

RELATIONSHIP BETWEEN WORK ENVIRONMENT AND LABOUR TURNOVER IN MULTIPURPOSE TRAINING INSTITUTES IN KENYA

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Abstract: The purpose of this research was to establish the relationship between work environment and labour turnover in multipurpose training institutes in Kenya. The target population was the, 119 lecturers and 329 trainees in the multipurpose institutes in Kenya. The sample size was 90 lecturers and trainees in the multipurpose institutes in Kenya. The study used stratified random sampling to select the 23 lecturers and 67 trainees in the multipurpose institutes in Kenya. This method helped to eliminate bias. Therefore the sample size was 90 lecturers and trainees in the multipurpose institutes in Kenya. The study used stratified random sampling to select the 90 lecturers and trainees in the multipurpose institutes in Kenya. Data was collected using semi-structured questionnaires and drop and pick method. Quantitative data was analyzed using Statistical software (SPSS) by running frequencies, cross-tabulations correlation to generate various relationships, frequencies and comparisons. Qualitative data was transcribed and summarized to backup quantitative data. Data was analyzed using descriptive methods. Data was presented in form of figures, tables and charts. The study recommends that the organization creates and cultivates a culture/ work environment where everyone loves to be part of. This can be achieved by creating company values and policies that enhance and protect the employee dignity and self-esteem. The study recommends management in multipurpose training institutes in to encourage work life balance where the employees get adequate time off to spend with family and friends, and attend to other social responsibilities.

Keywords: Work environment, Labour Turnover, Multipurpose Training Institutes, Retention.

1. INTRODUCTION

Effective firms have a common basic philosophy to invest and add value in their workers (Armstrong, 2006). Retention of workers is of key importance. Retention is the practice of maintaining employees or keeping them in a firm (Braton & Gold, 2017; Armstrong, 2009). Retention is among the prime essentials that are crucial for a firm to succeed. In the current global village, retention of the best employees remains a challenge firms particularly due to high turnover rates. Moreover, engaged employees at times get dissatisfied with performance results in their firms resulting in a desire to switch organizations (Bentein, Vandenberg, Vandenberghe & Stinglhamber, 2015). Organizations should therefore come up with strategies for employee retention as a way of turnover reduction.

Employee turnover can be termed as a possible source of competitive advantage to an organization (Ongori, 2011). A workable perspective towards retention can aid a firm compete effectively for human resources that are. Minimized turnover of employees helps a firm to attract competent and qualified people, and encourages loyalty from employee. Inability to sustain workers may have negative effects besides affecting the reputation of the firm. It can also result in unwise selection of workers. Such a selection results in additional costs on supervision and training (Kahnweiler, 2016).

Multipurpose training institutions in Kenya aim at a projected 4.2 million unschooled adults besides another 2.2 million from the school youth (Population and Housing Census, 2009). Facilitators are trained in the institutions and posted to different counties where adult Basic education is taught. These institutes have over the years been acknowledged as an important element in the country's process of development. The aim is to raise the standards of education among the masses particularly those who had missed the opportunity to go through the normal school situation. They emphasize that older people cannot be written off based on education and further asserted that the society should contain within itself at all times the means to educate the older generations in line with the changing requirements and values of the society.

The institutes offer post literacy initiatives with an intention of aiding fresh literates to undertake productive activities of learning so as to improve upon, retain and use their literacy, communication skills and numeracy. The initiative has employed a multi-sectorial, multi-disciplinary and integrative approach. The organizations targets interviewees with no or limited access to basic education besides primary schools dropouts of unsustainable levels of literacy, while community training and development programme targets local leaders for training in rural development through integrated approach. The institutions include Ahero, Kakamega, Isinya, Kitui and Mulathangari Training Institutes in Kenya. It is against this background that the study sought to establish the relationship between work environment and labour turnover in multipurpose training institutes in Kenya.

2. STATEMENT OF THE PROBLEM

Workers are of key importance in the workplace when it comes to rendering relevant services. Their absence means the closure of the firm as it depends on their contribution to render services to the customers. In the case where employees are dissatisfied with their current jobs, they will simply look for elsewhere better opportunities (Punden, 2013). The consequence is labour turnover, characterized by movement of workers in and out of the organization due to various reasons. Consequently, firms need to note the factors that push their workers out and then engage strategies for the retention of the competent employees. Organizations place high value on their employees in training and induction, developing, retaining and maintaining them in the firm. It is therefore important for managers to significantly reduce labour turnover.

Kimeli (2016), citing information from CUE, illustrated that in the January-June 2015 period, lecturers amounting to about six hundred had left their jobs in training institutes and colleges in pursuit of better paying jobs. This means that three lecturers left the service daily. Kimeli (2016) noted that lecturers switch to other fields such as, banking, media private academia, insurance companies as well as non-governmental organizations.

In multipurpose training institutes the long-tenured employees develop personal relations with the adult learners. Leaving the institutions may therefore have negative consequences on the learners. Employee turnover is therefore essential in the survival of multipurpose adult learning institutions in Kenya. Nyambura, (2011) did a research on factors influencing teachers turnover in government high schools in Makadara district, Nairobi province, Kenya. The research was done in Nairobi County showcasing a geographical gap. Kavinda and Ngaba conducted an investigation of the parameters influencing the turnover of employees: a scenario of TSC teachers in Kirinyaga District's government secondary schools in, Kenya. Punden (2013) conducted a survey of factors influencing staff turnover in Teachers Service Commission in Kenya. The current study will seek to analyze the relationship between work environment and labour turnover in multipurpose training institutes in Kenya.

3. OBJECTIVE OF THE STUDY

The general aim of the research was to establish the relationship between work environment and labour turnover in multipurpose training institutes in Kenya.

Research Hypothesis

H₁: There is a significant positive relationship between work environment and Labour turnover in multipurpose training institutes in Kenya.

4. LITERATURE REVIEW

Studies have shown that workers having some form of initiative and influence over their working situation are less prone to stress-related illnesses, with remarkable effects for the work-life balance concept. Basically, companies can help enhance work-life balance for their workers through work-life initiatives, attributable to work flexibility and decrease in

working time or policies which are family-friendly. Firms can execute various work-life balance initiatives that may aid employees in balance their work and family responsibilities better, obtain personal improvements resulting in organizational benefits. There are numerous policies that are family friendly that among others include: job sharing, flexible working hours, part-time work, parental leave, compressed work weeks, telecommuting besides on-site child care facility (Hartelet *et al.*, 2007). The human resource management perspective that is strategic affirms that a labour force strategy should correspond to the business goals of an organization, environmental and cultural predicaments besides human resource management practices being interrelated and consistent internally (Dreher, 2003).

Suifan, Abdallah and Diab (2016) conducted a study on the influence of work life balance on turnover intention in private hospitals. Results revealed that manager support was the only WLB practice that had a significant negative direct effect on turnover intentions. Job autonomy had a negative indirect effect on turnover intentions through work-life conflict. Meanwhile, schedule flexibility had insignificant effect on turnover intentions. Therefore, it was clear that the informal WLB practices (manager support and job autonomy) had the most significant effect and are the determinants of turnover intentions. The mediating role of work-life conflict was only significant with job autonomy. Additionally, the effect of work-life conflict on turnover intentions was positive and significant. Saeed, Lodhi, Ahmed, Afzal, Mahmood and Ahmed (2013) conducted a study on work-life balance and stress with the turnover rate of the employees. Results showed that there is a relationship of work-life balance and stress with the turnover rate of employee and regression analysis to find the nature of that relationship.

Investigations carried out in a monetary service firm, depicted a decline in turnover on the basis of work-life balance activities and a boost in productivity and Employee contentment (Hartelet *et al.*, 2007). Previous studies on worklife balance have isolated distinct perspectives of work-life norm (McDonald *et al.*, 2005), majority of which should be embraced by firms when endeavoring to better work-life balance for workers, called “face time” being seen at workplace especially for long hours is considered an indication of loyalty, of commitment, of high potential and competence, despite being perceived as a major barrier to realizing work/life balance as well. Workers who do not offer as much time as possible to the employer are usually regarded as less committed and less productive, and are therefore less esteemed as opposed to others working longer hours. The planned labor force management approach affirms that a laborforce strategy should correspond to the firm’s business goals, environmental and cultural parameters and that workforce oversight practices should be correspondent and consistent internally (Dreher, 2013) .

A major study funded by the Joseph Rowntree Foundation and carried out on a nation-wide level by researchers at the university of Cambridge (Dex & Smith, 2012), pointed out a resultant positive influence on employee commitment emanating from having policies that are family-friendly. A balance between work and life is supposed to exist when there is a proper functioning at work and at home with a minimum of role conflict (Sturges & Guest, 2014). Therefore, the incompatibility between the demands from the work and non-work domain give rise to conflict and consequently, individuals are faced with a work-life balance challenge. The role of flexible working in promoting happiness in employees and the links between employee happiness is to promote outcomes such as perceived performance and retention.

5. RESEARCH METHODOLOGY

The study used cross-sectional survey research design. Cross-sectional surveys involves information gathering from a populace, or an agent subset, at one particular point in time and have leverage over other research plans that just look for people with a particular trademark, with an example, regularly a modest minority, of whatever remains of the populace (Kothari, 2011). There are 5 principals, 119 lecturers and 329 trainees in the multipurpose institutes in Kenya. Therefore the target population was the, 119 lecturers and 329 trainees in the multipurpose institutes in Kenya. The total respondents were therefore be 453 respondents. The study used stratified random sampling to select the 23 lecturers and 67 trainees in the multipurpose institutes in Kenya. This method helped to eliminate bias.

This study used both primary data and secondary data. Primary data was collected using structured questionnaires which had both close ended and open ended questionnaires. The questionnaires were self-administered. Microsoft excel was utilized to supplement SPSS particularly underway of charts and tables. The inferential measurements incorporated descriptive statistics and inferential statistics. The multiple linear regression models were used to measure the relationship between the independent variables and the dependent variable.

6. RESEARCH FINDINGS AND DISCUSSIONS

The study further tested the effect of work environment and labour turnover through hypothesis that H_1 : *There is a significant relationship between work environment and Labour turnover in multipurpose training institutes in Kenya*. The composite index was computed for both Work environment attributes and labour turnover and the hypothesis tested through simple regression analysis. The results are presented in Table 1.

Table 1: Work Environment and Labour turnover

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.372 ^a	.139	.126	1.00736		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.931	1	10.931	10.772	.002 ^b
	Residual	67.990	67	1.015		
	Total	78.921	68			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.084	.531		3.924	.000
	Working Environment	.473	.144	.372	3.282	.002

a. Dependent Variable: Labour turnover

The results in the model summary show that $R=.372$ suggesting that there exists a moderate relationship between the constructs of Working Environment and Labour Turnover. Coefficient of determination $R^2=.139$ implies that work environment constructs influence Labour Turnover by 13.9%. This is significant since $p\text{-value}<0.05$ at 95% confidence level. The results shows that the overall model is significant ($F=10.722$, $p<0.05$). Further the coefficient shows a significant influence of working environment on labour turnover ($\beta=.473$, $t=3.282$, $p<0.05$). This implies therefore that working environment significantly influence labour turnover and thus the hypothesis that there is a significant relationship between motivational strategy and labour turnover in multipurpose training institutes in Kenya was supported.

7. CONCLUSION AND RECOMMENDATION

A positive work environment is believed to make employees feel good about coming to work and provide the necessary motivation to sustain them throughout the day. Based on the findings, the study concluded that employment policies that foster a healthier work and life balance for employees is crucial in enhancing employee motivation. It is hence evident that the enhancement of work life balance in a professional setting is an essential factor in increasing employee performance and hence reduce labour turnover.

The study also concluded that Work-life balance initiatives aid employees in balance their work and family responsibilities better, obtain personal improvements resulting in organizational benefits and hence low labour turnover. While job satisfaction has been largely referred to as resulting from workplace and personal attributes, many of the measures of job satisfaction incorporate aspects that reflect the quality of the work environment. The study concludes that elements of physical work environment need to be proper so that the employees would not be stressed while doing their job since physical elements play an important role in developing the network and relationships at work.

The study established that the physical working environment in these institutions was not appropriate. The study therefore recommends employees to be provided with clean and favourable environment to boost their morale and hence better performance and retention.

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