100.0

Source: Author, 2015

From the table 4.3 it is evident that majority of the respondents held senior positions in the organization. 70.2% of the respondents were senior management, 15.5% of the respondents held middle management and the rest, 14.3% were expected to be juniors. The results show that the study was able to collect responses from the senior management, middle and junior employees in the organization.

4.3.4 Length of Service

The study sought to find out the length of service of the respondents as captured in Table 4.4.

Table 4.4: Distribution of the Respondents by Length of Service

	Frequency	Percent
Below 3 years	36	42.9
4 to 7 years	34	40.5
8 to 10 years	4	4.8
Above 10 years	10	11.9
Total	84	100.0

Source: Author, 2015

Table 4.4 shows that most of the respondents had worked in the organization less than 3 years. 42.9% of the respondents had worked for the organization less than 3 years, 40.5% had worked for the organization for 4 to 7 years and 4.8% had worked for the organization for 8 to 10 years. The rest 11.9% had worked above 10 years. The respondents were knowledgeable with the organization's operations and as such gave responses relevant to the study.

4.4.5 Highest Educational Qualification

The study sought to find out the respondent's education qualifications which are captured in Table 4.5.

Table 4.5: Categorization of the Respondents by Highest Educational Qualification

	Frequency	Percent
Diploma	27	32.1
Undergraduate	22	26.2
Graduate	35	41.7
Total	84	100.0

Source: Author, 2015

From table 4.5 it is evident that most of the respondents held graduate degrees. 41.7% of the respondents had post graduate degree qualifications, 26.2% held undergraduate degree qualifications and the rest 32.1% had diploma qualifications. This level of qualification was important in the study. This evaluated whether the respondents had the prerequisite knowledge to understand the concept under research. Most respondents had university graduate level of education and above thus they were able to understand the concept of employee engagement and intention to quit.

4.4 Employee Engagement

The objective of this study was to investigate the influence of employee engagement on staff intention to quit Compassion International projects. This section deals with the factors of employee engagement at Compassion International projects. The respondents were asked to rate the factors on a scale of 1 to 5; (where 1 being “strongly disagree”, 2 being “disagree”, 3 being “agree”, 4 being “strongly agree” and 5 being “not applicable”) rate their level of agreement to which the organization had engaged and emphasized activities relating to employee engagement. Means for the factors were established to provide a generalized feeling to all the respondents. Means greater than 1 and less than 1.5 implied that the respondents strongly disagree that the factor influenced employee engagement. Means greater than 1.5 and less than 2.5 implied that the respondents disagree that the activity influenced employee engagement. Means greater than 2.5 and less than 3.5 implied that the respondents agree the activity influenced employee engagement. Means greater than 3.5 and less than 4.5 implied that the respondents strongly agree the activity influenced employee engagement. The standard deviation describes the distribution of the responses in relation to the mean. It indicates how far the individual responses to each factor vary from the mean. A standard deviation greater than 0.5 and less than 1, indicates that the responses are moderately distributed, while less than 0.5 indicates they are concentrated around the mean. A standard deviation of more than 1 indicates there is no consensus on the responses obtained. The results are presented in the table 4.7 below.

Table 4.6: Frequency of Employee Engagement

Engagement	Frequency	Percent	Valid Percent
Not Engaged	6	7.1	7.1
Engaged	78	92.9	92.9
Total	84	100.0	100.0

Source: Author, 2015

Table 4.6 shows that 7.1% of staff are not engaged and 92.9% are engaged in their work.

Table 4.7: Means and Standard Deviations for Measures of the Level of Employee Engagement

Employee Engagement	Mean	Standard Deviation
Strategic HR policies and initiatives promote employee engagement at all levels of the organization.	2.77	0.90
The organization encourages the sharing of information, knowledge and resources.	3.25	0.77
Leadership and management enjoy a high level of trust from employees.	2.66	1.00
I know what is expected of me at work.	3.48	0.72
I have the materials and equipment I need to do my work right.	3.25	0.88
At work, I have the opportunity to do what I do best every day.	2.87	0.86
In the last seven days, I have received recognition or praise for doing good work.	2.05	0.98
My supervisor, or someone at work, seems to care about me as a person.	2.72	0.97
There is someone at work who encourages my development.	2.82	0.95
At work, my opinions seem to count.	2.83	0.89
The mission or purpose of my organization makes me feel my job is important.	3.22	0.83
My coworkers are committed to doing quality work.	3.16	0.81
I have a best friend at work.	2.91	0.82
In the last six months, someone at work has talked to me about my progress.	2.64	1.01
This last year, I have had opportunities at work to learn and grow.	2.95	0.90
If I raised a concern about discrimination, I am confident Compassion would do what is right.	2.82	0.96
The organization values people from different backgrounds and cultures.	3.17	0.92
I am paid fairly for the work I do.	2.07	0.86
I feel free to express my thoughts, feelings, and disagreements to my supervisor.	2.55	0.92
There is a high match between my talents and my responsibilities at work.	2.98	0.84
I have regular one-to-one meetings with my supervisor.	2.83	0.89

Source: Author, 2015

Compassion International project staff agree that they know what is expected of them at work. This was ranked first with a mean of 3.48 influenced employee engagement. The respondents agree that organization encourages the sharing of information, knowledge and resources and having the materials and equipment needed to do work right influences employee engagement both with a mean of 3.25 respectively. Respondents also agree that the mission or purpose of the organization makes them feel the job is important with a mean of 3.22 and values people from different backgrounds and cultures at 3.17 mean. It was agreed that Co-workers are committed to doing quality work which influences employee engagement with a mean of 3.16. Respondents disagreed that in the last seven days, they have received recognition or praise for doing good work and also that they are paid fairly for the work with means of 2.05 and 2.07 respectively.

In conclusion the respondents agreed that the rest of the factors influence employee engagement. However, there was no consensus attributed to the fact that leadership and management enjoy a high level of trust from employees and in the last six months, someone at work has talked to them about progress as the standard deviation of 1.00 and 1.01 respectively, indicates a significant variation from the mean. The respondents were further asked to give factors that would promote employee engagement within an organization. Majority responded by saying that motivation of the employees in terms of better pay package, total reward systems such as incentives and recognition schemes, a conducive work environment, effective communication, clear roles and responsibilities, appraisals, promoting staff career development and creating good employee – manager relationships. The aggregate mean and standard deviation for Employee engagement was 2.837 and 0.0714 respectively.

4.5 Intention to Quit

The objective of this study was to investigate the influence of employee engagement on staff intention to quit Compassion International projects. This section deals with the factors of employee engagement at Compassion International projects. The respondents were asked to rate the factors on a scale of 1 to 5; (where 1 being “strongly disagree”, 2 being “disagree”, 3 being “agree”, 4 being “strongly agree” and 5 being “not applicable”) rate their level of agreement to which the organization had engaged and emphasized activities relating to employee engagement. Means for the factors were established in order to provide a generalized feeling to all the respondents.

Means greater than 1 and less than 1.5 implied that the respondents strongly disagree that the factor influenced employee engagement. Means greater than 1.5 and less than 2.5 implied that the respondents disagree that the activity influenced employee engagement. Means greater than 2.5 and less than 3.5 implied that the respondents agree the activity influenced employee engagement. Means greater than 3.5 and less than 4.5 implied that the respondents strongly agree the activity influenced employee engagement. The standard deviation describes the distribution of the responses in relation to the mean. It provides an indication of how far the individual responses to each factor vary from the mean. A standard deviation greater than 0.5 and less than 1, indicates that the responses are moderately distributed, while less than 0.5 indicates that they are concentrated around the mean. A standard deviation of more than 1 indicates that there is no consensus on the responses obtained. The results are indicated in the table 4.9 below.

Table 4.8: Frequency of Intention to Quit

Intention	Frequency	Percent	Valid Percent
Intention to Quit	12	14.3	14.3
No intention to quit	72	85.7	85.7
Total	84	100.0	100.0

Source: Author, 2015

Table 4.8 shows that 14.3% of staff intends to quit the organization and 85.7% have no intention to quit the organization.

Table 4.9: Means and Standard Deviations for Measures of Employee’s Intention to Quit

Intention to quit	Mean	Standard deviation
Leaders in my organization treat people with dignity/respect	2.92	0.92
My workload is manageable	2.69	0.84
I am sure I will leave my position in the foreseeable future	3.05	0.97
I plan to stay in my position awhile	2.70	0.99
I feel valued by my organization.	2.76	0.91
I receive the support I need to do my Job	2.87	0.79
If I got another job offer tomorrow, I would give it serious consideration.	3.19	0.84
I find my job stressful	2.43	0.97
I am satisfied with my job	2.61	0.89
I find my job meaningful to the organization	3.51	0.55
I have substantially higher overall wellbeing because of the employer I work for today.	2.73	0.92
I have the necessary authority that I need to do my job well.	2.81	0.92
I am not keen to leave my organization right now.	2.49	0.96
There is work-life balance in the organization.	2.44	0.91
I feel committed to remain with my current employer.	2.48	0.93
I feel proud to tell other people about the organization I work for.	2.89	0.97
I would recommend my organization as a great place to work.	2.67	0.97
I don't have any specific idea how much longer I will stay in the organization.	3.05	0.85
There are big doubts in my mind as to whether or not I will really stay in this organization.	2.58	0.99
I plan to leave this organization shortly.	2.34	1.01
I have been promoted in the recent past	2.01	1.07
I would be happy to spend the rest of my career with this organization.	2.10	1.08
I feel emotionally attached to my organization	2.71	1.02
I have turned down job offers from other organizations	2.30	1.01
I am satisfied with the organization as a place to work	2.55	0.96

Source: Author, 2015

Compassion International project staff strongly agree that they find their job meaningful to the organization was ranked first with a mean of 3.51 influenced intention to quit. Respondents agreed that if they got another job offer tomorrow they would give it serious consideration with a mean of 3.19 influenced intention to quit. They also agreed that not having any specific idea how much longer they would stay in the organization and not sure they would leave their position in the foreseeable future both had a mean of 3.05 and influenced intention to quit. Respondents agreed that leaders in the organization treat people with dignity/respect and they feel proud to tell other people about the organization they work in with a mean of 2.92 and 2.89 respectively influenced intention to quit. They also agreed that they receive the support they need to do the Job with a mean of 2.87 and that they have the necessary authority they need to do the job well with a mean of 2.81 influenced the intention to quit.

In conclusion, respondents disagree that there is work-life balance in the organization with a mean of 2.44 and that they have been promoted in the recent past with a mean of 2.01 influenced their intention to quit. They also disagree they have turned down job offers from other organizations and would be happy to spend the rest of their career with this organization with means of 2.30 and 2.10 respectively influenced intention to quit. However, there was no consensus attributed to the fact that employees plan to leave this organization shortly and have been promoted in the recent past with a standard deviation of 1.01 and 1.07 respectively. Employees would be happy to spend the rest of their career with this organization and feel emotionally attached to the organization has the standard deviation of 1.08 and 1.02 respectively indicates a significant variation from the mean. Respondents have turned down job offers from other organizations has the standard deviation of 1.00 also indicates a

significant variation from the mean. Respondents were then asked to include any additional information on the relationship between employee engagement and intention to quit. Majority of respondents indicated that the employer – employee relationship is a partnership and provides a better work environment when both parties view this as a benefit to the organization. The aggregate mean and standard deviation for Employee's Intention to Quit was 2.696 and 0.108 respectively.

The respondents agreed that they know what is expected at work ranked highest with a mean of 3.48 influenced employee engagement. The respondents also disagreed that they are paid fairly for the work they do with a mean of 2.07 was ranked lowest. The respondents strongly agreed that they find their jobs meaningful to the organization ranked highest with a mean of 3.51 influenced intention to quit. The respondents also disagreed that they have been promoted in the recent past with a mean of 2.01 was ranked lowest. An aggregate employee engagement mean of 2.837 implied that the respondents agree that the factors influenced employee engagement and an aggregate employee engagement standard deviation of 0.0714 indicates that the responses are concentrated around the mean. An aggregate staff intention to quit mean of 2.696 implied that the respondents agree the factors influenced intention to quit and an aggregate intention to quit standard deviation of 0.108 indicates that the responses are concentrated around the mean. The results imply that the respondents agreed that the factors rated influenced employee engagement and staff intention to quit the Compassion International Projects.

4.6 Relationship between Employee Engagement and Intention to Quit

Table 4.10: Results of the Correlation Analysis for the relationship between Employee Engagement and Intention to Quit

	Intention to Quit	
Employee Engagement	R=-0.568**	P<0.05

Source: Author, 2015

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

From the Correlations table, it can be seen that the correlation coefficient (r) equals = -0.568, indicating a strong negative relationship. $P < 0.001$ and indicates that the coefficient is statistically very significant because $P < 0.001$. It can be concluded that there is evidence that ($r = -0.568$, $P < 0.001$). Thus employee engagement is negatively related to intention to quit. This result confirms the findings of previous studies of the social exchange theory that posits that human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives to imply a two-sided, mutually contingent and rewarding process involving transactions or simply exchange (Saks, 2006; Schaufeli and Bakker, 2004).

4.7 Discussion of the Findings

The findings share some common themes with the literature review as they also confirm that influence employee engagement is negatively related to staff intention to quit. Thus, engaged employees have less likely intention to quit the organization as engagement can be established through recognition, reward systems, career development and meaningful jobs. This confirms that engaged employees with high levels of job satisfaction may attribute those enjoyable, fulfilling feelings to the support they receive from the organization, developing a feeling of both appreciation and loyalty towards the organization for its support and benefits. Highly satisfied

employees have low intention to quit and high engagement to the organization. From the Unfolding Model of Voluntary turnover, the employee's decision to quit depends on shocks to the system and decision frames such as strong manager-employee exchange relationship where high levels of trust exist is a crucial ingredient in the employee engagement. Leadership commitment through establishing clear mission, vision and values enable employees find meaning in their jobs is negatively related to intention to quit.

Work life experience where employers become flexible to accommodate individual preferences on working hours. Employees forced to work hours that do not suit their domestic responsibilities will invariably consider looking for another job that can offer such hours. Managers enhance engagement through two-way communication. Employees given a chance to have a say or voice their opinion on issues that matter to their job are more satisfied at work and are more productive. Clear and consistent communication of what is expected of engaged workforce through participative decision making so that they feel a sense of belonging is negatively related to intention to quit.

Motivating employees through performance and recognition programs ensures that employees have a 'voice' through consultative bodies, regular appraisals, attitude surveys and grievance systems. Where there is no opportunity to voice dissatisfaction, employees intend to quit which is a good predictor of actual turnover or resignation. A strong performance management system holds managers and employees accountable for the level of engagement in the organization. Surveys help make out factors that influence engagement that will make the most difference to the employees. Managers should be behind such survey results, put energy around

improving these areas and develop action-oriented plans that are specific, measurable, and accountable and time-bound.

Professional career development opportunities for employees to develop skills and move on in their careers can significantly improve job satisfaction. Employees update themselves increasing their knowledge and skills through appropriate trainings. Generally it is understood that when employees get to know more about their job, their confidence increases there by being able to work without much supervision from their immediate managers which in turn builds their self-efficacy and commitment and reduces intention to quit. Provision of benefits such as job security and incentives is negatively related to intention to quit.

Employees who are made to feel that their jobs are precarious may put a great deal of effort in to impress, but they are also likely to be looking for more secure employment at the same time. Incentives work out both financial and non-financial benefits for employees who show more engagement in their jobs. Several management theories have indicated that when employees get more pay, recognition and praise, they tend to exert more effort into their job. There should be a clear link between performance and incentives given to the employees.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The objective of this study was to investigate the influence of employee engagement on staff intention to quit Compassion International projects. This chapter covers summary findings, conclusions and recommendations for further studies.

5.2 Summary of Findings

The responses of this study were made up of 83% of respondents comprising of program directors, accountants and health/social workers. 56.47% of the respondents were male with 43.52% of the respondents being female. Majority of the respondents were 70% program directors who held senior positions in the organization. Most of the respondents had worked in the organization below 3 years with 42.9%. It was also evident that most of the respondents were between ages 25 to 34 years and held graduate degrees.

The respondents agreed that knowing what is expected of them at work influenced employee engagement. This was followed by organization encouraging the sharing of information, knowledge and resources and having the materials and equipment needed to do work right influences employee engagement. The respondents further agreed that that the mission or purpose of the organization makes one feel the job is important and that Compassion International projects value people from different backgrounds and cultures. It was agreed that Co-workers are committed to doing quality work which influences employee engagement with a mean of 3.16 influenced employee engagement. There should be opportunities for employees to receive

recognition or praise for doing good work as well as being paid fairly for the work would motivate and provide a conducive work environment.

The respondents ranked finding their jobs meaningful to the organization as influencing intention to quit. This was followed by agreement that leaders in the organization treat people with dignity/respect, feeling a strong sense of pride to tell other people about the organization they work, receiving the support they need to do the job and having the necessary authority they need to do the job well influenced their intention to quit. The respondents also stated that intention to quit would be evidenced by plans to leave the organization, consideration for job offers, lack of ideas and doubts on how much longer to stay with an organization.

The results indicate that influence of employee engagement is negatively related to intention to quit. From the correlations table, it can be seen that the correlation coefficient $r=-0.568$, indicating a strong negative relationship $P<0.001$. This confirms that engaged employees with high levels of job satisfaction may attribute those feelings of a sense of belonging, work enjoyment to the support they receive from the organization developing a feeling of both loyalty towards the organization for its benefits and less feelings of intention to quit.

5.3 Conclusion

Majority of respondents were graduates working at the organization which confirms respondents were knowledgeable on employee engagement and operations at the organization which gave relevance to the study. The results show that the study was able to collect responses from senior and middle level staff in the organization. Based on the results from data analysis and findings of the research, it can be concluded that the employees know what is expected of them and colleagues are committed to

quality. Employees also have materials and equipment to do their jobs right and find their jobs meaningful. The organization encourages sharing of information, knowledge and resources. It can also be concluded that recognition, reward and career development programs drives employee engagement at work. Some staff plan to leave shortly and do not know how much longer they will stay in the organization. A conducive work environment that provides resources and information to support staff commitment to quality work may not be effective if not aligned to staff care services to reduce intention to quit if staff plan to leave or consider other job offers. Majority of the respondents were graduates who know what is expected at work but also have intention to quit the organization due to poor pay, lack of recognition programs and no career paths.

5.4 Recommendations for Policy, Practice and Theory

Researchers have also come up with a new model they called “Hierarchy of engagement” which resembles Maslow’s need hierarchy model. In the bottom line there are basic needs of pay and benefits. Once an employee satisfied these needs, then the employee looks to development opportunities, the possibility for promotion and then leadership style will be introduced to the mix in the model. Finally, when all the above cited lower level aspirations have been satisfied the employee looks to an alignment of value-meaning, which is displayed by a true sense of connection, a common purpose and a shared sense of meaning at work. When one of these needs is not satisfied the employee will most likely intend to quit and begin looking for other organizations that can satisfy their needs.

5.4.1 Recommendations for Policy

Non-governmental organizations working with project staff need to implement total reward programs, make jobs meaningful, invest in and show interest in employee work life, creation of a sense of belonging while allowing employee voice or opinions in their worker. Organizations need to consider how to recognize workers and encourage contributions that exceed expectations and provide opportunities for promotion. Project staff are confronted by challenging and diverse work environments that encourage intention to quit. Thus organizations can reduce staff intention to quit if they invest in competitive reward systems and profession career paths with the aim of not only increasing productivity and engage employees.

5.4.2 Recommendations for Practice

Church managers need to use routing performance appraisals and formal meetings and feedback sessions to learn what aspects of the job are challenging and interesting to define and reward success. Managers are expected to make sure employees have everything they need to do their jobs, that employees have all the resources such as physical or material, financial and information resources in order to effectively do their job. Compassion International projects should empower the projects to provide counseling for staff to express their opinions and views, reduce stress on the job which reduces productivity by enhancing work-life balance and benefits for staff such as health and pension programs. Employees must feel that the job itself is meaningful, interesting, contributes to the goals of the organization, be challenging, have variety, allow the use of different skills, and allow personal discretion (autonomy).

5.4.3 Recommendations for Theory

Further to this it is recommended that human resource managers within organizations enhance a conducive work environment by ensuring that job evaluation, clear career paths and salary structures are put in place for its workers so as to continue to retain staff in this competitive environment. Organizations should manage people's career expectations and where promotions are not feasible, look for sideways moves that vary experience and make the work more interesting. Encourage independent thinking through giving more job autonomy so that employees will have a chance to make their own freedom of choosing their own best way of doing their job so long as they are producing the expected result. Manage through results rather than trying to manage all the processes by which that result is achieved.

5.5 Limitations of the Study

A key challenge while undertaking this study was that data was collected in one organization therefore making it challenging to generalize the findings to other Non-governmental organizations.

5.6 Recommendations for Further Research

The objective of this study was to investigate the influence of employee engagement on staff intention to quit Compassion International projects. Research in other organizations might yield different results thus replicating this study in different settings would be worthwhile to establish the validity and generalizability of the present findings across different contexts. The relative contribution of different work environments in determining employee engagement and staff intention to quit should also be investigated because this may provide more specific information about employee perceptions of the organizational environment and intention to quit.

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APPENDIX

Appendix I: QUESTIONNAIRE

Please tick (.) answers that match your response to the questions where applicable.

Section One: Background Information

1. What is your gender?
 - a) Male ()
 - b) Female ()

2. What is your age?
 - a) 18 to 24 years ()
 - b) 25 – 34 years ()
 - b) 35 to 44 years ()
 - c) 45 to 54 years ()
 - e) 55 and above ()

3. Position in the Organization
 - a) Project Director
 - b) Accountant
 - c) Health/social worker

4. How long have you worked in the organization?
 - a) Below 3 years ()
 - b) 4 to 7 () years
 - c) 8 to 10 years ()
 - d) 10 years and above ()

5. What is your highest education level?
 - a) Diploma ()
 - b) Undergraduate ()
 - c) Graduate ()

Section Two: Employee Engagement

To what extent do you agree or disagree with the following statements relating to engagement. Please rate where 1 being “strongly disagree”, 2 being “disagree”, 3 being “agree”, 4 being “strongly agree” and 5 being “not applicable” rate your level of agreement with the following items:

6. The organization has emphasized the following activities relating to employee engagement?

Engagement	1	2	3	4	N/A
Strategic HR policies and initiatives promote employee engagement at all levels of the organization.					
The organization encourages the sharing of information, knowledge and resources.					
Leadership and management enjoy a high level of trust from employees.					

7. The organization has provided the resources to perform my job?

Resources I get	1	2	3	4	N/A
I know what is expected of me at work.					
I have the materials and equipment I need to do my work right.					

8. At work I have the environment to give my best talents?

Work Environment	1	2	3	4	N/A
At work, I have the opportunity to do what I do best every day.					
In the last seven days, I have received recognition or praise for doing good work.					
My supervisor, or someone at work, seems to care about me as a person.					
There is someone at work who encourages my development.					

9. I feel a strong sense of belonging to my organization?

Belonging	1	2	3	4	N/A
At work, my opinions seem to count.					
The mission or purpose of my organization makes me feel my job is important.					
My coworkers are committed to doing quality work.					
I have a best friend at work.					

10. At work there are opportunities for career growth?

Opportunities	1	2	3	4	N/A
In the last six months, someone at work has talked to me about my progress.					
This last year, I have had opportunities at work to learn and grow.					
If I raised a concern about discrimination, I am confident Compassion would do what is right.					
Compassion values people from different backgrounds and cultures.					
I am paid fairly for the work I do.					
I feel free to express my thoughts, feelings, and disagreements to my supervisor.					
There is a high match between my talents and my responsibilities at work.					
I have regular one-to-one meetings with my supervisor.					

11. In your opinion, what factors would promote employee engagement within an organization?

Section Three: Intention to quit

To what extent do you agree or disagree with the following statements relating to Intention to quit. Please rate with 1 being “strongly disagree”, 2 being “disagree”, 3 being “agree”, 4 being “strongly agree” and 5 being “not applicable”.

Intention to quit	1	2	3	4	N/A
Leaders in my organization treat people with dignity and respect					
My workload is manageable					
I am sure I will leave my position in the foreseeable future					
I plan to stay in my position awhile					
I feel valued by my organization.					
I receive the support I need to do my Job					
If I got another job offer tomorrow, I would give it serious consideration.					
I find my job stressful					
I am satisfied with my job					
I find my job meaningful to the organization					
I have substantially higher overall wellbeing because of the employer I work for today.					
I have the necessary authority that I need to do my job well.					
I am not keen to leave my organization right now.					
There is work-life balance in the organization.					
I feel committed to remain with my current employer.					
I feel proud to tell other people about the organization I work for.					
I would recommend my organization as a great place to work.					
I don't have any specific idea how much longer I will stay in the organization.					
There are big doubts in my mind as to whether or not I will really stay in this organization.					
I plan to leave this organization shortly.					
I have been promoted in the recent past					
I would be happy to spend the rest of my career with this organization.					
I feel emotionally attached to my organization					
I have turned down job offers from other organizations					
I am satisfied with the organization as a place to work					

11. Any additional information on the relationship between employee engagement and intention to quit?

Thank you for taking time to complete this survey. Please feel free to give any comments and suggestions you may have before you close this survey.