EFFECT OF ORGANIZATIONAL COMMITMENT ON EMPLOYEE TURNOVER INTENTION: A CASE OF COUNTY GOVERNMENT OF NAKURU, KENYA
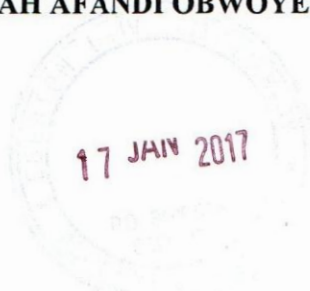
RODAH AFANDI OBWOYERE

A Research Project submitted to the Graduate School in Partial fulfillment for the Requirement of the for the Award of the Degree of Master of Human Resource Management of Egerton University

EGERTON UNIVERSITY

NOVEMBER 2016

DECLARATION AND RECOMMENDATION

DECLARATION

This research project is my original work and has not been presented for an award of diploma/degree in this or any other university.

Signature: .... 23/11/2016 ....

Rodah Afandi Obwoyere   Date

Reg. No: CH11/00158/13

RECOMMENDATION

This research project has been submitted for examination with my approval as Egerton University Supervisor.

Signature: .... 23/11/16 ....

Dr. D. J. Kipkebut   Date

Senior Lecturer,

Egerton University

Nakuru Town Campus College

DEDICATION

This work is dedicated to my family members especially my husband; Obwoyere Gilbert, who never tired during my entire study, my children, Anne Neema Obwoyere and Faith Vihenda Obwoyere who were denied motherly love during this period and immensely contributed to the success of this work.

ACKNOWLEDGEMENT

ABSTRACT

Organizations are expected to invest in resources for its staff such as compensation and benefits, supportive working condition, staff supervision, co-worker support/relationship with colleagues, work itself, recognition on its employee's achievements and award of promotional opportunities. Organizational Commitment is influenced by dimension of affective commitment, continuance commitment and normative commitment of employees. The aspects of where employees have a sense of belonging and loyalty to the organisation. They feel associated with the organisation and hence continued participation to achieve the goals of the organization. Despite all these efforts by some public institutions little is known about the effect of organizational commitment on employee retention. The purpose of this study therefore was to determine the effect of organisational commitment on turnover intentions among employees in the County Government of Nakuru. The study population was 4,975 employees who consisted of managerial staff, clerical staff and support employees from four sub-counties of Nakuru. The study used random sampling to identify four (4) sub-counties to participate in the study and used random sampling design to select 370 respondent employees. A questionnaire was used to collect data and the data obtained was processed using the Statistical Package for Social Sciences (SPSS). Pearson's correlation coefficient and regression techniques were used in the analysis. The results of the multiple regression analysis showed that extrinsic and intrinsic aspect of job satisfaction alongside affective, normative and continuance dimensions of organizational commitment were critical factors in determining employee turnover intentions. The study recommends that in order to minimize employees' intention to turnover, good structures that support compensation and benefits of employees need to be put in place. Qualified supervisors should be available for advice, guidance and problem solving to provide employees with support and co-operation in completing their tasks. Strategies such as merit-based recruiting, fair performance appraisal practices, and opportunities for training and development may contribute to strengthen organizational commitment. Further studies should be carried out to determine other aspects that may influence employee turnover intentions.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
CoK	Constitution of Kenya
EQ	Emotional Intelligence and Executive
HRM	Human Resource Management
JDI	Job Descriptive Index
OCB	Organisational Citizen Behaviour
SPSS	Statistical Package for Social Sciences
TPB	Theory of Planned Behaviour
WR	Women Representative

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee turnover intention is one of the most important predictors in the actual turnover and commitment to the organization is one of the most influential to turnover intention. Intention to quit is serious issues mainly in the field of HRM (Human Resource Management). This is focus on market clearing stage on the costs linked with high labour turnover. Intention to leave a job is "a deliberate and conscious determination to quit the organization". Studies have defined turnover intention as "person" own expected probability (subjective) that they are quitting the organization permanently at some spot in the close to future" Liu and Low (2011). The intent to quit is also influenced by external factors which may create dissatisfaction (Hom and Kinicki, 2001). These considerations include inter-role conflicts, incompatible role demands, job avoidance, and strong labor markets which offer attractive alternatives. Russ and McNeilly (1995) found that experience and performance have a moderating effect on satisfaction, commitment, and turnover intentions.

According to the COK (2010) Article 176, elections in March 2013 marked the official launch of devolved system of government, as 47 new county governors and county assemblies' ward representatives were elected and began the challenging work of setting up new institutions, as well as a new national senate representing each county. Porter (2001) defined devolution as the transfer of political, administrative and fiscal management powers from central government to sub-national (e.g. state, regional, or local) authorities. Other studies have referred to the concept of devolution as involving the transference of authority and power over public service delivery from central government to a semi-autonomous sub-national structure, which aids in the management, decision-making, and public planning (Diana, Hollingworth, and Marks, 2014; Rondinelli and Cheema, 1983).

1.1.1 Organizational Commitment

Organizational commitment has been widely and deeply examined as a crucial factor associated with human behaviors and performance in organizations Nagar, (2012). It is defined as employee attachment of "the relative strength of an individual's identification with and involvement in a particular organization" Mowday, Porter, and Steers (1982). Commitment is an indicator of the extent to which employees identify themselves with organizational goals, value organizational membership, and intend to work hard to attain the overall organizational mission. Though there exists a considerable degree of diversity and controversy regarding how the construct of organizational commitment should be defined and subsequently measured, most researchers conceive of organizational commitment as involving some form of psychological bond between people and the organization.

Porter and Steers (1982) defined organizational commitment as 'the relative strength of an individual's identification and involvement in a particular organization'. They viewed it as an attitudinal commitment characterized by an individual's identification with an involvement in a particular organisation evidenced by a strong belief in and acceptance of the organisation's goals and values. Allen and Meyer (1990) presented the three-dimensional components of organizational commitment. They maintained that organizational commitment is generally involved with an employee's affection or emotion: he or she feels attached to the organization. This initial dimension is definitely similar to the definition in Mowday et al. (1982). The argument by (Becker,1960; Allen and Meyer,1990, cited by Price, 2011) proposed three components of commitment; affective commitment concerned with emotional attachment with the organization, continuance commitment concerned with fear of costs associated with leaving the organization and normative commitment based on feeling of obligation to continue in employment. In this study, affective, continuance and normative components will be considered as dimensions of organisational commitment.

1.1.2 Job Satisfaction

The concept of job satisfaction has been defined in many studies by many different studies and practitioners. One of the most widely used definitions in organizational research is that of Dunnettee and Locke (1976), defines job satisfaction as "a pleasurable or positive emotional

state resulting from the appraisal of one's job or job experiences". Locke and Henne (1986) defined job satisfaction as the pleasurable emotional state resulting from the achievement of one's job values in the work situation. Spector (1997) lists 14 common facets: Appreciation, Communication, Co-workers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision. In order for an organization to be successful, it must continuously ensure the job satisfaction of their employees Berry, (1997). Organization with more satisfied employees tends to be more effective Robbins and Judge, (2007), besides, happy workers are more likely to be productive workers.

Job satisfaction can be used to predict turnover. Hom and Kiniki (2001) also agreed on the motion that job satisfaction can be used to understand turnover process. According to Milkovich and Boudreau (1997), a study of Singapore accounts found that job satisfaction is the main predictor of turnover intention. Newstrom and Davis (1993) had recognized that high turnover at any organizational levels constitutes a waste of human resources. Abelson and Baysinger (1984); and Dalton and Todor (1982) in Newstrom and Davis (1993) agreed with this view and said that turnover is not a good phenomenon for organization because valuable human resources are lost. In today's changing world of work, reasonable levels of employee-initiated turnover facilitated organizational flexibility and employee independence, and they can lessen the need for management layoff. Thus, Berry (1997) initiated that the organization must go straight to the employees when they think about job satisfaction. This is because they are involved in every single task in the organization and therefore, they could give the necessary feedback to the employers regarding their satisfaction to the job they have performed.

Studies have shown that organisational success and productivity levels of existing workforce of an organisation are dependent on the retention of its employees (Issa, Ahmad & Gelaidan, 2013; Olusegun, 2013). Studies by Bidyut and Mukulesh (2014) found that the level of service delivery in public institutions is quite low as evidenced by many public complaints about its effectiveness, corruption, absenteeism, negligence among others. Despite all the efforts by some public institutions to retention qualified staff who are committed, little is known about the effect of organizational commitment on employee retention. Employee retention to an organisation is one of the most important aspects of human resource management. In the new dispensation

3

however, it's not understood whether the new staff hired as well as those inherited from the defunct local authorities will have both organisational commitment amid the teething challenges faced by county governments in Kenya. Further, Olusegun (2013) reported that employees became dissatisfied with their job because of poor condition of service and lack of motivational strategies on the part of the employer. Studies have found that organizations with more satisfied employees are likely to be more productive and have fewer incidences of absenteeism, quitting their jobs and deviant work behaviours (Lim, 2008; Orute, Mutua, Musiega & Masinde, 2015). Further, organizations that create work environments that attract, motivate and retain hard-working individuals was better positioned to succeed in a competitive environment that demands quality and cost efficiency (Orute et al., 2015).

1.1.3 Employee Turnover Intention

In human resources context, employee turnover or labour turnover is the rate at which an employer loses and gains employees. Simple ways to describe it are "how long employees tend to stay" or "the rate of traffic through the revolving door". Turnover is measured for individual companies and for their industry as a whole. Turnover intention and intention to quit are used interchangeably in the literature (Balogun, Adetula, and Olowodunoye, 2013). When employees seriously consider quitting their jobs, they are thought to have the intention to quit the organization (Omar, Anuar, Majid, and Johari, 2012). The term "intention" describes an employee's desire or deliberateness to leave the organization (Martin Jr., 1979; Tett and Meyer, 1993). Turnover intention, a strong predictor of quitting an organization as discussed earlier, becomes a final step before an employee actually leaves the organization Lee and Bruvold, (2003). The measurement of this construct often entails using a certain period of time (Suliman and Al-Junaibi, 2010; Tett and Meyer, 1993). The thought behind using this interval as a measurement is that employee turnover intention is a time-consuming process. This process has three stages Falkenburg and Schyns, (2007). It starts with thinking of leaving the organization followed by the intention to search for a new job and is finally directed to the intention to leave (Falkenburg and Schyns, 2007; J. Mayfield and M. Mayfield, 2008).

The intention to quit is not only conceived as an important determinant of actual turnover but also provides important information for management to control employees' avoidance behaviors.

For example, employees with high turnover intention tend to become less productive and efficient Balogun et al., (2013). If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover may be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high percentage of novice workers. Companies also often track turnover internally across departments and divisions or other demographic groups such as turnover of women versus turnover of men.

Human resources professionals continually work to control their companies' employee retention and turnover rates. Retention is the term given to keeping loyal employees on board with their company. It is very important for the future of a company. According to (Frank, Finnegan, and Taylor, 2004) define retention as "the effort by an employer to keep desirable workers in order to meet business objectives". According to Babcock (2005), understanding employee retention and turnover, and how you can use each to your advantage, can enhance your human resources policies and build a productive workforce. Retaining employees carries obvious advantages. Armstrong (2001) observed that long-term employees generally have higher productivity and efficiency on the job than newer employees, due to their length of experience with the firm. Loyal employees also improve operational processes and train incoming employees.

Employee retention issues are emerging as the most critical workforce management challenges of the immediate future. The dynamics of the work environment have reflected a diverse population comprised of individuals whose motivations, beliefs and value structures differ vastly from the past and from one another. This phenomenon is especially true in light of current economic uncertainty and following corporate downsizings when the impact of losing critical employees increases exponentially Caplan and Teese, (1997). Critical analysis of workforce trends points to an impending shortage of highly-skilled employees who possess the requisite knowledge and ability to perform at high levels. Organizations who fail to retain high performers will be left with an understaffed, less qualified workforce. This will ultimately hinder their ability to remain competitive (Rappaport, Bancroft, and Okum, 2003). Managers faces a challenge of motivating and retaining the employees in an environment of increased uncertainties Mitchell, (2002). Retention rates generally falls as employees become distracted, confused and preoccupied with potential outcomes immediately following an organizational transition Bridges,

(1991). However, despite the vast literature on employee turnover, which is aimed at identifying factors that cause employees to quit (Griffeth, Hom, and Gaertner, 2000), much less is known about the factors that compel employees to stay in an organization.

Studies have shown that organisational success and productivity levels of existing workforce of an organisation are dependent on the retention of its employees (Issa, Ahmad and Gelaidan, 2013; Olusegun, 2013). Studies by Bidyut and Mukulesh (2014) found that the level of service delivery in public institutions is quite low as evidenced by many public complaints about its effectiveness, corruption, absenteeism, negligence among others. Further, Olusegun (2013) reported that employees became dissatisfied with their job because of poor condition of service and lack of motivational strategies on the part of the employer. Studies have found that organizations with more satisfied employees are likely to be more productive and have fewer incidences of absenteeism, quitting their jobs and deviant work behaviours (Lim, 2008; Orute, Mutua, Musiega and Masinde, 2015). Further, organizations that create work environments that attract, motivate and retain hard- working individuals was better positioned to succeed in a competitive environment that demands quality and cost efficiency (Orute, Mutua, Musiega and Masinde , 2015).

According to James and Hannah (2013) job satisfaction is an important element in a work situation and has been associated with improved performance as well as increased commitment to the organization. Satisfied employees will influence the productivity of the organization and thus lead to achieving the organization's vision and goals. Hussin, (2011). Therefore, to be successful, managers of organisations need to respond to these changes by cultivating a greater level of competence in human resource management. An assessment of organisational commitment and job satisfaction reveals correlations to employee turnover intentions. It is therefore imperative to understand this relationships in the new political, economic and social dispensations as spelt out in the new constitution. This study therefore sought to determine the effect of organisational commitment on turnover intention among employees in the County Government of Nakuru, Kenya.

1.2   Statement of the Problem

Following the implementation of devolved system of government, COK (2010) Article 176, 47 county government were formed as a result of devolution. There is therefore an increasing demand for resource mobilization in the county government and hence a need for quality and competent employees who can be able to respond to advances in resource mobilization, budgeting, staffing, technology, changing social and market demands are needed. The challenge for the county governments is that they inherited employees from the now defunct local authorities who may have been demoralized and ill-equipped to manage the challenges in the implementation of the county programmes and hence resulting in poor management of resources.

Studies have shown that the system of devolved governments have presented several challenges in the management of human resources resulting in the loss of morale and thus increased cases of turnover intentions. For instance, delayed and poor pay have resulted in mass resignations and strike actions among health professionals (Lubanga, 2014; Kibet, 2014; Wanja, 2013). Kyaddondo & Whyte (2003) report that staff income had reduced while there were various reported incidences of delays in pay following decentralization in Tororo District, Uganda. In addition, studies on decentralization in Sub-Saharan Africa found that they were unable to fund staff training (Kyaddondo & Whyte, 2003; Luboga et al., 2011; Sakyi, Awooner-Williams & Adzeei, 2011). Studies have also found that the quality of staff has been reduced due to hiring on the basis of tribalism which has had a negative impact on the performance and commitment of existing efficient staff in the counties (Basset et al., 2000; Oyugi, 2015). The purpose of this study therefore was to determine the effect of organisational commitment on turnover intentions among employees in the County Government of Nakuru.

1.3. Objectives of the Study

The main objective of the study was to determine the effect of organizational commitment on turnover intentions among employees in County Government of Nakuru. The specific objectives of the study were to:

i. Determine the effect of affective commitment on turnover intentions among the employees in county government of Nakuru

ii. Determine the effect of continuance commitment on turnover intentions among the employees in county government of Nakuru

iii. Determine the effect of normative commitment on turnover intentions among the employees in county government of Nakuru

iv. Determine the effect of extrinsic job satisfaction on employee turnover intentions among the employees in county government of Nakuru

v. Determine the effect of intrinsic job satisfaction on employee turnover intentions among the employees in county government of Nakuru

1.4. Research Hypotheses

H_{01}: Affective commitment has no significant effect on turnover intentions among employees in county government of Nakuru.

H_{02}: Continuance commitment has no significant effect on turnover intentions among employees in county government of Nakuru.

H_{03}: Normative commitment has no significant effect on turnover intentions among employees in county government of Nakuru.

H_{04}: Extrinsic job satisfaction has no significant effect on turnover intentions among employees in county government of Nakuru.

H_{05}: Intrinsic job satisfaction has no significant effect on turnover intentions among employees in county government of Nakuru.

1.5 Significance of the Study

To adequately reduce turnover intentions and increase employee organizational commitment, there was need for detailed empirical studies highlighting the dimensions of organizational commitment such as affective commitment, continuance commitment and normative

commitment and their relationship to employee retention strategies. This study was based on the fact that highly committed employees who had a sense of obligation wished to remain associated with the organization and advance organizational goals, and were therefore less likely to leave because of the high employee retention, and vice versa. Understanding why employees wanted to leave or stay in an organization, and the strategies adopted by organizations to retain them was viewed by research as the key to enhancing organizational commitment. The findings of this study provided an insight on the need for the county to retain their most qualified and competent employees as a means of reducing turnover intentions and increasing organizational commitment. It answers whether certain factors are influential and to what degree. The findings also contribute to an enlightened field of precision in targeting the most effective retention strategies for county employees that can lead to improved operational safety, organizational efficiencies, increased profitability, in the counties. This was so as to adequately harness the potentialities of employee retention.

1.6   The Scope of the Study

The study was carried out in four (4) sub-counties of the County Government of Nakuru. It focused on the effect of organizational commitment on turnover intentions. The study respondents were in the categories of senior managers, middle level managers, and lower level employees at the county offices. The study was limited to employees who work in the county offices only. The study did not include employees who attend to outside facilities of the county, those handling solid waste management, drivers, field workers, road access employed by counties.

1.7   Assumptions of the Study

The study based on the assumptions that all sub-counties were easily accessible and that employees targeted would be available to respond to the questionnaires. The study also assumed that selected research instruments were valid indicators of organizational commitment and employee turnover intention.

1.8   Limitations of the Study

Firstly, the study was carried out in four (4) sub-counties of Nakuru County. Thus the study findings was generalised to other sub-counties to a limited extent and to other counties in Kenya with caution. Secondly, the study used self-report questionnaires to collect data which may have influenced the results since all information collected in the study was based on the participants' perception and emotions at the time of filling the questionnaire. Thirdly, the study was cross-sectional which means that the data was collected at one point in time. This means that the study was not able to capture the long-term effect of organisational commitment on employee turnover intentions. Other factors which may influence the intention to quit were not measured. The delimitations of this study was that the study was limited to top managers, middle level manager and support staff who work in the county offices. The study did not include employees who work outside in the field like livestock officers, agricultural officers, those maning road cess, market places and others sectors of the county.

1.9   Operational definitions of terms

Affective Commitment: The process by which the goals of the organization and those of the individual become increasingly integrated or congruent.

Continuance Commitment: Profit associated with continued participation and a cost associated with leaving.

Employee Retention: Employee retention (versus employee turnover) refers to the continued employment of employees. Optimally, high-quality, productive employees are retained.

Employee Turnover: Employee turnover (versus employee retention) refers to the process of an employee leaving a position and a new employee hired to take his or her place. Employee turnover can be voluntary and involuntary as well as internal and external.

Extrinsic Job Satisfaction: It is how people feel about aspects of the work situation that are external to the job tasks or the work itself. Terms interchangeably used for factors related to the content of the job causing extrinsic work motivation including; staff

supervision, co-worker support/relationships with colleagues, compensation and benefits, supportive working conditions.

Intrinsic Job Satisfaction: It is how people feel about the nature of the job tasks themselves. Terms interchangeably used for factors related to the content of the job causing intrinsic work motivation including; work itself, recognition, promotional opportunities.

Job involvement: Job involvement refers to the degree to which a person identifies himself (psychologically) with his job, actively participates and considers his perceived performance level important to self-worth. High level of involvement indicates that the individual cares for his job, that has an impact on high productivity. Higher the job satisfaction, lower will be absenteeism and employee turnover.

Job Satisfaction: Job satisfaction is related to general attitude towards the job. A person having a high level of satisfaction will generally hold a positive attitude while dissatisfied people will generally display negative attitude towards life.

Normative Commitment: The commit employees consider morally right to stay in the company, regardless or how much status enhancement or satisfaction the firm gives him or her over the years.

Organizational Commitment: Organizational commitment refers to the degree to which an employee identifies himself with the organizational goals and wishes to maintain membership in the organization. He wants to "belong" to the organization and take an active part in its functioning. Absenting or resigning from the job versus job satisfaction is a predictor of organizational commitment.

Turnover Intention: Turnover is the process through which staff leave a business or organization and that business or organization replaces them. Turnover intention is a measurement of whether a business' or organization's employees plan to leave their positions or whether that organization plans to remove employees from positions. Turnover intention, like turnover itself, can be either voluntary or involuntary.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on the concept of organisational commitment and job satisfaction, its dimensions as well as the factors that affect the level of commitment. The chapter also reviews literature on employee turnover intentions and conceptual framework.

2.2 Employee Turnover Intention

Turnover intention is the intent to voluntarily leave the organization, which can affect the organization status and that thoughtful of feeling will definitely affect the employee productivity. Poor working conditions, low compensation, poor worker morale, job attitudes, inadequate benefits and inadequate recruitment contributes to employee turnover Milman, (2003). Voluntary turnover has significant cost, considering direct cost (management time, replacement, temporary staff, recruitment and selection) and also indirect costs like the loss of social capital Dess and Shaw, (2001). According to Staw (1980) turnover have both positive and negative effects on the organization. The organization has to pay a heavy cost of replacement of employees as a negative consequence; the organization has to pay a big portion of its time to recruiting and selecting activities which will increase the administration's responsibilities.

According to Reily, (2006) employees work interdependently in an organization, quitting of some of the employees affect the efficiency of the remaining employees. In the event that an organization can know the fact that lead to its employees to leave, it can devise ways to assist in minimizing the rate of turnover by putting in place mechanisms to bring satisfaction to its employees. Employees with culture of turnover intention are less productive and always think that the turnover is the appropriate way to go. This sort of culture can be spread to other employees from their co-workers whereby most of the time they keep complaining and expressing their dissatisfaction. The turnover decisions are mostly influenced by intention to quit.

Employees' turnover intention has been a substantial variable in relation to job satisfaction and actual turnover in organizational behaviour studies and applied psychology (van Breukelen, van

der Vlist, and Steensma, 2004; Vandenberg and Nelson, 1999). Similar to job satisfaction, turnover intention has implications for job performance and organizational effectiveness. Senior government officers with high levels of turnover intention are less likely to devote themselves to work. Senior government officers with high levels of turnover intention may also be more likely to leave. However, the results of studies of relationship between intent to leave and actual behaviour have been mixed Vandenberg and Nelson, (1999). This is because actual turnover is more difficult to predict than intentions, as many external factors affect turnover behaviour such as childrearing (pregnancy), demographic, family status, family income and job alternatives.

It is important for policy makers and managers to understand the relationships among job satisfaction, intent to leave and actual turnover. This will provide a better understanding of the complicated turnover process and allow for more accurate prediction of whether dissatisfied county senior officers or senior officers with high level of turnover intention actually leave county governments. There is a large gap between the number of county senior officers willing to work and the number of those needed to fill every office.

2.3   Job Satisfaction

Job satisfaction may be defined as the contentment an individual has with his or her job. Most researchers would tend to agree that employers benefit when employees have high levels of job satisfaction as job satisfaction among employees has been tied to increased productivity, creativity, and commitment to the employer (Syptak, Marsland, and Ulmer, 2001). Piper (2006) reported that a benefit of the employee satisfaction survey is the implied message that the employees in an organization are valued and appreciated. Satisfaction still plays an important role and controls the employees' behaviour. According to Herzberg (1966), the factors associated with work considered to be motivators include: achievement; recognition; tasks (the work itself); responsibility; advancement; and personal growth. The factors associated with work considered to be hygiene include: policies and administration; supervision/managerial relationships; salary; working conditions; status; security; and coworker relationships. Herzberg's work (1966) is considered a major advancement. In evaluation of job satisfaction.

One important issue concerning job satisfaction that is addressed in the literature is how to best measure the variable of job satisfaction: as a global variable or a multifaceted variable. Review

of the literature has shown many different meanings and definitions of job satisfaction and thus, researchers have argued that satisfaction is one of the most difficult construct to define accurately Padilla-Velez, (1993). Even though, there is huge numbers of definitions, but there is no general definition that everyone has agreed upon. However, the global measure tends to gloss over critical aspects related to the job that would have been measured if a multifaceted measure of job satisfaction had been used. Multifaceted measures of job satisfaction such as the Job Descriptive Index (JDI) used by Glick (1992) operationally, job satisfaction contains several dimensions including facets of co-workers, pay satisfaction, opportunities for promotion, supervision, advancement opportunities and work itself Brief, (1998). The conceptual domain of job satisfaction is broad, because it includes all characteristics of the job itself and the work environment, which workers find satisfying and fulfilling.

2.4   Factors Determining Job Satisfaction

Job satisfaction has been conceptualized to consist of two dimensions namely extrinsic and intrinsic job satisfaction. These dimensions are conceptualized by Herzberg two-factor theory as hygiene (extrinsic) and motivator (intrinsic) factors. According to Herzberg, hygiene or extrinsic factors are contextual factors and consist of the following factors: compensation and benefits, supportive working conditions, staff supervision and co-worker support/relationship with colleagues. On the other hand, motivator or intrinsic factors, which are job content factors, consist of the following factors: work itself, skill recognition, achievement, promotional opportunities and responsibilities. These are discussed briefly below.

2.4.1   Extrinsic Job Satisfaction Factors

According to Warr (1987) It is how people feel about aspects of the work situation that are external to the job tasks or the work itself. Terms interchangeably used for factors related to the content of the job causing extrinsic work motivation including; staff supervision, co-worker support/relationships with colleagues, compensation and benefits, supportive working conditions

(Herzberg, Mausner & Snyderman, 1959; Herzberg, 1966). Herzberg claimed that these factors did not serve as satisfiers, but their absence could well be a source of dissatisfaction.

Compensation and Benefits

Creating a compensation structure that supports an employee development program is a distinct challenge for companies. Many organizations claim to base pay raises on performance, but that is not actually the case. Some companies try to emphasize a team environment, but continue to reward people for individual achievement. These inconsistencies can cause frustration and cynicism by employees. It is especially difficult when employees are not seeing significant pay raises, yet company leaders are richly rewarded (Feldman, 2000). The entire organization must buy into the culture of employee development.

The relationship of benefits with retention is another aspect of making people stay is often investigated by researchers. MacCoby (1984) identified the job satisfaction of employees and supervisors of Bell System over a five-year period and found that the employees and supervisors were satisfied with their pay and benefits and were also motivated to work productively. Studies have also indicated that effective communications improve employee identification with their agency and build openness and trust culture. Increasingly, organizations provide information on values, mission, strategies, competitive performance, and changes that may affect employees enthuse (Gopinath and Becker 2000; Levine 1995). Many companies are working to provide information that employees want and need in better way of communication, through the most credible sources (e.g., CEO and top management strategies) on a timely and consistent basis.

Salary and wages play decisive part in the study of job satisfaction. Equitable rewards is multi dimental in nature. The benefits are of varied nature namely pay, perks and rewards are associated with motivation of employees. Pay system and promotion policy of the organization must be just, unambiguous and in line with the prevalent industry norms and employee expectations.

Supportive Working Condition

Supportive Working Condition concerns the physical work atmosphere including space, lighting, ventilation, and equipment (Herzberg et al., 1959; Herzberg, 1966). Learning and development opportunities appear crucial for the retention of talented employees (Arnold, 2005; Hytter, 2007; Walker, 2001), an organisation must establish a supportive learning and working climate for its employees. The concept "learning and working climate" is derived from previous research (Abrams et al., 2008 etc). In general it refers to the environment wherein employees both learn

and work. More specifically, the concept could be described by referring to: guidance and appreciation at work; pressure of work; the amount of empowerment and the responsibility that employees experience; choice in job tasks and development; provision of challenging and meaningful work; and advancement and development opportunities. Results from previous research show that the appreciative approach, operationalised through an appreciative learning and working climate, positively influences employee retention (Abrams et al., 2008; Christiaensen et al., 2009; Kyndt et al., 2009; Van Hamme, 2009; Visser, 2001; Verheijen and Dewulf, 2004).

Staff Supervision

Supervising staff is one of the moderate factors, which affect job satisfaction. (Herzberg et al., 1959; Herzberg, 1966) associated this factor with an employee's general attitude about his/her relationship with an immediate supervisor. Qualified supervisors should be available for advice, guidance and problem solving. Supervisors should be placed close to the place of work and should be available. They should take personal interest in the affairs of employees both on personal and official level. Individuals are likely to have high levels of job satisfaction if supervisors provide them with support and co-operation in completing their tasks by Ting, (1997).

According to Ramsey (1997), supervisors contribute to high or low morale in the workplace. The supervisor's attitude and behaviour toward employees may also be a contributing factor to job-related complaints Sherman and Bohlander, (1992). Supervisors with high relationship behaviour strongly impact on job satisfaction Graham and Messner, (1988). Wech (2002) supports this view by adding that supervisory behaviour strongly affects the development of trust in relationship with employees. The author further postulates that trust may, in turn, have a significant relationship with job satisfaction. Yousef (2000) showed that leadership behaviour was positively related to job satisfaction. Therefore, managers need to adopt appropriate leadership behaviour in order to improve it. Leadership style affects a range of factors such as job satisfaction, performance, turnover intention, and stress Chen and Silverthorne, (2005) thereby contributing to organizational success. A positive supervisor-employee relationship influences the quality of two-way communication, trust, and performance while increasing job

satisfaction, organizational commitment, and lower intentions to quit (Harris, Harris & Eplion, 2007).

Co-worker Support/Relationship with Colleagues

The interactive effects of age and perceived co-worker age composition, satisfaction with older and younger co-workers could influence employee engagement. Prior research has shown co-worker relationships to influence employee attitudes and behaviors. Perhaps more important, this literature suggests that co-worker relations also could impact engagement. For instance, an analysis of numerous extensive organizational ethnographies and a survey revealed that when employees got along well with one another, employee–management relations also tended to be better (Hodson, 1997). On the basis of this, Hodson concluded that co-worker relations could be a larger determinant of organizational attitudes than previously believed.

Building healthy relationships with your co-workers is an important part of having a successful career. Co-workers spend ample amounts of time together, and sometimes develop personal relationships on top of their professional ones. This can be good for officers in the county governments because it can help counties generate more resources hence higher performance in the workplace and development. Concerning employee engagement in particular, both Kahn (1990, 1992) and subsequent authors have discussed the importance of co-worker relations. Harmonious relations with co-workers should foster a sense of psychological safety in work settings, leading employees to feel more secure in exposing their true selves to others in performing their jobs.

In contrast, poor relations with co-workers should heighten defensiveness, resulting in greater detachment in the work setting. Furthermore, perceiving one's co-workers as supportive has been construed as an important job resource that facilitates the achievement of work goals and correlates significantly with employee engagement (Schaufeli and Bakker, 2004). While previous research has not examined the relationships between satisfaction with younger and older co-workers and employee engagement, some support exists for our general reasoning. For instance, May, Gilson and Harter (2004) reported that individuals with rewarding interpersonal interactions with their co-workers expressed greater psychological safety at work, which was a significant predictor of engagement. Ducharme and Martin's (2000) findings suggest that

17

persons who deem their interpersonal interactions to be emotionally or instrumentally rewarding, relative to those who do not, should report greater satisfaction with their co-workers. This greater satisfaction, in turn, should lead employees to invest themselves more heavily in their work roles, yielding enhanced engagement (Harrison et al., 2006).

2.4.2 Intrinsic Job Satisfaction Factors

According to Warr (1987) it is how people feel about the nature of the job tasks themselves. Terms interchangeably used for factors related to the content of the job causing intrinsic work motivation including; work itself, recognition, promotional opportunities.

Work Itself

This aspect of Herzberg's (Herzberg et al., 1959; Herzberg, 1966) theory concerns personal employee attitudes about the job requirements and assigned tasks (Freed, 2003). Content of the work itself is a major source of satisfaction. The work must be challenging. It should lend itself opportunities to use employee skills, ability and experience. The content of the work should be encouraging and interesting and have variety inbuilt in it so that it is not boring. Positive feedback from the job and autonomy has been considered to be important for motivation of employees. Too tough or job having too little challenge brings frustration and feeling of failure hence the job should be moderately challenging so that the individual has to stretch his ability, imagination and skills. Once such job is completed successfully, the workers get a great sense of satisfaction.

Recognition

According to Herzberg (Herzberg et al., 1959; Herzberg, 1966), this factor is related to positive or negative feedback about an accomplishment. Employee skill recognition is a communication tool that reinforces and rewards the most important outcomes people create for your organisations. It is the extent of acknowledgement or approval of one's achievements by supervisors and others. This also includes negative recognition such as criticisms or blame Pankasemsuk, (2010). When you recognize people effectively, you reinforce, with your chosen means of recognition, the actions and behaviors you most want to see people repeat. This creates confidence and motivates employees to high job performance. Thus, both skill recognition (ranging from verbal praise to incentives/rewards) and learning opportunities

(growth/development) enhance individual performance, effectiveness, and retention (Agrela, et al., 2008)

Promotional opportunities

Salary and wages play decisive part in the study of job satisfaction. The benefits are of varied nature namely pay, perks and rewards are associated with motivation of employees. Pay system and promotion policy of the organization must be just, unambiguous and in line with the prevalent industry norms and employee expectations. Kipkebut (2010) contend that distributive justice is concerned with fairness in the allocation of outcomes such as pay and promotions. Individual must perceive salary administration and promotion policy as being fair. Organization should ensure that its policies are growth oriented and incremental in nature so that employees take on an additional responsibility voluntarily. Apart from financial benefits, organization must provide adequate perks and non-financial benefits so that employees are motivated and display high level of achievements.

2.5   Organizational Commitment

The concept of organizational commitment has attracted considerable attention over recent years and has become a central objective of human resource management Lydka, (1994). Mowday, Porter, and Steers (1982) defines organizational commitment as consisting of three components: "identification with the goal's and values of the organization, a desire to belong to the organization and a willingness to display effort on behalf of the organization". The concept of organizational commitment has attracted considerable attention over recent years and has become a central objective of human resource management Lydka, (1994). Mowday and Steers (1982) observe that organizational commitment is a global construct revealing the affective responses of the employee to the whole of the organization.

The development of commitment begins at time of employment, continues over a period of time and involves interplay of attitudes and behavior. According to Gross and Etzioni (1985), three different classifications of organizational value orientation are possible. Coercise organizations use physical threats to control employee behaviour, whereas utilitarian organizations use material rewards (e.g. salary increase) to influence employees. Normative organizations manipulate symbolic rewards (e.g. employee recognition, access to special opportunities), to guide

employees and also allow for the largest degree of employee involvement (Gross and Eztioni, 1985).

The term "Commitment" can be described as attachment and loyalty. Individuals can display this attachment and loyalty at a variety of levels: their job, profession, department, boss or organization. Commitment may therefore, be diverse and refer to any of the above. Meyer and Allen (1991) proposed a three-component model, which depicts three factors of attitudes and behaviors that lend salience to the characterization of organizational commitment. They are acceptance of and a belief in the values and goals of the organization affective commitment - individuals want to be attached to the organization, desire to maintain organizational membership. Continuance commitment where individuals feel they need to be attached to the organization, and a willingness to contribute to the organization. Normative commitment is the commitment that a person believes that they have to the organization or feeling of obligation to their workplace Bolon, (1997). Weiner (1982) argues that normative commitment is only natural due to the way we are raised in society. These various dimensions of commitments will have varying effects on the organization's performance and a person can display aspects of all of them.

Affective commitment is the individual's psychological or emotional connection to, identification with and participation in the organization by Meyer and Allen, (1997). Employees who are affectively committed to the organisation will probably carry on working for it because they want to Meyer and Allen, (1991). Individuals who are dedicated at an emotional level usually remain with the organisation because they see their individual employment relationship as being in harmony with the goals and values of the organisation for which they are currently working. Affective commitment development involves identification with the organisation and internalisation of organisational principles and standards Beck and Wilson, (2000).

Loyalty is a feeling of individual's devotion to duty or the attachment to organization. The concept of demographic and dispositional variables affect commitment. People's perception of their own competence might play an important role in the development of affective commitment. Several personal characteristics that Mathieu and Zajac (1990) have examined, perceived competence and affective commitment have the strongest link. Employees who have strong confidence in their abilities and achievements have their affective commitment.

Continuance commitment is regarded as an awareness of the costs associated with leaving the organisation. Because of the individual's awareness or consideration of expenses and threats linked to leaving the organisation, continuance commitment is considered to be calculative Meyer and Allen (1997). Individuals with continuance commitment remain with a specific organisation because of the pay/benefits they earn as a result of the time spent in the organisation, and not because they want to. This differs from affective commitment, where individuals remain with an organisation because they want to and because they are familiar with the organisation and its principles. Employees who are team oriented and tend to place the goals and concerns of the group above their own, typically also engage in more citizenship behaviours. Likewise, employees who are empathetic and value helping others (altruistic) may also be more inclined to display citizenship behaviour at work Bolino and Turnley, (2003).

Normative commitment can be explained as a sense of obligation to continue employment with a specific organisation Meyer and Allen, (1997). The internalised idea of responsibility and commitment allows employees continued membership that is appreciated by a specific organisation Allen and Meyer, (1990). The normative element is seen as the commitment individuals consider morally appropriate regarding their remaining with a specific organisation, irrespective of how much status improvement or fulfilment the organisation provides the individual over the years March and Mannari, (1977).

2.5.1 Job Satisfaction and Organisational Commitment

Job satisfaction refers to the extent that the working environment meets the needs and values of

employees and the individual's response to that environment (Camp, 1994; Lambert, 2004; Tewksbury and Higgins, 2006). Lambert (2004) defines job satisfaction as "the degree to which a person likes his/her job," while Lambert, Barton, and Hogan (1999) define the term as "the fulfillment of gratification of certain needs that are associated with one's work."

Strong positive relationships have been observed between organisational commitment and desirable work outcomes such as performance, adaptability and job satisfaction (Angle and Perry 1981; Hunt, Chonko and Wood 1985; Mowday, Porter and Dubin, 1974). Research results indicate that satisfied employees tend to be committed to an organisation, and employees who are satisfied and committed are more likely to attend work, stay with an organisation, arrive at

work on time, perform well and engage in behaviours helpful to the organisation Aamodt, (2007).

According to Kotze and Roodt (2005), a strong correlation has been empirically established between job satisfaction, employee commitment and retention. Organisational commitment is most probably affected by factors such as type and variety of work, the autonomy involved in the job, the level of responsibility associated with the job, the quality of the social relationship at work, rewards and remuneration, and the opportunities for promotion and career advancement in the organisation Riggio, (2009). It is important to understand certain job characteristics and how they affect behavioral outcomes Glisson and Durick (1988).

The characteristics of the job workers perform, the characteristics of organizations where they perform the job, and the characteristics of the workers performing the job all play a crucial role in job performance. Glisson and Durick define job task as the actual job performed and include characteristics such as skill variety, task significance, task ambiguity, and conflict. Organization characteristics include the work group size, budget, type of leadership, and the age of the organization. Worker characteristics refer to the individual's years within the organization, age, gender, education, and salary. Their findings indicate that the characteristics of job tasks are the best indicators of job satisfaction while organizational characteristics are the best predictors of organizational commitment (Glisson and Durick, 1988).

Finlay, Martin, Roman, and Blum (1995) suggest that some standardization measurements in job satisfaction studies do not differentiate between job characteristics such as job ambiguity, variety, and autonomy and organizational characteristics such as rule enforcement, openness of information flow, standardization procedures, and authority structure. To further understand the relationship between organizational structure and job satisfaction, the authors argue that it is important to separate measures of job characteristics from measures of organizational characteristics. Based on their efforts to do so, Finlay et al. (1995) found that organizational structure, with informal communication and loose chains of command, coupled with a management style that promotes teamwork as well as participatory decision-making, results in more productive and satisfied employees.

2.5.2 Effect of Organizational Commitment on Turnover Intention

Organizational commitment is conceived as a crucial variable in the literature associated with turnover intention (Omar et al., 2012; Tett and Meyer, 1993). Organizational commitment includes the notion of people's attachment to the organization, which emphasizes the inner side of people. The concept of the intention to quit an organization represents a people's desire or deliberateness to quit the organization which could translate in people's psychological detachment from the organization (Martin Jr., 1979; Tett and Meyer, 1993). These two concepts are opposite to each other concerning a dimension between the attachment to and the detachment from the organization. Employees who do not have much organizational commitment are thought to possibly develop a desire to leave the organization. In contrast, employees with stronger organizational commitment are less likely to develop turnover intention and leave the organization (Basak et al., 2013; Lin and Chen, 2004; Meyer, Stanley, Herscovitch, and Topolnytsky, 2002; Slattery and Selvarajan, 2005; Wu and Polsaram, 2013).

Porter, Steers, Mowday, and Boulian (1974) suggested that organizational commitment was the most important variable in differentiating between the stayers and the leavers. Studies have found organizational commitment as a predictor of turnover intention. Mueller and Price (1990) explained that voluntary turnover was influenced by economic, psychological, and social determinants. Perryer, Jordan, Firns, and Travaglione (2010) investigated the way organizational commitment (affective and continuance) interacted with organizational in predicting turnover intention. Intent to leave an organization has gained much empirical and theoretical support as an important predictor of turnover (Mobley *et al.*, 1978; Steel and Ovalle, 1984; Tett and Meyer,1993). Workplace justice also affects turnover intention among employees (Cantor, Macdonald, and Crum, 2011). Employees are likely to stay with an organization that promotes fairness and justice in the workplace (Poon, 2012).

Committed employees have been found to be less likely to leave an organization than those who are uncommitted (Angle and Perry, 1981; Porter *et al.*, 1974). Williams and Hazer (1986) also found that organizational commitment is perceived as a better predictor of turnover than other work attitudes, especially job satisfaction. In addition to organizational commitment, many other factors are likely to drive an employee's intention to leave an organization. Job satisfaction is among the most cited driver of employee turnover intention (Yücel, 2012). Job satisfaction has

been found to affect an employee's intent to stay or leave an organization (Kim and Jogaratnam, 2010).

Similarly, Porter et al. (1974) found that intention to leave and job search were attributed to a decline in commitment. Affective commitment refers to the employee's emotional attachment, as well as identification with and involvement in the organization therefore it is likely that committed employees may therefore remain because they wish to maintain their membership in order to facilitate organizational goals (Suliman and Iles, 2000). DeConinck and Bachmann (2011) investigated the impact of organizational commitment on employee's intention to leave involving marketing managers and concluded that higher levels of organizational commitment led to lower levels of intention to leave among marketing managers.

2.5.3   Effect of Job Satisfaction on Employee Turnover Intentions

Job satisfaction is known to have positive impact on employee turnover intentions. It means that dissatisfaction on the job increases or will increase the rate of employee turnover intention in organisation. Dessler (1978) refers to job satisfaction as the degree of needs satisfaction that is derived from and or experienced on the job. He affirms to the ability of employees in an organization aspirations, feeling happy doing their job with the hope that their needs will be achieved. Consequently, the inability of employees to achieve their needs will amount to dissatisfaction. Robin (1989) defined job satisfaction as a general attitude towards an individual's job, and the difference between the amount of reward workers receive and the amount they believe they should receive. A study indicates that a person with a high level of job satisfaction holds positive attitude towards the job while a person who is dissatisfied with the job holds negative attitude about the job Robin (1989).

This study indicates that job dissatisfaction is widespread and employees are observed to work smart when they are adequately trained and have been on a job long enough to reap the benefits from their training Beach, (1990). Generally, satisfied employees are known to show higher level work performance in organisations. In analysing job satisfaction an organisation can possibly increase positive outcomes such as employee satisfaction and performance, and may decrease absenteeism and turnover. Investigating the employees value -perception can aid in managers

building and creating work environments that help them to achieve high levels of employee satisfaction.

Employee Turnover is the ratio of the number of workers that have to be replaced in a given time period to the average number of workers Agnes, (1999). In simpler terms, employee turnover is the series of actions it takes from the period of employee leaving to that of being replaced. It is often utilized as an indicator of company performance and can easily be observed negatively towards the organizations efficiency and effectiveness Glebbeek and Bax, (2004). It is defined by Price, (1977) as; the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Frequently, managers refer to turnover as the entire process associated with filling a vacancy where each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover Woods, (1995).

Porter and Steers 1973, and Price (1977) reported pay to be consistently and negatively related to turnover. However, (Mobley, Griffeth, Hand and Meglino, 1979) review concludes that findings concerning pay are not conclusive. According to (Griffeth, Hom and Gaertner 2000), pay and pay-related variables have a modest effect on turnover. Their analysis also examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are inadequately rewarded, they quit. Large organizations can provide employees with better chances for advancement and higher wages and hence ensure organizational attachment Idson and Feaster (1990). Contrary to the two-factor theory of Herzberg (1960) and (Herzberg, Mausner and Snyderman 1959) that pay and supervision are extrinsic elements that do not enhance job satisfaction unlike the intrinsic factors such as achievement, recognition, advancement, autonomy, personal growth. These factors encourage effective performance and ensure job satisfaction. Pay and supervision are "demotivators or dissatisfiers" as used in the Herzbergs terminology and do not encourage job satisfaction. This implies that pay and supervision rather have positive effect on employee's turnover intention.

The concept of turnover intention was broadly studied in items of "conceptualizations, forms, antecedents, consequences, intermediate linkages, mediators, moderators, as well as applications" Oluwafemi, (2013). However, turnover intention is seldom precisely defined in

most of the prominent research outputs Bothma & Roodt (2013). This practice was justified by Bothma Roodt (2013) to the assumption that people had probably perceived the term to be self-explanatory.

Turnover intention was conceptualized by Cotton and Turtle (1986) as "an individual's perceived probability of staying or leaving an employing organization". Also, Hom and Griffeth (2000) defined turnover intention as "the relative strength of an individual's intent toward voluntary permanent withdrawal from an organization". Tett and Meyer (1993) argued that "turnover intention can be used as a valid proxy for actual labor turnover". Several authors viewed turnover intention as "the final step in the decision-making process before a person actually leaves a workplace, in which members actively consider quitting and searching for alternative jobs or professions" (Tett and Meyer 1993; Steers, Mowday 1981).

2.6   Theoretical Framework

Theory of Planned Behaviour

The theory of planned behaviour has confirmed that behavioural intention is a predictor of actual behavour. Therefore, turnover intention is used instead of actual turnover Ajzen, (1991). In addition, researchers have found intent to stay or leave as the strongest predictor of actual turnover Lee and Liu, (2007). Turnover is described as the culmination of series of withdrawal behaviours.   In contrast, contextual turnover is a form of discretionary behaviour that demonstrates an employee's willingness to participate in the organization and interact with other members (Hendrix, *et al.*, 1998). Although other factors certainly influence turnover, lower levels of turnover seem likely to be associated with higher levels of participation and higher levels of turnover seem likely to be associated with lower levels of participation Van Scotter, (2000). Therefore, having high satisfaction will reduce the turnover intention among employees.

Research using turnover intent (vs. turnover) as the dependent variable is common (Lum et al., 1998). Employee turnover intention is more predictive of turnover than job satisfaction or organizational commitment. It is therefore expected that employees who are highly satisfied with their jobs and committed to their organisations are less likely to turnover from their organisations Steel and Ovalle (1984).

According to Wentzel (2009) several analytical reviews of the Theory of Planned Behaviour came to the conclusion that the introduction of the concept of perceived behavioural control has immensely contributed to the prediction of intentions and behaviour. In a review of 185 studies Armitage and Conner (2001) noticed that the Theory of Planned Behaviour accounted for 27 percent of the variance in behaviour and 39 percent of the variance in intentions (Armitage et al 2004). Sheppard et al. (1988) even concluded that the theory accounted for half of the variance in behaviour. Therefore the Theory of Planned behaviour is arguably the dominant model of attitudes-behaviour relations at hand. The Theory of Planned Behaviour has been rather successful in predicting behaviour in a variety of settings. However, only a few of these are directly related to work behaviour Arnold et al. (1998).

Social Exchange Theory

Social exchange theory can be explained by the concept of reciprocity. According to (Korsgaard, Meglino, Lester, and Jeong 2010), there are two forms of reciprocity. The first form is the obligation to reciprocate, which is the belief that someone will return a favor or engage in a behavior because they feel obligated to pay someone back. The second form of reciprocity is expected reciprocity. Expected reciprocity is the belief that if a person does something for another person, he or she should get some sort of benefit in return, in the near future. Beham (2011) and Korsgaard et al. (2010) agree that employees will act in accordance with social exchange theory. Research has shown that when one party receives something of value from another, the receiving party has a high level of commitment towards the offering party (Becker & Gerhart, 1996) and that the social exchange theory applies to both individual relations (Blau, 1964; Rousseau, 1989) as well as relationships within the workplace (Shore, Sy, & Strauss, 2006).

In terms of organizational commitment, the social exchange theory posits that individuals will form relationships with those who can provide desired resources, and that individuals will therefore feel committed to organizations that offer support and rewards Umbach, (2007). Employees that perceive a high level of support from their organizations are more likely to demonstrate positive attitudes, high levels of affective commitment, and lower intentions to leave

the organization and increased commitment to organizational goals Lew, (2009). Social exchange theory also suggest that part-time employees typically exhibit lower levels of commitment, causing decreased levels of performance, but that may not necessarily apply to faculty Umbach, (2007). Herzberg (1959) attributed the Hygiene factors (work conditions, salary, supervision, company policy) can de-motivate or cause dissatisfaction if they are not present, but do not very often create satisfaction when they are present; however, Motivation factors (achievement, recognition, growth, responsibility, job satisfaction and the work itself) do motivate or create satisfaction and are rarely the cause of dissatisfaction.

Social exchange theory is relevant to employee perceptions of supervisor support because when employees believe that an organization is being supportive of them, they will, in turn, feel the need to be supportive of, and work hard, for the organization (Korsgaard et al., 2010). As supervisors are considered the face of an organization, it is important to understand how perceptions of support on work-life balance can have an impact on an employee's work-life balance, job satisfaction, organizational commitment, and level of engagement in Organizational Citizen Behaviour (OCB).

2.7.   Conceptual Framework

The study aims at establishing the effect of organisational commitment on employee turnover intentions.

Independent variables	Extraneous variables	Dependent Variable

Organizational Commitment

Affective commitment
- – Loyalty
- – Emotional attraction

Continuance commitment
- – Lack of alternative job
- – Personal sacrifice

Normative commitment
- – Sense of obligation

- Government legislation
- Economic condition
- Transition to county

Employee Turnover Intentions
- Thinking of leaving
- Searching for a new Job

Extrinsic satisfaction
- – Compensation & benefits
- – Working conditions
- – Supervision
- – Relationship with colleagues

Intrinsic satisfaction
- – Work itself
- – Skill recognition
- – Promotional opportunities

Figure 2.1:   Relationship between organizational commitment, job satisfaction, and turnover intention

Source: Own Conceptualization (2016)

As shown in figure 2.1, the independent variables was organizational commitment. The dimensions were affective commitment, continuance commitment, normative commitment. The dependent variable is employee turnover intention. The indicators for turnover intentions are thinking of leaving and searching for a new Job. The study expected to find that dimensions of organizational commitment would have negative effect on employee turnover intentions. The extraneous variables of the study were identified as factors such as government legislation, economic condition and transition to County Government. Although these factors were not

studied and analysed, the study noted that the presence of these factors were likely to have an effect on the relationship between the independent and dependent variables. For instance, challenges of transition to County government has resulted in various complaints over delayed salaries which was likely to have a negative effect on organisational commitment thus resulting in increased intentions to turnover of employees.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the research design, location of the study, population of the study, the sample and sampling procedures, instrumentation, validity and reliability of research, data collection procedures, and data analysis.

3.2 Research Design

The researcher used the descriptive research design. Kothari (2004) defines research design as the structure that guides the execution of a research method, and the subsequent analysis of acquired data. It provides a framework for the generation of evidence that is suited both to a certain set of criteria and to the research question in which the investigator is interested. This research was conducted on a descriptive research design by use of structured questionnaires to be administered on the defined sample. The design was chosen because it was an efficient method of collecting data regarding characteristics of a sample of a population. The design deemed appropriate because it allowed the researcher to assess the organizational commitment of employees in the devolved county government and the various factors that influenced employee turnover intentions.

3.3 Location of the Study

The research was carried out in Nakuru County. The research will be carried out in Nakuru County. Nakuru County is located in the former Rift Valley Province of Kenya, about 157 km from Nairobi, it covers an area of 7496.5 square kilometres. It's made up of 11 sub-counties; Naivasha Sub-county, Nakuru Sub-county, Kuresoi Sub-county, Molo Sub-county, Rongai Sub-county, Subukia Sub-County, Njoro Sub-county, Gilgil Sub-county, Bahati Sub-county. The Pilot study was carried out at Rongai sub-county. The researcher identified four sub-counties namely, Nakuru West sub-county, Naivasha sub-county, Bahati sub-county and Molo sub-county
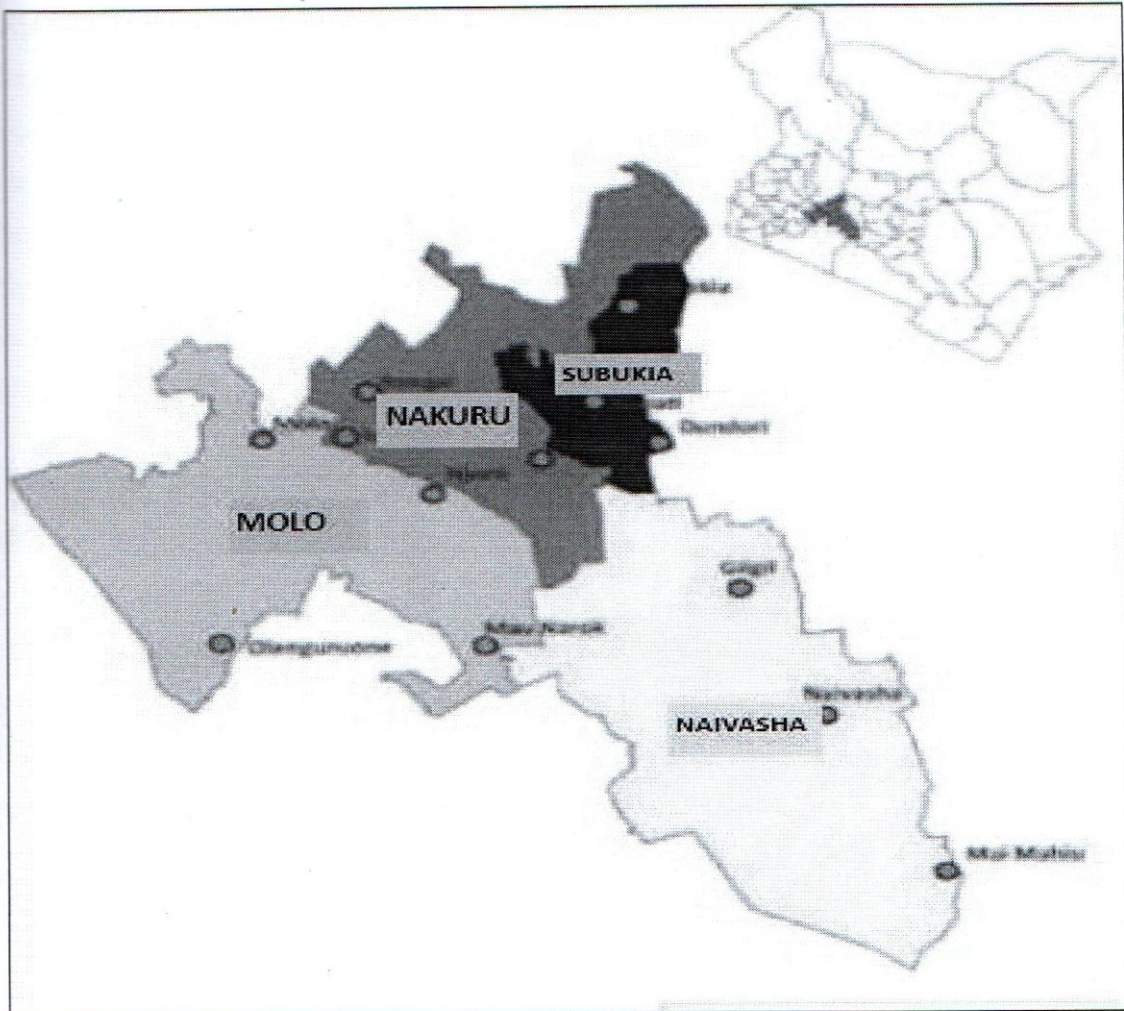
Figure 3.1: Showing study sub-counties of Nakuru County

3.4   Target Population

The research was carried out in Nakuru County. The target population of the study at Nakuru county government was 4,975 employees across the 11 sub-counties. The respondents to the study included; Top management (senior officers) – job group 'T', 'S', 'R'; Middle level – job group 'Q', 'P' and lower cadre employees job group 'J' – 'A'.

3.5   Sampling Procedure and Sample Size

According to Mugenda and Mugenda (1999), sampling refers to the process of selecting a number of individuals for a study in such a way that individual selected represent a large group from which they are selected. The study used random sampling to select 30% of the sub-

counties. According to Mugenda and Mugenda (2009) 30% of the total population is considered as being adequate sample size. Since Nakuru County has 11 sub-counties, four (4) sub-counties were adequate number for the study. The total number of staff from the selected sub-counties was 1800 employees. Stratified random sampling method was used to select the respondents. The strata were made up of employees in different cadres, namely, Managers, Middle level employees and Support staff. A sampling formula developed by Israel (1992) was used to determine sample size, n, for the research given the population size N as shown in the equation below:

$$n = \frac{N}{1 + N\ell^2}$$

Where;

n = sample size (s)

N = population (p)

e = probability of error (i.e., the desired precision, e.g. 0.05 for 95% confidence level).

Since the total number of employees within the County of Nakuru who were included in the study was 4975, the sample size was determined as shown below

$$n = \frac{4975}{1 + 4975 \times 0.05^2}$$

= 370

To select the sample from the population, proportionate sampling was used to ensure each sub-county was represented in the sample. A number of employees' equivalent to the proportion of employees in the sub-county to the desired sample was randomly selected. Proportionate sampling was used in dividing the sample of 370 employees among the four (4) sub-counties. This ensured that the sample was proportionately and adequately divided among the four (4) sub-Counties according to the population of each sub-county.

The sub-sample of size for each sub-county was determined using the formula by Krecjie and Morgan (1970) as follows:

$$s = \frac{xs}{p}$$

Where;

s = Sub-sample size for each sub-county

X = Population of employees in each sub-county

S = Total sample size for the study

P = Total population of all the sampled sub-counties

e.g. Nakuru East

$$\frac{700}{1800} \times 370 = 144$$

Table 3.1: Population and Sample Distribution

S/No	Sub-county	Population Size	Proportion of the sample
1.	Nakuru West	700	144
2.	Bahati	550	113
3.	Naivasha	300	62
4.	Molo	250	51
	TOTAL	**1800**	**370**

Source: Human Resource, Nakuru County government office 2016

3.6   Research Instrument

The study used self-reported questionnaires as data collection instrument. The researcher constructed close-ended questions following thorough review of the literature. These items were adopted from Cohen (2005). The questionnaire was divided into four (4) sections as follows: Section A contained respondents' background information; Section B contained items for job satisfaction (intrinsic and extrinsic variables) which was measured on a 5 point Likert Scale where 1 = extremely dissatisfied and 5= extremely satisfied. Section C contained items for organisational commitment (affective, continuance and normative) which was measured on a five point Likert Scale where 1= Strongly disagree and 5= Strongly agree. And lastly, Section D contained items for employee turnover intension (thinking of leaving and searching for a new job). This was measured on a five point Likert Scale where 1 = Strongly disagree and 5 = Strongly agree.

3.7 Reliability and Validity of the Study

Validity is defined as the accuracy and meaningfulness of inferences, which are based on the research results (Mugenda and Mugenda, 1999). In other words validity is the degree to which results obtained from the analysis of the data actually represents the phenomenon under study. Validity indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2008). According to Borg and Gall (1989) content validity of an instrument is improved through expert judgement, and as such the researcher sought assistance from supervisor who scrutinized the relevance of the questionnaire items against the set objectives of the study. To enhance the validity of the instrument, a pilot study was carried out at Rongai Sub-County of Nakuru County which helped to improve the content and face validity of the instruments. The pilot testing was carried out among 15 employees who were asked to highlight items that were ambiguous or difficult to understand. The instrument was corrected then administered to the study sample.

Reliability is used to measure the degree to which a research instrument yields consistent results of data after repeated trials (Mugenda and Mugenda, 2003). Cronbach Alpha was employed to test reliability of the study. The results from the pilot study was analysed to determine its reliability. A reliability coefficient of 0.934 was obtained which was above the recommended value of 0.70. According to Kiess and Bloomquist (1985) a minimum reliability coefficient of 0.7 was recommended as it indicated that an instrument was reliable. The cronbach reliability for the study is shown in Table 3.2. below.

Table 3.2 Reliability analysis for the study

S/No	Variables	No. of items	Cronbach Alpha Coefficient (α)	Items dropped	Final Cronbach Alpha Coefficient (α)
1	Intrinsic job satisfaction	12	0.898	None	0.898
2	Extrinsic job satisfaction	10	0.876	None	0.876
3	Affective commitment	7	0.891	None	0.891
4	Continuance commitment	6	0.784	None	0.784
5	Normative commitment	5	0.801	None	0.801
6	Turnover intentions	5	0.070	Reverse coded Items 1 and 2	0.626
7	All questionnaire items	45	0.935	None	0.935

As shown, the cronbach reliability coefficients for all the items, except for turnover intentions, were above the recommended value of 0.70. In this study, the value for turnover intentions was 0.626 which is below 0.70. Studies have shown that values ranging from 0.50 to 0.60 are acceptable in exploratory research (Hair, Anderson, Tatham and Black, 1998; Davis and Cosenza, 1988; Maizura, Masilamani and Aris, 2009).

3.8   Data Collection Procedure

The researcher acquired a permit from the Dean, Faculty of Commerce to undertake the research. The permit was used to get permission from the Governor of Nakuru County so as to administer the questionnaire. The researcher distributed the questionnaire to the employees in the sub-counties and collected them after one week (7 days) as agreed period which gave the respondent time to respond to the items appropriately.

3.9   Data Analysis

The data collected was coded and edited to ensure that it was comprehensive and accurate. The data analysis was carried out with the aid of Statistical Package for Social Sciences (SPSS). Data was analysed using both descriptive and inferential statistics. Descriptive statistics involved the

use of frequencies, means and percentages and data presented in tables and charts. Inferential statistics was used to test the study hypotheses. The inferential statistics that were used included Pearsons correlation analysis and multiple regression analyses. In this study, correlation analysis was used to determine the strength and direction of association between the independent variables (dimensions of organizational commitment and job satisfaction) and the independent variable (turnover intentions). The results of Correlation analysis was tested at $\alpha = 0.05$ significance levels and was used to test hypotheses one to five.

Regression analysis was used in determining, estimating and predicting the values of one variable (dependent), given the values of another variable (independent), when the two variables are linearly related to each other. Multiple regression establishes the relative importance of the independent variables to the dependent variable. It was used in this study to establish the contribution of the independent variables (several dimensions of organizational commitment and job satisfaction) on the dependent variable (turnover intentions). The standardized regression coefficients – beta weights (α) was used to assess the independent effect of each variable in the regression equation on the dependent variable. This allowed a comparison of the independent variables to determine which one is more important in relation to the dependent variable. The coefficient (α) measures the amount of change in the dependent variable associated with one unit change in the independent variable while controlling all other variables in the equation. The standardized regression equation translates the variables to a uniform scale that allows regression results to be more comparable in relative strength of the independent variables in their effect on dependent variable.

The regression model was summarized as:

$$Y_i = a + \beta_1 x_{1i} + \beta_2 x_{2i} + \beta_3 x_{3i} + \beta_4 x_{4i} + \beta_5 x_{5i} + e_i \ldots\ldots\ldots\ldots \text{Eq. 1}$$

Where:

y = dependent variable - Turnover intentions

a = The Constant

x1 = Affective commitment

x2 = Normative commitment

x3= Continuance commitment

x4= Intrinsic job satisfaction

x5 = Extrinsic job satisfaction

β = Beta

e – Error

The inferential statistics that was used to test the study hypotheses at 5% significance level are as summarized:

Table 3.3- Summary of Data Analysis

	Research Hypothesis	Statistics used for analysis
H_{01}:	Affective commitment has no significant effect on turnover intentions among employees in Nakuru county government	Pearson correlation
H_{02}:	Continuance commitment has no significant effect on turnover intentions among employees in Nakuru county government	Pearson correlation
H_{03}:	Normative commitment has no significant effect on turnover intentions among employees in Nakuru county government	Pearson correlation
H_{04}:	Extrinsic job satisfaction has no significant effect on turnover intentions among employees in Nakuru county government	Pearson correlation
H_{05}:	Intrinsic job satisfaction has no significant effect on turnover intentions among employees in Nakuru county government	Pearson correlation

CHAPTER FOUR
RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter covers data analysis and findings of the study, the descriptive statistics of the responses on organisational commitment. The results were analysed using descriptive statistics namely, means and standard deviations in table format. A five point likert scale was used to establish respondent's perceptions on the variables of the study. The results are presented below.

4.2 Background Information

The target population of the study was 4,975 employees of County government of Nakuru. A sample size of 370 was drawn from four sub-counties out of eleven sub-counties for the study. Questionnaires were distributed and the researcher received back 317 questionnaires. The questionnaires that were returned represented 85.6% response rate while those that were not returned represented 16% of the total. This is an acceptable figure. Mugenda and Mugenda (2009) reported that a 50% response rate is adequate, 60% good and above 70% rates as very good.

4.2.1 Descriptive Analysis of the Responses on Organizational Commitment and Job Satisfaction on Employee Turnover Intention
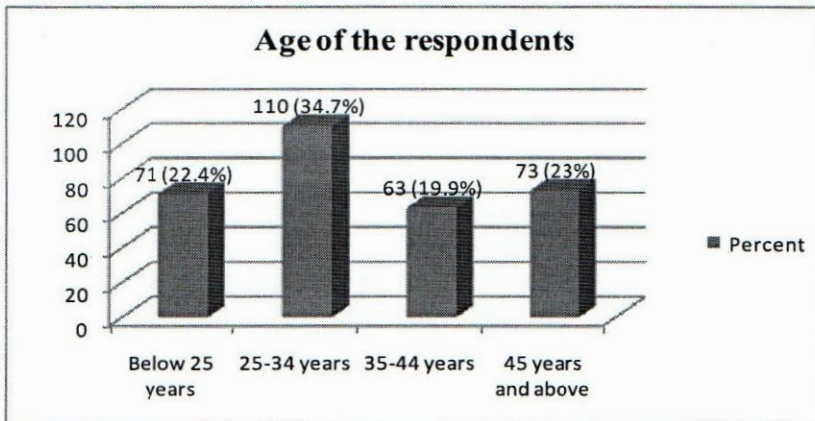
Figure 4.1. Age of the Respondents

Figure 4.1 indicates that majority of the respondents (34.7%) were between age 25 – 34 years and below 25 years (22.4%). This means that 57% of the employees in the county are below the age of 35 years while 43% are 35 years and above.

Gender of the respondents

151 (47.6%) Female

166 (52.4%) Male
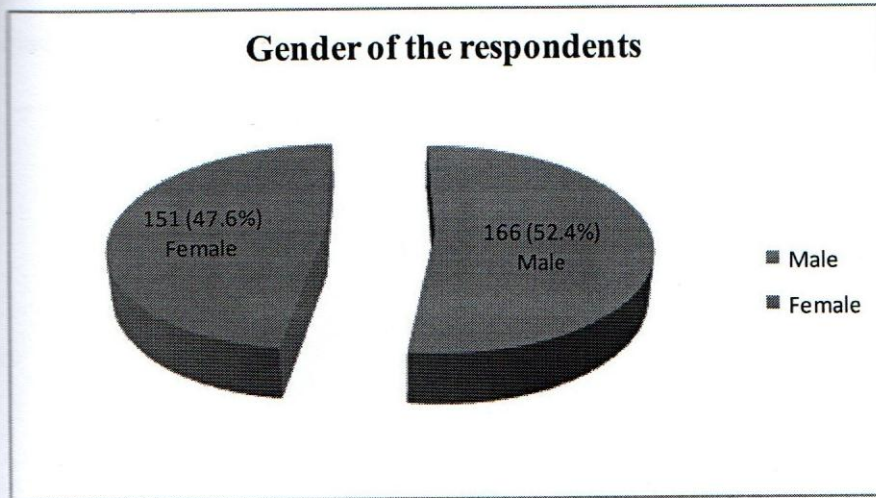
- Male
- Female

Figure 4.2 Gender of the respondents

Figure 4.2 indicates that 166 (52.4 %) of the respondents were male while 151(47.6 %) of the respondents were female. This shows that majority of the employees are male although margin of the differences is not too wide.

Marital status of the respondents

124 (39.1%) Single

193 (60.9%) Married
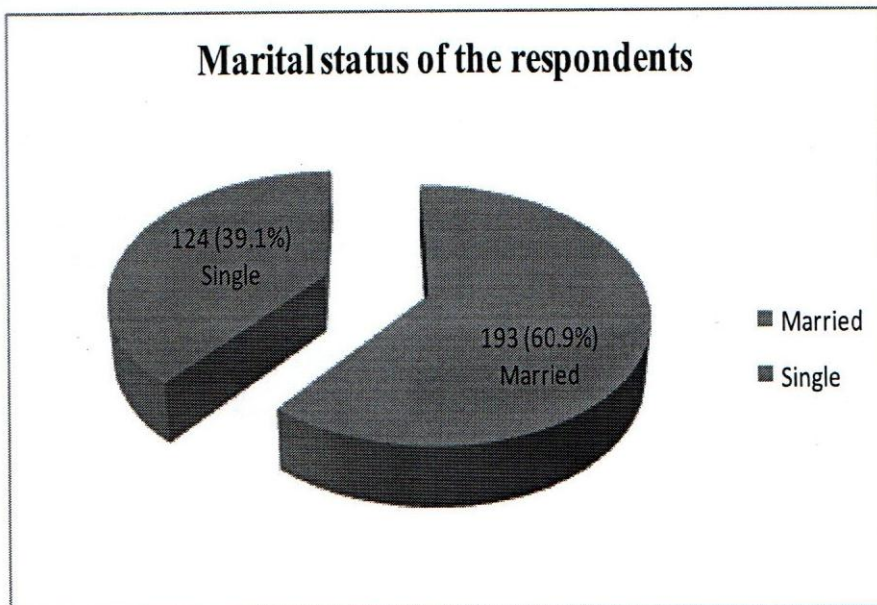
- Married
- Single

Figure 4.3 Marital status of the respondents

Figure 4.3 above was an analysis of the respondents in terms of their marital status. From 317 respondents, 193 (60.9%) of the respondents were married, 124 (39.1%) of the respondents were single. This shows that majority of the employees were married. Marital status is likely to have an effect on turnover intentions as married employees have more family responsibilities thus less likely to quit their jobs.
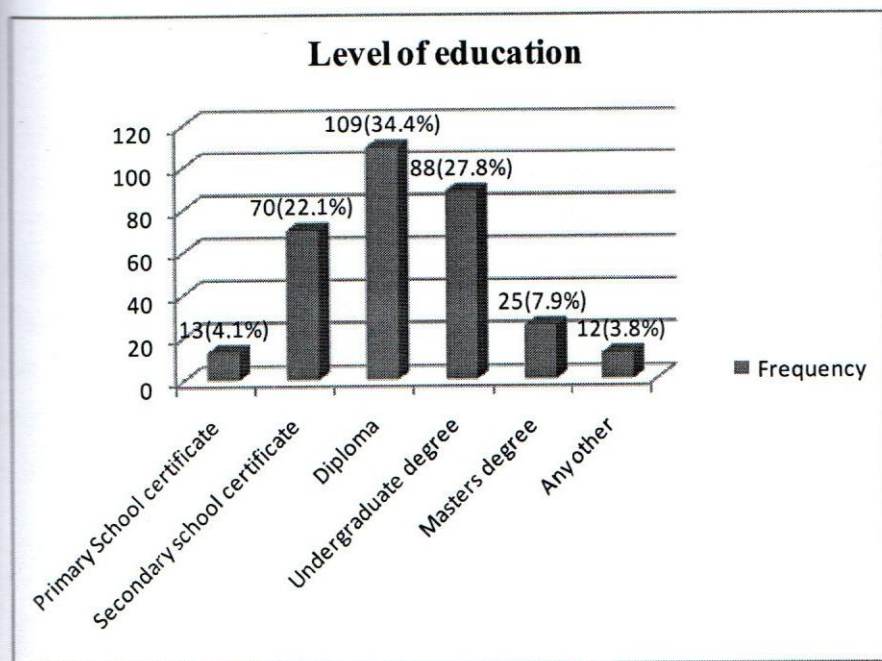
Figure 4.4. Level of education

Figure 4.4 was used to analyze the education levels of respondents. From 317 respondents, the highest number of respondents had attained Diploma (34.4%) while 27.8% of the respondents had an undergraduate degree. The rest as shown in the table above. 60.6% of the respondents had a Diploma and below. Studies have shown that level of education is likely to affect retention with employees with lower levels of education being more likely to stay in the organisation due to uncompetitive qualifications.
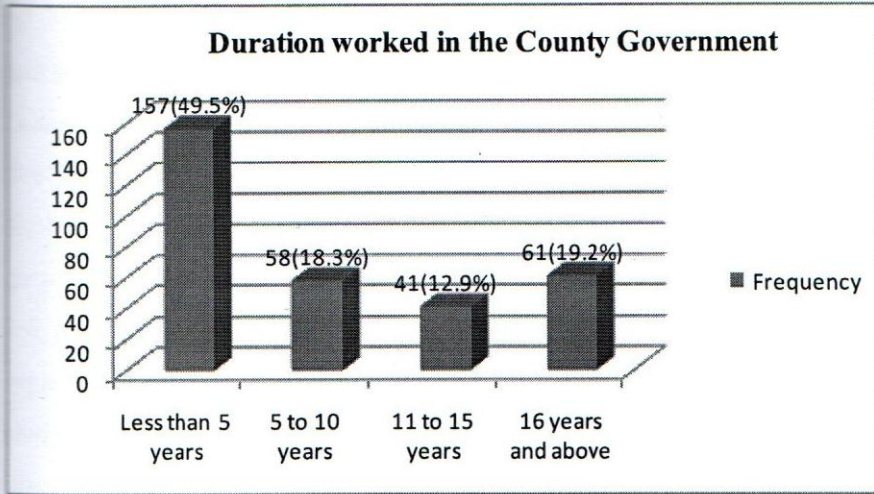
Figure 4.5 Duration worked in the County Government

Figure 4.5 shows that out of 317 respondents, majority of employees 157(49.5%) had worked for less than 5 years and 18.3% had worked for 5-10 years.   This means that 67.8% of the employees have worked in the County government for 10 years and below while only 32.2% had worked for 11 years and above.
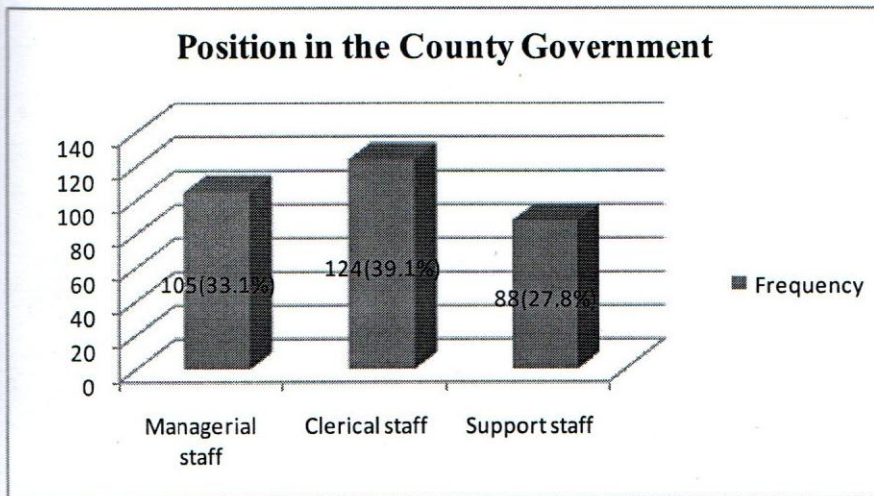
Figure 4.6. Position in the County Government

Figure 4.6 shows that most of the respondent's position in the county government.   The analysis has shown that 67% of the respondents were in the positions of clerks (33.1%) and support staff (27.8%) while 33% were in managerial position.

4.3. Descriptive analysis of the responses on job satisfaction, organisational commitment and turnover intentions

This section presents the descriptive statistics of the responses on the variables of the study. A five point likert scale where 1=extremely dissatisfied; 2=dissatisfied; 3=neither satisfied nor dissatisfied; 4=satisfied and 5=extremely satisfied was used to establish respondents perceptions on job satisfaction. Further, a five point likert scale where 1= Strongly disagree; 2=Disagree; 3=Uncertain; 4=Agree and 5=Strongly Agree was used to establish respondents perceptions on organisational commitment and turnover intentions. The results of the descriptive studies in this study have been interpreted as follows: mean scores below 3.0 suggests that the respondents are discontented with various aspects of job satisfaction, organisational commitment and turnover intentions while mean scores above 3.0 suggests that respondents are relatively satisfied with these factors. The results are discussed below.

4.3.1. Descriptive statistics of job satisfaction

The results in Table 4.2 shows the results of the responses on job satisfaction which has two dimensions namely, intrinsic and extrinsic satisfaction.

Table 4.1: Extrinsic job satisfaction

	N	Min	Max	Mean	SD
Reliability of your co-workers when things get tough on your job	317	1.00	5.00	3.991	0.821
Your job Security	317	1.00	5.00	3.675	0.987
Your hours of work	317	1.00	5.00	3.666	0.988
Benefits (Health insurance, life insurance, etc.)	317	1.00	5.00	3.584	1.017
Your salary	317	1.00	5.00	3.552	0.975
The physical work conditions	317	1.00	5.00	3.536	1.023
Industrial relations (union relationship) between the management and workers in your county	317	1.00	5.00	3.530	1.072
The way your county is managed	317	1.00	5.00	3.479	1.072
Support from your supervisor	317	1.00	5.00	3.284	1.112
Relationship with your fellow workers	317	1.00	5.00	3.233	1.207

The mean scores for all the items for extrinsic job satisfaction were above 3.0 which suggests that the respondents were satisfied with the extrinsic aspects of their jobs. The high mean scores

suggests that majority of the respondents were satisfied with their co-workers who were reliable when things got tough on the job (M = 3.991), their job security (M = 3.675), their hours of work (M = 3.666), benefits (M = 3.584), their salary (M = 3.552), the physical working conditions (M = 3.536), union relationships between management and workers (M = 3.530). On the other hand, support from supervisor (M = 3.284) and relationship with fellow workers (M = 3.233) had the lowest mean scores which suggest that respondents were moderately satisfied with the relationships with their supervisors and fellow workers.

Table 4.2: Intrinsic job satisfaction

	N	Min	Max	Mean	SD
The recognition you get for good work	317	1.00	5.00	3.703	0.968
Your chance of promotion	317	1.00	5.00	3.694	1.012
The attention paid to suggestions you make at work	317	1.00	5.00	3.603	1.006
The amount of variety in your job	317	1.00	5.00	3.603	0.961
Degree of independence associated with your work roles	317	1.00	5.00	3.558	0.991
The amount of responsibility you are given	317	1.00	5.00	3.539	0.953
Sufficient feedback from your supervisor on how well you are doing your job	317	1.00	5.00	3.514	1.045
Opportunity to utilize your skills and talents	317	1.00	5.00	3.470	1.051
Variety of job responsibilities	317	1.00	5.00	3.454	1.053
The freedom to choose your own method of working	317	1.00	5.00	3.432	1.082
Opportunity to learn new skills	317	1.00	5.00	3.416	1.060
Support for additional training and education	317	1.00	5.00	3.230	1.204

The mean scores for all the items for intrinsic job satisfaction were above 3.0 which suggests that the respondents were satisfied with the intrinsic aspects of their jobs. The mean scores suggests that majority of the respondents were satisfied with the recognition they get for good work (M = 3.703), their chances of promotion (M = 3.694), the attention paid to suggestions they make at work (M = 3.603), the amount of variety in their jobs (M = 3.603), the degree of independence associated with their work roles (M = 3.558), the amount of responsibility they are

given (M = 3.539), sufficient feedback from their supervisor on how well they are doing their job (M = 3.514), the opportunity to utilize their skills and talents (M = 3.470), the variety of job responsibilities (M = 3.454), the freedom to choose their own method of working (M = 3.432) and the opportunity to learn new skills (M = 3.416). On the other hand, the fairly low mean scores for support for additional training and education (M = 3.230) suggests that the respondents were moderately satisfied with the support they receive from the County Government for training and education.

4.3.2. Descriptive statistics of organizational commitment

This section discusses the results of the responses on organisational commitment which has three dimensions namely, affective, continuance and normative commitment.

Table 4.3: Affective Commitment

	N	Min.	Max.	Mean	S D
I am proud to tell others that I work at this County	317	1.00	5.00	3.833	0.921
I enjoy discussing this County with people outside of it	317	1.00	5.00	3.792	1.000
I feel a strong sense of belonging in this County	317	1.00	5.00	3.779	0.982
Working at this County has a great deal of personal meaning to me	317	1.00	5.00	3.713	1.008
I would be happy to work at this County until I retire	317	1.00	6.00	3.710	1.063
I feel like part of a family at this County	317	1.00	5.00	3.662	1.026
I feel emotionally attached to the County	317	1.00	5.00	3.539	0.988

The mean scores for all the items for affective commitment were above 3.0 which suggests that the respondents had affective commitment to the county. The mean scores suggests that majority of the respondents were proud to tell others that they worked at the county (M = 3.833), they enjoyed discussing the county with people outside of it (M = 3.792), they had a strong sense of belonging in the County (M = 3.779), working at the County had a great deal of personal meaning to them (M = 3.713), they would be happy to work at the County until they retired (M = 3.710), they felt like part of a family at the County (M = 3.662), and they were emotionally attached to the County (M = 3.539).

Table 4.4: Continuance Commitment

	N	Min.	Max.	Mean	SD
I am concerned about what might happen if I left this County without having another position lined up	317	1.00	5.00	3.631	1.040
One of the few, serious consequences of leaving this County would be the scarcity of alternatives.	315	1.00	5.00	3.590	1.016
Too much in my life would be disrupted if I decided I wanted to leave this County right now	317	1.00	5.00	3.587	1.029
Leaving this County would require considerable personal sacrifices because another organization may not match the overall benefits that I have here.	317	1.00	5.00	3.555	1.088
It would be very hard for me to leave this County right now even if I wanted to	317	1.00	5.00	3.524	1.024
Right now, working in this County is a matter of necessity rather than desire.	317	1.00	5.00	3.473	1.124

The mean scores for all the items for continuance commitment were above 3.0 which suggests that the respondents had continuance commitment to the county. The mean scores suggests that majority of the respondents were concerned about what might happen if they left the county without having another position lined up (M = 3.631), it showed that one of the few, serious consequences of leaving the county would be the scarcity of alternatives (M = 3.590), too much in their life would be disrupted if they decided they wanted to leave the county right now (M = 3.587), leaving the county required considerable personal sacrifices because another organization may not match the overall benefits that they have here (M = 3.555), it would be very hard for them to leave the County right now even if they wanted to (M = 3.524), and right now, working at the County was a matter of necessity rather than desire (M = 3.473).

Table 4.5: Normative Commitment

	N	Min.	Max	Mean	SD
This County deserves my loyalty	317	1.00	5.00	3.849	0.953
I owe a great deal to this County	317	1.00	5.00	3.719	0.955
It would be wrong to leave this County right now because of my obligation to the people in it	317	1.00	5.00	3.719	0.900
I feel I have an obligation to remain with this County	317	1.00	5.00	3.672	1.012
Even if it was to my advantage, I do not feel that it would be right to leave this County now	317	1.00	5.00	3.555	1.007

The mean scores for all the items for normative commitment were above 3.0 which suggests that the respondents had normative commitment to the county. The mean scores suggests that majority of the respondents indicated that the county deserved their loyalty (M = 3.849), they owed a great deal to the county, (M = 3.719), it would be wrong to leave the county right now because of their obligation to the people in it (M = 3.719), they felt they had an obligation to remain at the county (M = 3.672), and even if it was to their advantage, they did not feel that it would be right to leave the county now (M = 3.555).

4.3.3. Descriptive statistics of intentions to turnover

Table 4.6: Turnover Intentions

	N	Min	Max	Mean	SD
I have a strong desire to work for this county	317	1.00	5.00	3.852	0.928
I can see myself working for the county several years from now	317	1.00	5.00	3.691	0.910
I am actively searching for an alternative to this county	317	1.00	5.00	2.707	1.096
As soon as possible, I will leave this county	317	1.00	5.00	2.404	1.153
I always think about quitting my job in the county	317	1.00	5.00	2.126	1.129

The mean scores for the items for turnover intentions were above 3.0 and others below which suggests that the some of the respondents had turnover intentions to the county. The mean scores suggests that majority of the respondents indicated that they had a strong desire to work for the county (M = 3.852), they could see themselves working for the county several years from now, (M = 3.691), but others showed that they were actively searching for an alternative to the county (M = 2.707), some felt that as soon as possible they would leave the county (M = 2.404), and they were thinking about quitting their job at the county (M = 2.126).

4.4. Correlation Analysis

Correlation results to determine the effect of dimensions of organizational commitment on intentions to turnover was done and presented in Table 4.7 below:

Table 4.7: Correlations among organizational commitment, job satisfaction and employee turnover intention

Variables		ESJ	IJS	AC	CC	NC	IT
ESJ	r	1	.797**	.667**	.532**	.546**	-.200**
	Sig.		.000	.000	.000	.000	.000
	N	317	317	317	315	317	316
IJS	r	.797**	1	.634**	.509**	.574**	-.215**
	Sig	.000		.000	.000	.000	.000
	N	317	317	317	315	317	316
AC	r	.667**	.634**	1	.486**	.612**	-.309**
	Sig.	.000	.000		.000	.000	.000
	N	317	317	317	315	317	316
CC	r	.532**	.509**	.486**	1	.648**	-.173**
	Sig.	.000	.000	.000		.000	.002
	N	315	315	315	315	315	314
NC	r	.546**	.574**	.612**	.648**	1	-.385**
	Sig.	.000	.000	.000	.000		.000
	N	317	317	317	315	317	316
IT	r	-.200**	-.215**	-.309**	-.173**	-.385**	1
	Sig.	.000	.000	.000	.002	.000	
	N	316	316	316	314	316	316

** Correlation matrix significant at the 0.01 level (two-tailed test)

ESJ = Extrinsic Job Satisfaction, IJS = Intrinsic Job Satisfaction, AC = Affective Commitment, CC= Continuance Commitment, NC = Normative Commitment, IT = Intentions to Turnover

The testing of hypothesis was subjected to statistical analysis as shown above. Pearson's correlation analysis and multiple regression analysis were used to test the study hypotheses. These hypotheses were tested using Pearson's Correlation analysis which determines the strength and direction of the relationships. According to Field (2005) correlation coefficients (in absolute value) which are ≤ 0.35 are generally considered to represent low or weak correlations, 0.36 to 0.67 moderate correlations, and 0.68 to 0.90 strong or high correlations with r coefficients > 0.90 very high correlations.

4.5. Regression Analysis

The model summary of the regression results in Table 4.8 shows that job satisfaction and organisational commitment accounted for 17.3% of the variance in turnover intentions among employees in County Government of Nakuru (r square = 0.173). This shows that 82.7% of the variance in turnover intentions was explained by factors not in the study. The standardized beta coefficients indicate that affective commitment (β = -0.166, p = 0.030) and normative commitment (β = -0.407, p = 0.000) were negative significant predictors of turnover intentions. On the other hand, the standardized beta coefficients shows that continuance commitment (β = 0.142, p = 0.046) was a positive significant predictor of turnover intentions. The results show that extrinsic and intrinsic job satisfaction did not have a significant influence on turnover intentions (p > 0.05).

Table 4.8: Multiple regression results

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	17.819	1.067		16.703	.000		
Extrinsic Job Satisfaction	.019	.047	.039	.405	.686	.284	3.523
Intrinsic Job Satisfaction	.006	.037	.014	.150	.880	.303	3.300
Affective commitment	-.102	.047	-.166	-2.183	.030	.465	2.149
Continuance commitment	.108	.054	.142	2.005	.046	.536	1.867
Normative commitment	-.379	.072	-.407	-5.281	.000	.452	2.212

Model	R	R Square	Adjusted R Square	F (ANOVA)	Sign.
1	.416[a]	.173	.160	12.881	0.000

a. Predictors: (Constant), Normative commitment, Extrinsic Job Satisfaction, Continuance commitment, Affective commitment, Intrinsic Job Satisfaction

The negative significant beta coefficients suggest that employees who had high levels of affective and normative commitment were less likely to quit their jobs in Nakuru County government. This suggests that employees who were emotionally attached to their organisation and had feelings of obligations towards their organization were less likely to turnover. This finding is consistent with various studies which have found negative correlations between turnover intentions and dimensions of organisational commitment, namely, affective and normative commitment (Meyer and Allen, 1997; Kim et al., 2005; Beck and Wilson, 2000; Guntur et al., 2012). On the other hand, the positive significant beta coefficient for continuance commitment suggests that employees with continuance commitment were still likely to quit their jobs. This finding is consistent to the study by Sethi and King (1998) which found a positive correlation between continuance commitment and turnover intentions, which suggests that employees with high levels of continuance commitment are more likely to quit their jobs.

Contrary to previous studies, job satisfaction was not a significant predictor of turnover intentions (Mahdi et al., 2012; Issa et al., 2013; Mbah and Ikemefuna, 2012). This suggests that job satisfaction did not influence an employee's decision to stay or quit the job.

Ho1: Affective commitment has no significant effect on turnover intentions among employees in county government of Nakuru.

The study sought to establish whether affective commitment had a significant effect on intentions to turnover among employees in the County Government of Nakuru. The results in Table 4.8 showed that there was a significant negative effect of affective commitment on intentions to turnover ($\beta = -0.166$, $p < 0.03$). This suggests that intentions to turnover increased when employees had low levels of affective commitment and vice versa. This is consistent with studies by Kim et al. (2005) which found that employees who perceived their organisation as supportive, were likely to feel a strong desire to maintain membership in their organization.

Guntur, Haerani and Hasan (2012) in a study of nurses in private hospitals in Indonesia, found that affective commitment had significant negative influence on turnover intentions. They reported that the high affective commitment of the nurses was as a result of the positive perception of nurses about the hospital which made them to feel glad and proud to be a part of the hospital. Sethi and King (1998) found that affective commitment was negatively related to turnover intentions. Similarly, Beck and Wilson (2000) found that employees who were affectively committed were more likely to stay in their organisations because they believed in goals and values of the organisation. Thus, the hypothesis One which states that affective commitment does not have significant effect on turnover intentions among employees in County government of Nakuru is rejected.

Ho2: Continuance commitment has no significant effect on turnover intentions among employees in county government of Nakuru.

The study sought to establish whether continuance commitment had a significant effect on intentions to turnover among employees in the County Government of Nakuru. The results in Table 4.8 showed that there was a significant positive effect of continuance commitment on intentions to turnover ($\beta= 0.142$, $p < 0.046$). This suggests that employees who had high levels of continuance commitment were less likely to turnover and vice versa. This finding is contrary to the study by Sethi and King (1998) which found a positive correlation between continuance commitment and turnover intentions, which suggests that employees with high levels of continuance commitment are more likely to quit. Guntur et al. (2012) found insignificant correlations between continuance commitment and turnover intentions. Consistent with this study, Meyer and Allen (1997) found a negative correlation between continuance commitment and turnover intentions which means that employees who have high levels of continuance commitment were less likely to turnover. Thus, the hypothesis Two which states that continuance commitment does not have significant effect on turnover intentions among employees in County government of Nakuru is rejected.

Ho3: Normative commitment has no significant effect on turnover intentions among employees in county government of Nakuru.

The study sought to establish whether normative commitment had a significant effect on intentions to turnover among employees in the County Government of Nakuru. The results in Table 4.8 showed that there was a significant negative effect to turnover intentions on normative commitment and intentions to turnover (β = -0.407, p < 0.000). This suggests that intentions to turnover increased when employees had low levels of normative commitment and vice versa. This result is consistent with findings by Allen and Meyer (1990) who found a negative correlation between normative commitment and turnover intentions which meant that employees with high levels of normative commitment were less likely to quit their jobs since they have high sense of obligations and loyalty to continue working in their organisations. Similarly, Guntur et al. (2012) found significant, negative correlations between normative commitment and turnover intentions. They reported that nurses' loyalty is due to the moral obligation they have towards the hospital and thus the desire to quit is low. Thus, the hypothesis Three which states that normative commitment does not have significant effect on turnover intentions among employees in County government of Nakuru is rejected.

Ho4: Extrinsic job satisfaction has no significant effect on turnover intentions among employees in county government of Nakuru.

The study sought to establish whether extrinsic job satisfaction had a significant effect on intentions to turnover among employees in the County Government of Nakuru. The results in Table 4.8 showed that there was a significant negative effect on extrinsic job satisfaction and intentions to turnover (β = 0.039, p < 0.686). This suggests that intentions to turnover increased when employees were dissatisfied with the extrinsic aspects of their jobs and vice versa. Contrary to this finding, Mahdi et al. (2012) found an insignificant negative correlation between extrinsic job satisfaction and turnover intentions. Consistent with this study, several studies have found significant negative correlations between extrinsic job satisfaction and turnover intentions (Issa, Ahmad and Gelaidan, 2013; Mbah and Ikemefuna, 2012). These studies have found that satisfaction with extrinsic factors such as supervisory support, co-worker support, pay, and work conditions among others are less likely to quit their jobs. Thus, the hypothesis Four which states that extrinsic job satisfaction does not have significant effect on turnover intentions among employees in County government of Nakuru is rejected.

Ho5: Intrinsic job satisfaction has no significant effect on turnover intentions among employees in county government of Nakuru.

The study sought to establish whether intrinsic job satisfaction had a significant effect on intentions to turnover among employees in the County Government of Nakuru. The results in Table 4.7 showed that there was a significant negative effective on intrinsic job satisfaction and intentions to turnover ($\beta = 0.014$, $p < 0.880$). This suggests that intentions to turnover increased when employees were dissatisfied with the intrinsic aspects of their jobs and vice versa. Consistent with this study, Mahdi et al. (2012) found a significant, negative correlation between intrinsic job satisfaction and turnover intentions. They reported that employees who viewed their jobs as interesting, challenging and providing opportunities for autonomy were likely to experience a positive emotional state which would lessen their desire to quit their jobs. Thus, the hypothesis Five which states that intrinsic job satisfaction does not have significant effect on turnover intentions among employees in County government of Nakuru is rejected.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

The findings from this study on organizational commitment on employee turnover intentions are summarized in this Chapter. It also contains conclusion and recommendations made from the findings of the study.

5.2   Summary of the Findings

The study sought to determine the effect of the organizational commitment on employee turnover intentions among employees in Nakuru County. The study was guided by five (5) objectives.

The first objective sought to determine the effect of affective commitment on turnover intentions among the employees in the county government of Nakuru. The results showed that there was a significant negative effect to affective commitment and turnover intentions. This shows that employees who feel emotionally attached to, and support the goals and values of the county government were less likely to quit their jobs.

Objective Two of the study sought to determine the effect of continuance commitment on turnover intentions among the employees in the county government of Nakuru. The study established that continuance commitment had a significant positive effect to employee turnover intentions. This shows that employees who perceived high costs associated with leaving the county were less likely to quit their job.

Objective Three of the study sought to determine the effect of normative commitment on turnover intentions among the employees in county government of Nakuru. The study established that normative commitment had a significant negative effect to employee turnover intentions. This shows that employees who had sense of moral obligation and loyalty to the county government were less likely to desire to leave their organisation.

Objective Four sought to determine the effect of extrinsic job satisfaction on employee turnover intentions among the employees in county government of Nakuru. The findings showed that

there was a negative effect to extrinsic job satisfaction and turnover intentions. This suggests that extrinsic or hygiene work factors such as salaries, physical work conditions, relationships with supervisors and colleagues among other factors did not influence employees' decision to quit their job.

Objective Five of the study sought to determine the effect of intrinsic job satisfaction on employee turnover intentions among the employees in county government of Nakuru. The study found that intrinsic job satisfaction had a significant negative effect to turnover intentions. This shows that employees who were satisfied with the intrinsic aspects of their jobs such as challenging jobs, recognition, appreciation, advancement opportunities among other were less likely to turnover.

On the other hand, the results of the regression analysis has shown that multi-dimensional organizational commitment (namely, affective, normative and continuance commitment) was a significant negative predictor of turnover intentions. This means that employees with high levels of affective, normative and continuance commitment were less likely to turnover and vice versa.

5.3   CONCLUSION

The study sought to establish the role played by organizational commitment in influencing employees' turnover intentions in the County Government of Nakuru. As was anticipated prior, employee commitment and satisfaction had a negative influence on employees' turnover intentions. In the study, organizational commitment of the employees was disaggregated into affective, continuance and normative components and each separately evaluated for its effects. Affective commitment had a significant negative influence on turnover intentions. Hence employees who were affectively committed were more likely to stay in the county government because they believed in the goals and mission pursued in the county. Continuance commitment had a significant positive effect on turnover intentions. Employees who had high levels of continuance commitment were less likely to turnover and vice versa. Normative commitment had a significant negative effect on turnover intentions. Additionally, intentions to turnover increased when employees had low levels of normative commitment. As such employees with high levels of normative commitment were less likely to quit their jobs since they had high sense of obligations and loyalty to continue working in their positions in the County.

Job satisfaction has been documented in literature as critical in influencing retention of employees in all kinds of organization. Hence in this study the role of job satisfaction on turnover intentions among employees in county government of Nakuru was assessed. Extrinsic and intrinsic job satisfaction had a significant negative effect on intentions to turnover among employees in the County. This suggests that intentions to turnover increased when employees were dissatisfied with the extrinsic aspects of their jobs and vice versa. Hence extrinsic factors such as supervisory support, co-worker support, pay, and work conditions among others are key to retaining employees within employment if they are satisfactory. Complimentarily, employees who viewed their jobs as interesting, challenging and providing opportunities for autonomy were likely to experience a positive emotional state which would lessen their desire to quit their jobs. This suggests that intentions to turnover increased when employees were dissatisfied with the intrinsic aspects of their jobs and vice versa.

Eventually, to control for the simultaneous effects of organizational commitment on turnover intentions of employees in the County Government of Nakuru, a regression analysis was carried out. The finding of the study indicates that affective and normative commitment negatively influenced intentions of the employees to quit the County employment. Continuance commitment effect on retention of employees though significant, had a positive influence which suggests that employees who had high continuance commitment still desired to quit their jobs.

5.4. Recommendations

The following recommendations were made based on the findings from the study. Organizations should ensure that employees have a positive perception about their organization by giving them support on their work. This will make them feel proud to be part of the organization as the research established that employees who were affectively committed were more likely to stay longer in their organization. They should ensure that employees enjoy the pay/benefits they earn as a result of the time spent in the organization. This can be done by organizing programmes like trainings and workshops.

Additionally, once employees are entrusted with a sense of responsibility and commitment it allows them continued membership and can be enhanced through staff welfare programs. Qualified supervisors should be available for advice, guidance and problem solving to provide employees with support and co-operation in completing their tasks. Subsequently, strategies such

as merit-based recruiting, fair performance appraisal practices, and opportunities for training and development may contribute to strengthen organizational commitment. The Researcher further established that employees enjoy and find their jobs as interesting, challenging and providing opportunities for autonomy once they are involved in the job. This will drive them to experience a positive emotional state which would lessen their desire to quit their jobs.

5.5   Suggestions for Further Research

More research should be conducted to determine the organisational commitment on employee turnover in counties following devolution. A lot has been about job satisfaction and little has been done about organisational commitment. Research can be carried out to establish the extend to which organisational commitment does affect employee turnover intentions. The government has 47 county government and the county government is new. It can be used to make decisions as far as employee retention is concerned. Further studies concerning job satisfaction should be carried out using regression analysis to confirm is the results are still the same.

REFERENCES

Aamodt, M.G. (2007). *Industrial/Organisational Psychology*: An Applied Approach. Belmont, CA:Wadsworth Cengage Learning.

Abelson, M. A., and Baysinger, B. D. (1984). Optimal and Dysfunctional Turnover: Toward an Organizational Level Model. *Academy of Management Review*, 9 (2), 331-341.

Abrams, J., Castermans, S., Cools, H., Michiessen, M., Moeyaert, B., Van Meawen, N. and Van Nooten, L. (2008) Learning and talent management: factors which influence the retention of (talented) employees), *Administrative Science Quarterly*, 22: 57-67.

Agnes, M. (1999). *Webster's New World College Dictionary* (4th Edition).New York, NY: Macmillian USA.

Agrela, R., Carr, R., Veyra, V, Dunn, C., Ellis, D. Gandolfi, A. Gresham, B. King, L. Sims, A, and Troutman, 1. (2008). *Retention issues and solutions*: tools to ensure University of California becomes an employer of choice. http://www.ucop.edu/cucsaldocuments

Ajzen, I., (1991). The theory of planned behavior. *Organizational behavior and human decision processes*, 50(2): 179-211.

Allen, N. J., and Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational and Organizational Psychology,* 63(1), 1–18.

Angle, H.L. and Perry, J.L. (1981). An empirical assessment of organisational commitment and organisational effectiveness, *Administrative Science Quarterly*, 26: 1-14.

Angle, H.L., and Perry, J.L. (1981). An empirical assessment of organizational commitment. Employee turnover. *Academy of Management Journal*, 44 (5), 975-987. *Applied Psychology,* 50, 41-50.

Armitage, C.J.: Christian, J. (2004) *Planned Behavior*: The Relationship between Human Though and Action. Transaction Publishers, New Jersey

Armstrong M (2001). *A handbook of Human Resource Management and Practice,* 8th Edition. Bath Press Ltd. London.

Arnold, E. (2005), "Managing human resources to improve employee retention". The Health Care Manager, 24 (2), 132-40.

Arnold, J.; Cooper, C.L.; Robertson, I.T. (1998) *Work Psychology*: Understanding Human Behaviour in the Workplace.3rd ed. Pearson Education: Prentice Hall.

Aube, C., Rousseau, V. and Morin, M.E. (2007) Perceived organizational support and organizational commitment: The moderating effect of locus of control and work autonomy, *Journal of Managerial Psychology*, 22 (5) 479-495.

Babcock P (2005). *"Find What Workers Want,"* H.R. Magazine, April, ww.shrm.org/hr magazine

Balogun, A. G., Adetula, G. A., and Olowodunoye, S. A. (2013). Job conditions, psychological climate, and affective commitment as predictors of intention to quit among two groups of bank employees in Nigeria. Romanian *Journal of Applied Psychology*, 15(1), 9–19.

Beach L.R (1990) *Image theory*: Decision making in Personal and organizational contexts, Wiley, Chichester, 3-10.

Beck, N. and Wilson, J. (2000). 'Development of affective organizational commitment: A cross-sequental examination of change with tenure'. *Journal of Vocational Behaviour*, 56:114-136.

Becker, B. E., & Gerhart, B. (1996). The impact of human resource management on organizational performance: Progress and prospects. *Academy of Management Journal*, 39(4), 779-801

Beer M (1981). Performance Appraisal: dilemmas and possibilities, *Organization Dynamics*, Winter, Pp 24-36.

Beham, B. (2011). Work-family conflict and organisational citizenship behaviour: Empirical evidence from Spanish employees. *Community, Work and Family*, 14(1), 63-80

Benko, C. andWeisberg, A.(2007). Implementing a Corporate Career Lattice: The Mass Career Customization Model. *"Strategy and Leadership"*, 35(5),29-36

Berry, L.M. (1997). *Psychology at Work,* San Francisco: McGraw-Hill Companies Inc. Robbins.

Bhuian, S.N., Al-Shammari, E.S. and O.A. Jefri, 1996, "Organizational commitment, job satisfaction and job characteristics: An empirical study of expartriates in Saudi Arabia", *International Journal of Commerce and Management*, 57, 57-80.

Bidyut, B. N. and Mukulesh, B. (2014) Factors Influencing Employee's Job Satisfaction: An Empirical Study among Employees of Automobile Service Workshops in Assam, *The SIJ Transactions on Industrial, Financial and Business Management*, 2 (7) 305-316

Blau, P.M. (1964). *Exchange and power in social life*. New York, NY: Wiley.

Bolon, D.S. (1997). "Organizational Citizenship Behaviour Among Hospital Employees: A Multidimensional Analysis Involving Job Satisfaction and Organizational Commitment". *Hospital and Health Services Administration, 42, 2, 221-241.*

Borg,W.R.andGall,M.D.(1989) Educational Research: An Introduction 5th. edn. New York:Longman

Bothma CFC, Roodt G. (2013); The validation of the turnover intention scale. *South African Journal of Human Resource Management.* 11(1):507-19

Bridges, Williams (1991). Managing transitions – making the most of change. Cambridge, MA: Persens Books.

Brief, A. P. (1998). *Attitudes In and around organizations.* Sage: Thousand Oaks, CA.

Camp, S. D. (1994). Assessing the effects of organizational commitment and job satisfaction on turnover: An event history approach. *The Prison Journal, 74(3), 279–305.*

Capplan, G and Teese, M. (1997). Survivors – How to keep your best people on board after downsizing. Palo Alto, CA: Davies-Black Publishing.

Chughtai, A. A. & Zafar, S. (2006) Antecedents and consequences of organizational commitment among Pakistani University Teachers. *Applied H. R. M. Research*, 11 (1), p. 39 -64.

Coomber B., and K.L. Barriball, 2007, "Impact of job satisfaction components on intend to leave and turnover for hospital-based nurses: A review of the research literature", *International Journal of Nursing Studies*, 44(2), 297-314.

Choong, Y., Keh, C., Tan, Y. & Tan, C. (2013) Impacts of demographic antecedents toward turnover intention amongst academic staff in Malaysian Private Universities, *Australian Journal of Basic and Applied Sciences,* 7(6): pp. 46-54.

Dalton D.R.. and Todor W. D (1982) Male and Female Stewards' Grievance Behavior: Congruity with Sex-role Stereotypes. *Psychological Reports*: 50, pp. 1119-1125. doi: 10.2466/pr0.1982.50.3c.1119

Davis, D. and Cosenza, R. M. (1993) Business research for decision making (3rd ed). Belmont, CA: Wadsworth Publishing

Dess, G.G. and Shaw, J.D. (2001). Voluntary turnover, social capital and organizational performance. *Academy of Management Review*, pp: 446-456.

Dessler, G. (1978). *Personnel Management, Modern Concept and Techniques*, Virginia: Renton publishing company Inc.

Dunnette, M.D. and Locke, E.A. (1976). *The Nature and Causes of Job Satisfaction*. Handbook of Industrial and Organizational Psychology, Rand McNally College Publishing Company Chicago, pp: 1297-1349.

Egan, T. M., Yang, B., and Bartlett, K. R. (2004). The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. *Human Resource Development Quarterly*, 15(3), 279–301. doi:10.1002/hrdq.1104

Eisenberger, R. Cummings, J. Armeli, S. and Lynch, P. (1997), "Perceived organizational support, discretionary treatment, and job satisfaction", *Journal of Applied Psychology*, Vol. 82 No. 5, pp.812-820.

Feldman, D.C. (2000). Managing Careers in downsizing firms. *Human Resource Management* , 35 (2) 145-161.

Finlay, W., Martin, J. K., Roman, P. M., and Blum, T. C. (1995). Organizational structure and job satisfaction: Do bureaucratic organizations produce more satisfied employees? *Administration and Society*, 27(3), 427–450.

Frank, F.D., Finnegan, R.P., Taylor, C.R. (2004), "The race for talent: retaining and engaging workers in the 21st century", *Human Resource Planning*, Vol. 27 No.3, pp.12-25.

Freed, D.E. (2003). Material benefits, advancement, or fulfillment: a study into the causes and predictors of job satisfaction based on how people view their work. *Journal of Applied Management and Entrepreneurship, 8,* 116-136.

Gall, M. D.; Borge, W. R. and Gall, J. P. (1996). An Introduction to education Research.6th Ed. New York: Longman Glebbeek, A.C and Bax, E.H. (2004). Is high employee turnover really harmful: "An empirical test using company records" *academy of Management Journal,* 47 277-286 .

Glebbeek A. and Bax E. (2004). Is high employee turnover really harmful? An empirical test using company records. *Academy of Management Journal* 47(2) 277-286

Glick, N. L. (1992). Job satisfaction among academic administrators. *Research in Higher Education, 33*(5), 625-639.

Glisson, C., and Durick, M. (1988). Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative Science Quarterly, 33*(1), 61–81

Gopinath, C. and Becker, T.E. (2000). 'Communication, procedural justice, and employee attitudes: Relationships under conditions of divestiture. *Journal of Management 26 (1) 63-83* doi: 10.1177/014920630002600107

Griffeth, R.W., Hom, P.W., and Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26, 463-488.

Gross, E. and Etzioni, A. (1985). *Organizations in Society*. N.J: Prentice-Hall.

Guntur, R. M. Y., Haerani, S. and Hasan, M. (2012) The influence of affective, continuance and normative commitments on the turnover intentions of nurses at Makassar's private hospitals in Indonesia, *African Journal of Business Management*, 6 (38), pp. 10303-10311

Hair, J. F., Anderson, R. E., Tatham, R. L. and Black, W. C. (1998). *Multivariate data analysis* (5th ed) Upper Saddle River: Prentice Hall.

Hegney D., Plank A., and V. Parker, 2006, "Extrinsic and Intrinsic Work Values: Their Impact on Job Satisfaction in Nursing", *Journal of Nursing Management*, 14(4), 271-281.

Hendrix, WH; Robbins, T; Miller, J; Summers, TP. (1998) Effects of procedural and distributive justice on factors predictive of turnover", *Journal of Social Behaviour* 13(4), pp. 611-632

Herzberg, F.W., Mausner,B., and Sayderman (1959). *The Motivation to Work*. New York: Wiley.

Herzberg, R.R., 1968, One more time: How do you motivate employees? In S.J.Ott (Ed.), *Classical readings in organizational behavior*. 2nd Edition, Orlando, Florida: Harcourt Brace and Company.

Herzberg, F. (1966). *Work and the Nature of Man*. Cleveland, OH: World Publishing.

Hogan, N. L., Lambert, E. G., Jenkins, M., and Wambold, S. (2006). The impact of occupational stressors on correctional staff organizational commitment: A preliminary study. *Journal of Contemporary Criminal Justice*, 22(1), 44–62.

Hom P.W, Griffeth R.W (1995).Employee turnover, South Western college publishing, Incinnati.

Hom, P. W., and Kinicki, A. J. (2001). Toward a greater understanding of how dissatisfaction drives employee turnover. *Academy of Management Journal*, 44(5), 975-987.

Israel, G.D. (1992). *Determining Sample Size: Program Evaluation and Organizational Development*: IFAS. University of Florida, PEOD-6.

Issa, D. R. M., Ahmad, F. and Gelaidan, H. M. (2013) Job Satisfaction and Turnover Intention Based on Sales Person Standpoint, *Middle-East Journal of Scientific Research,* 14 (4), pp. 525-531

Jadoo, S.A.A., Aljunid, S.M., Dastan, L., Tawfeeq, R.S.; Mustafa, M.A.; Ganasegeran, K. & AlDubai, S.A.R., (2015). Job Satisfaction and Turnover Intention among Iraqi doctors: A descriptive cross-sectional multicenter study, *Human Resources for Health*, 13(21), pp.1-11.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal, 33*(4), 692-724.

Kanwar, Y.P.S., Singh A.K. & Kodwani A.D. (2012). A study of Job Satisfaction, Organizational Commitment and Turnover Intent among the IT and ITES Sector Employees, *Vision*, 16 (1), pp. 27-35

Kiess H.O and Bloomquist D.W. (1985) Psychological research methods E Bay city and published by: Allyn and Bacon.

Kipkebut, D. J. (2010). *Organisational Commitment and Job Satisfaction in Higher Educational Institutions: The Kenyan Case.* PhD thesis, Middlesex University

Kipkebut, D. J. (2013). The Effects of Demographic Characteristics on Organisational Commitment, job Satisfaction and Turnover Intentions: The Case of Employees in Kenyan Universities, *Journal of Organization and Human Behaviour*, Vol. 2 (1), pp: 20 – 33.

Korsgaard, M., Meglino, B. M., Lester, S. W., and Jeong, S. S. (2010). Paying you back or paying me forward: Understanding rewarded and unrewarded organizational citizenship behavior. *Journal of Applied Psychology*, 95(2), 277-290. doi:10.1037/a0018137

Kothari, C. R. (2004). *Research Methodology*. New Delhi: New Age international

Kotze, K. and Roodt, G. (2005). 'Factors that affect the retention of managerial and specialist staff: An exploratory study of an employee commitment model', *South African Journal of Human Resource Management*, 3(2): 48-55.

Kyaddondo, D. and Whyte, S. R. (2003). Working in a decentralized system: a threat to health workers' respect and survival in Uganda, *The International Journal of Health Planning and Management,* 18 (4), pp. 329-342

Lambert EG, Hogan NL, Barton SM. (2001); The impact of job satisfaction on turnover intent: a test of a structural measurement model using a national sample of workers. *Journal of Social Science*. 38(2):233-50.

Lambert, E. G. (2004). The impact of job characteristics on correctional staff members. *The Prison Journal*, *84*(2), 208–227.

Lambert, E. G., Barton, S. M., and Hogan, N. L. (1999). The missing link between job satisfaction and correctional staff behavior: The issue of organizational commitment. *American Journal of Criminal Justice*, *24*(1), 95–116.

Lee, H.W. and Liu, C.H. (2007). An examination of factors affecting repatriates' turnover intentions. *International Journal of Manpower*, 28(2): 122-134.

Lew, T. (2009). The relationships between perceived organizational support, felt obligation, affective organizational commitment and turnover intention of academics working with private higher educational institutions inMalaysia. *European Journal of Social Sciences*, 9(1), 72-87.

Liu, C. Y. (2011), Employment concentration and job quality for low-skilled latino immigrants. *Journal of Urban Affairs*, 33:117–142.

Locke, E.A. and Henne, D. (1986). Work Motivation Theories. In: *International Review of Industrial and Organizational Psychology*, Cooper, C.L. and T. Robertson (Eds.)., Wiley, Chichester, pp: 1-35.

Luboga, S., Hagopian, A., Ndiku, J., Bancroft, E., and McQuide, P. (2011). Satisfaction, motivation, and intent to stay among Ugandan physicians: a survey from 18 national hospitals. *The International Journal of Health Planning and Management, 26* (1), 2-17

Lum, L., Kervin, J., Clark, K., Reid, F. and Sirola, W. (1998). Explaining nursing turnover intent: job satisfaction, pay satisfaction, or organizational commitment? *Journal of Organizational Behavior, 19*(3), 305-320.

MacCoby, E., and Jacklin, L. (1984). The Psychology of Sex Differences. Oxford University Press: London.

Mahdi, A. F., Zin, M. Z. M., Nor, M. R. M., Sakat, A. A. and Naim, A. S. A. (2012) The Relationship Between Job Satisfaction and Turnover Intention, *American Journal of Applied Sciences,* 9 (9): 1518-1526

Maizura, H., Masilamani, R. and Aris, T. (2009) Reliability (Internal Consistency) of the job content questionnaire on job stress among office workers of a Multinational company in Kuala Lumpur. *Asia-Pacific Journal of Public Health*, 21 (2), p. 216-222

March, R. and Mannari, H. (1977). 'Organisational commitment and turnover: A prediction study', relationships under conditions of divestiture.' *Journal of Management*, Vol.26, pp. 63-83.

Mathieu, J.E.,& Zajac, D.M. 1990. A review and meta-analysis of the antecedents, correlates and consequences of organizational commitment. *Psychological Bulletin*, 108: pp. 171-194.

May, D.R., Gilson, R.L.and Harter, L.M. (2004). The Psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology,* 77, 11-37.

Mbah, S. E. and Ikemefuna, C. O. (2012) Job Satisfaction and Employees' Turnover Intentions in total Nigeria plc. in Lagos State, *International Journal of Humanities and Social Science* Vol. 2 No. 14

Meyer, J.P. and Allen, N.J. (1997). Commitment in the Workplace: Theory, Research, and Application. Thousand Oaks, CA: Sage Publications.

Meyer, J.P., Allen, N.J. and Smith, C.A (1993). Commitment to organizations and occupations. Extension and test of a three-component conceptualization. *Journal of applied Psychology* 78 (4) 538-551

Milkovich, G.T. and Newman, J.M. (2005). Compensation. 8th ed. Boston, MA: McGraw-Hill.

Millar, R., and Shevlin, M. (2003). Predicting career information-seeking behavior of school pupils using the theory of planned behavior. *Journal of Vocational Behavior*, 62, 26-42.

Mitchell T.R. (2001). How to keep your best employees: developing an effective retention policy (and executive commentary). *The Academy of Management Executive* (1993-2005), pp:96-109.

Mobley WH, Horner SO, Hollingsworth AT. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*.; 63(4):408-14.

Mobley, W.H., Griffeth, R.W., Hand, H.H., and Meglino, B.M. (1979) Review and Conceptual analysis of the employee turnover process. *Psychological Bulletin*, , 86, 493 – 522.

Mowday, R., Porter, L., and Steers, R. (1982). Employee–organization linkages: The psychology of commitment, absenteeism, and turnover: New York; Academic Press.

Muchinsky *"Job Satisfaction and Job Performance."* A Meta-analysis' psychological bulletin, March (1985). Organizational effectiveness. Administrative Science Quarterly, 21, 1-14

Mugenda, O.M. and Mugenda, A.G. (1999) *Research Methods: Quantitative and Qualitative Approaches.* Nairobi: Acts Press.

Mugenda, O.M. and Mugenda, A.G. (2003) *Research Methods: Quantitative and Qualitative Approaches.* Nairobi: Acts Press.

Murupus, N. M. & Kipkebut, D. J. (2015) Effect of employee demographic characteristics and selected Human Resource Management Practices turnover intentions: A case of commercial banks in Eldoret Town, Kenya, *International Journal of Management & Information Technology*, 10 (10), pp. 2555-2569

Nestor, P.I. & Leary, P. (2000). The relationship between tenure and non-tenure track status of Extension faculty and job satisfaction. *Journal of Extension,* 38 (4).

Newstrom, J.W. and Davis, K. (1993). Organizational behavior: Human behavior at work. New York: McGraw Hill.OH PP. 200-340.

O'Reilly III.,C.A. and D.F. Caldwell, 1980, "Job Choice: The impact of intrinsic and extrinsic factors on subsequent satisfaction and commitment", *Journal of Applied Psychology*, 65, 559-565.

Olusegun, S. O. (2013) Influence of Job Satisfaction on Turnover Intentions of Library Personnel in Selected Univerisities in South West Nigeria, *Library Philosophy and Practice (e-journal). HTTP://DIGITALCOMMONS.UNL.EDU/LIBPHILPRAC/914*

Oluwafemi O. J. (2013); Predictors of turnover intention among employees in Nigeria's oil industry. *Organ Mark Emerg Econ*. 4(98):42-63

Orute, R. O., Mutua, S. M., Musiega, D. and Masinde, S. W. (2015) Leadership style and employee job satisfaction in Kakamega County, Kenya, *International Journal of Management Research and Review,* 5 (10), pp. 876-895

Oyugi, B. O. (2015) potential impact of devolution on motivation and job satisfaction of healthcare workers in Kenya: Lessons from early implementation in Kenya and experiences of other sub-Saharan African countries, *The Journal of Global Health Care Systems,* 5 (1), pp. 1-30

Padilla-Velez, D. (1993). Job Satisfaction of Vocational Teachers in Puerto Rico, Ohio State

Pankasemsuk S. (2010). Sales Staff's Job Satisfaction: A Case Study of BJC Healthcare Company Limited. Master's Project, M.A. (Business English for International Communication). Bangkok: Graduate School, Srinakharinwirot University.

Piper, B. (2006). Retention tune up. *Professional Builder*. Retrieved February 4, 2007, from www. Probuilder.com

Porter L.W., and Steers R.M., *"Employee-Organization Linkage"*, Academic press, New York,

Ramsey, R.D. (1997). Employee morale: Does it matter anymore? *Supervision*, 58(9).

Rappaport, A., Bacroft, E., and Okum, L. (2003). The aging workforce raises new talent management issues for employees. *Journal of Organizational Excellence*, 23, 55-66.

Reily, D. 2006. Turnover intention. The mediation effect of job satisfaction, affective commitment and continuance commitment. Master thesis, University of Waikato.

Riggio, R.E (2009). *Introduction to Industrial Organizational Pschology*. London: Pearson.

Robbins, S.P. and Judge, T.A. (2007). *Organizational Behaviour. (12th ed.)* New Jersey: Prentice-Hall.

Rousseau, D. M. (1989). Psychological and implied contracts in organizations. Employee Responsibilities and Rights Journal, 2(2), 121-139.

Russ, F.A. & McNeilly, K.M. (1995). Links among satisfaction, commitment, and turnover intentions: the moderating effect of experience, gender, and performance. *Journal of Business Research*, 34, 57-65.

Sakyi, E. K., Awoonor-Williams, J. K., and Adzei, F. A. (2011). Barriers to implementing health sector administrative decentralisation in Ghana: A study of the Nkwanta district health management team. *Journal of Health Organization and Management, 25*(4), pp. 400-419.

Sethi, V. and King, W.R. (1998). Introduction to Business Process Reengineering. In Organizational Transformation through Business Process Reengineering. Applying the Lessons Learned, p. 3-36. New Jersey, Upper Saddle River: Prentice Hall,

Schaufeli, W. B., and Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior, 25*(3), 293-315.

Shore, T., Sy, T., & Strauss, J. (2006). Leader responsiveness, equity sensitivity, and employee attitudes and behavior. Journal of Business & Psychology, 21(2),227-241.

Staw, B. M. (1980). The consequences of turnover. *Journal of Occupational Behavior . 1*, 253-273.

Steel, R. P., and Ovalle, N. K. (1984). A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover. *Journal of Applied Psychology, 69*(4), 673-686.

Syptak, J.M., Marsland, D.M. and Ulmer, D. (2001). Job satisfaction: putting theory into practice. *Family Practice Management* University.

Tett, R. P. and Meyer, J. P. (1993). Job Satisfaction, Organizational Commitment, Turnover Intention and Turnover: Path Analyses Based on Meta-Analytic Findings. *Personnel Psychology*, 46, 259-293.

Umbach, P. D. (2007). How effective are they? Exploring the impact of contingent faculty on undergraduate education. Review of Higher Education, 30(2), 91-123.

van Breukelen, van der Vlist, and Steensma (2004), Vandenberg and Nelson (1999). Voluntary employee turnover: Combining variables from the traditional turnover literature with the theory of planned behavior. *Journal of Organizational Behaviour*: 25, 893-914.

Van Scotter, J.R., (2000). Relationships of task performance and contextual performance with turnover, job satisfaction and affective commitment. *Human resource management review*, 10(1): 79-95.

Vroom, V. H. (1964).*Work and Motivation.* New York: Wiley.

Wentzel, K.R.: Wigfield, A. (2009) Handbook of Motivation at School. Routledge, New York.

Wernimont, P.F., 1966, "Intrinsic and extrinsic factors in job satisfaction", *Journal of*

Woods, R. H. (1995*). Managing Hospitality Human Resources.* 2nd. Ed., Lansing, MI:American Hotel and Motel Association.

Wyngaard, A. and Kapp, C. (2004). Rethinking and Reimagining Mergers in futher and Higher Education: A Human Perspective. *South African Journal of Higher Education*, 18 (1), 185-201.

Yousef, D.A. (2000). Satisfaction with job security as a predictor of organizational commitment and job performance in a multicultural environment. *International Journal of Manpower*, 19 (3). 184-194.

APPENDICES

APPENDIX 1: EMPLOYEE QUESTIONNAIRE

Instructions: This questionnaire is designed to find out a few things about you and your job. Please answer the questions truthfully. Confidentiality of the information given is guaranteed. The information collected will only be used for academic purposes.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

NO.	QUESTIONS	TICK THE APPROPRIATE ANSWER	
1	Sex	Male	☐
		Female	☐
2	Age	Below 25 years	☐
		25-34	☐
		35-44	☐
		45 years and above	☐
3	Position	Managerial	☐
		Clerical	☐
		Support staff	☐
4	Marital status:	Married	☐
		Single	☐
5	Duration worked in the County government	Less than 5yrs	☐
		5 – 10yrs	☐
		11 – 15yrs	☐
		16 yrs and above	☐
6	Highest education level attained	Primary School Certificate ☐	
		Secondary school Certifica ☐	
		Diploma	☐
		Bachelor's degree	☐
		Postgraduate degree	☐
		Any other (Please specify)...	

Section B. Job Satisfaction

Please indicate the extent to which you are satisfied or dissatisfied with the following aspects of your job by <u>marking</u> the appropriate box. <u>Kindly answer all the statements.</u> Use the scales as shown below:

1	2	3	4	5
Extremely Dissatisfied	**Dissatisfied**	**Neither satisfied nor dissatisfied**	**Satisfied**	**Extremely Satisfied**

	Statements	1	2	3	4	5
	Extrinsic Satisfaction					
1	The physical work conditions	1	2	3	4	5
2	Your hours of work	1	2	3	4	5
3	Relationship with your fellow workers	1	2	3	4	5
4	Support from your supervisor	1	2	3	4	5
5	The way your county is managed	1	2	3	4	5
6	Your job Security	1	2	3	4	5
7	Benefits (Health insurance, life insurance, etc.)	1	2	3	4	5
8	Your salary	1	2	3	4	5
9	Reliability of your co-workers when things get tough on your job	1	2	3	4	5
10	Industrial relations (union relationship) between the management and workers in your county	1	2	3	4	5
	Intrinsic Satisfaction					
11	Your chance of promotion	1	2	3	4	5
12	The freedom to choose your own method of working	1	2	3	4	5
13	The attention paid to suggestions you make at work	1	2	3	4	5
14	The recognition you get for good work	1	2	3	4	5
15	The amount of responsibility you are given	1	2	3	4	5
16	The amount of variety in your job	1	2	3	4	5
17	Sufficient feedback from your supervisor on how well you are doing your job	1	2	3	4	5
18	Opportunity to utilize your skills and talents	1	2	3	4	5
19	Opportunity to learn new skills	1	2	3	4	5
20	Support for additional training and education	1	2	3	4	5
21	Variety of job responsibilities	1	2	3	4	5
22	Degree of independence associated with your work roles	1	2	3	4	5

Section C: Organizational Commitment

Please indicate the extent to which you are agree or disagree with the following aspects of your organizational commitment by marking the appropriate box. Kindly answer all the statements. Use the scales as shown below:

1	2	3	4	5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

	Statement	1	2	3	4	5
	Affective commitment	1	2	3	4	5
1.	I feel like part of a family at this County	1	2	3	4	5
2.	I feel emotionally attached to the County	1	2	3	4	5
3.	Working at this County has a great deal of personal meaning to me	1	2	3	4	5
4.	I feel a strong sense of belonging in this County	1	2	3	4	5
5.	I am proud to tell others that I work at this County	1	2	3	4	5
6.	I would be happy to work at this County until I retire	1	2	3	4	5
7.	I enjoy discussing this County with people outside of it	1	2	3	4	5
	Continuance commitment	1	2	3	4	5
8.	I am concerned about what might happen if I left this County without having another position lined up	1	2	3	4	5
9.	It would be very hard for me to leave this County right now even if I wanted to	1	2	3	4	5
10.	Too much in my life would be disrupted if I decided I wanted to leave this County right now	1	2	3	4	5
11.	Right now, working in this County is a matter of necessity rather than desire.	1	2	3	4	5
12.	One of the few, serious consequences of leaving this County would be the scarcity of alternatives.	1	2	3	4	5
13.	Leaving this County would require considerable personal sacrifices because another organization may not match the overall benefits that I have here.	1	2	3	4	5
	Normative Commitment	1	2	3	4	5
14.	I feel I have an obligation to remain with this County	1	2	3	4	5
15.	Even if it was to my advantage, I do not feel that it would be right to leave this County now	1	2	3	4	5
16.	This County deserves my loyalty	1	2	3	4	5
17.	It would be wrong to leave this County right now because of my obligation to the people in it	1	2	3	4	5
18.	I owe a great deal to this County	1	2	3	4	5

Section D: Employee Intention and turnover

Please indicate the extent to which you agree or disagree with the following statements by marking the appropriate boxes. Kindly answer all the statements. Use the scales as shown below:

1	2	3	4	5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

	Statements	1	2	3	4	5
1	I always think about quitting my job in the county	1	2	3	4	5
2	I have a strong desire to work for this county	1	2	3	4	5
3	I can see myself working for the county several years from now	1	2	3	4	5
4	I am actively searching for an alternative to this county	1	2	3	4	5
5	As soon as possible, I will leave this county	1	2	3	4	5

THANK YOU FOR TAKING TIME OUT OF YOUR BUSY SCHEDULE TO COMPLETE THIS QUESTIONNAIRE