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**FACTORS INFLUENCING EMPLOYEE TURNOVER INTENTION IN
FAMILY-OWNED AGRIBUSINESSES IN KITUI COUNTY**

ANNAH DAMARIS KAVINDU

MMA/102342/17



**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF
MANAGEMENT IN AGRIBUSINESS AT STRATHMORE UNIVERSITY
BUSINESS SCHOOL**

MARCH 2024

DECLARATION

I declare that this research project has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the research contains no material previously published or written by another person except where due reference is made in the research project itself.

Annah Damaris Kavindu

Reg No. 102342

Signature  Date 20/3/2024

Approval

This research project was reviewed and approved by the following:

Prof. Simon Wagura Ndiritu

Associate Professor, Strathmore University Business School

Signature  Date 24/3/2024



ABSTRACT

Employee turnover has for long been a problem and costly affair for many organizations. Numerous studies on the reasons for employee turnover have been carried out with major focus on corporates. Whereas family-owned firms face challenges like limited opportunities for non-family employees, family feuds affecting workplace, and preferential treatment for family members, there is scarce information on turnover intention in family-owned businesses specifically those in the agricultural sector. Agribusinesses are faced with retention problem primarily due to the challenging agricultural environment. The study objectives were to investigate the influence of demographic factors, organizational factors and external factors on employee turnover intention in family-owned agribusinesses. The study anchors on two theories; The Adam's Equity Theory and Herzberg's Two Factory Theory. A descriptive research design approach was employed. The study was undertaken in three sub-counties within Kitui County; Mwingi West, Mwingi North and Mwingi Central. Data was collected using questionnaires. The study has a target population of 297 employees engaged by family-owned agribusinesses within the study area. 271 employees representing 91.2% of the population responded. Data was analyzed quantitatively using regression by examining the direction and significance of the coefficients. This focused on the theoretical interpretation of these findings. Multiple regression was applied to find correlations between variables under investigation and discussing how the variables were positively or negatively associated in addition to explaining the implications of these relationships in a theoretical manner. The study had several limitations. To start with, the research was constrained by a relatively small sample size, which limited the generalizability of the findings beyond the specific agribusinesses in Kitui County. In addition, the study relied on self-reported data from employees to assess factors influencing turnover intention. This introduced response bias which affected the accuracy and reliability of the results. The study findings show that of all the demographic characteristics, only marital status, salary in Kenya Shillings and tenure had statistically significant effects on employee turnover intention in family-owned agribusinesses in Kitui County based on Levene statistic and Pearson correlation. Furthermore, analysis of variance shows that organizational factors and external factors could statistically and significantly predict turnover intentions among employees in family-owned agribusinesses in Kitui County. This was reiterated by regression coefficients that marital statuses, organizational factors (Pay/remuneration/other benefits, nature of work/job stress, supervision, work environment and organization commitment) and, external factors (perceived alternative employment opportunities and job-hopping) were statistically significant. This shows that family obligations influenced turnover intentions. Also, the work environment and external allures influenced decisions to quit or remain in employment. The study recommends that it is important to have a favourable work environment to motivate employees to remain in employment in family-owned agribusinesses in Kitui County. Family-owned agribusinesses in Kitui County should put in place policies that guarantee adequate employee remuneration to support both individual and family needs. At the same time, these businesses should proactively compare their compensation and benefits with other industry peers to mitigate talent attrition to competitors. Likewise, they should enforce conducive workplace conditions and offer opportunities for personal development to ensure a favorable work environment. Further, implementing continuous benchmarking and improvement policies will enhance the family-owned agribusinesses' attractiveness to potential employees.

DEDICATION

I dedicate this work to my parents Sophie Kavindu and Stephen Kavindu, my sisters Florence Mawia and Felistus Mueni, my nephew Ethan and nieces Sophia and Adiah.



ACKNOWLEDGEMENT

I wish to recognize the invaluable assistance I received from my supervisor, Professor Simon Ndiritu, for his close guidance throughout the dissertation period. I also wish to thank my colleagues, especially Nyati Syndicate members, who read and constructively critiqued my work. Finally, I am indebted to my family, more so my parents who went out of their way to ensure I completed this programme, for financial and psychological inputs, I owe all of them gratitude.



TABLE OF CONTENTS

DECLARATION.....	i
ABSTRACT.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENTS.....	v
LIST OF TABLES.....	viii
LIST OF FIGURES.....	ix
ABBREVIATIONS AND ACROYNMS.....	x
DEFINITION OF TERMS.....	xi
CHAPTER ONE.....	1
INTRODUCTION TO THE STUDY.....	1
1.1 Background Information.....	1
1.1.1 Concept of Turnover Intention.....	2
1.1.2 Factors influencing Employee Turnover Intention.....	5
1.1.3 Overview of Kitui County.....	6
1.2 Statement of the Problem.....	7
1.3 Research Objectives.....	9
1.3.1 General Objective.....	9
1.3.2 Specific Objectives.....	9
1.4 Research Questions.....	9
1.5 Scope of the study.....	9
1.6 Significance of the study.....	10
CHAPTER TWO.....	12
LITERATURE REVIEW.....	12
2.1 Introduction.....	12
2.2 Theoretical Review.....	12
2.2.1 Adam’s Equity Theory.....	12
2.2.2 Herzberg’s Two Factor Theory.....	13
2.3 Empirical Review.....	14
2.3.1 Demographic Factors and Turnover Intention.....	14
2.3.2 Organizational Factors and Turnover Intention.....	17
2.3.3 External factors and Turnover Intention.....	19
2.4 Research Gaps.....	22

2.5 Conceptual Framework	24
2.5.1 Operationalization of the variables	25
2.6 Chapter Summary	28
CHAPTER THREE	29
RESEARCH METHODOLOGY	29
3.1 Introduction	29
3.2 Research Philosophy	29
3.3 Research Design	29
3.4 Population and Sampling	30
3.4.1 Sampling Design.....	30
3.4.2 Sample size.....	31
3.5 Data Collection.....	31
3.6 Research Quality.....	32
3.6.1 Reliability	32
3.6.2 Validity.....	32
3.7 Data Analysis	33
3.8 Ethical Considerations	33
CHAPTER FOUR	34
PRESENTATION OF RESEARCH FINDINGS	34
4.1 Introduction	34
4.2 Response Rate	34
4.3 Demographic Data.....	34
4.3.2 Age of Respondents	35
4.3.3 Respondents' Year of Schooling	35
4.3.4 Marital Statuses of Respondents.....	36
4.3.5 Tenure and Years of Previous Experience with Type of Business.....	36
4.3.6 Terms of Engagement	37
4.3.7 Employees' Salary in Kenya Shillings.....	37
4.4.1 Turnover Intention	38
4.4.1 Demographic Factors and Turnover Intention	39
4.4.1.1 Pearson Correction.....	40
4.4.1.2 Regression Analysis	41
4.5 Organizational Factors	43
4.6 External Factors.....	46

4.6.1 Pearson Correction.....	48
4.6.2 Regression Analysis.....	48
4.7 Pearson Correlation for All Factors.....	49
4.8 Regression Analysis for All Factors.....	50
4.8.1 Model Summary.....	51
4.7.2 Analysis of Variance.....	51
CHAPTER FIVE.....	53
DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS.....	53
5.1 Introduction.....	53
5.2 Discussion of the Findings.....	54
5.2.1 Demographic Factors and Employee Turnover Intention among Employees in Family-Owned Agribusinesses in Kitui County.....	54
5.2.2 Organizational Factors.....	56
5.2.3 External Factors.....	57
5.3 Conclusion.....	58
5.4 Recommendations.....	59
5.4.1 Practice Recommendations.....	59
5.4.2 Policy Recommendations.....	60
5.5 Recommendations for Further Research.....	61
5.6 Study Limitations.....	61
REFERENCES.....	62
APPENDICES.....	68
APPENDIX I: INTRODUCTION LETTER.....	68
APPENDIX II: QUESTIONNAIRE TO EMPLOYEES.....	69
APPENDIX III: RESEARCH AUTHORIZATION LETTER.....	72
APPENDIX IV: RESEARCH PERMIT.....	73

LIST OF TABLES

Table 2.1 Research Gaps	23
Table 2.2 Operationalization of variables	26
Table 3.1 Target Population.....	30
Table 3.2 Sample Size	31
Table 4.1 Response Rate.....	34
Table 4.2 Ages of Respondents.....	35
Table 4.3 Ages of Respondents.....	36
Table 4.4 Tenure and Years of Previous Experience with Type of Business	37
Table 4.5 Employees' Salary in Kenya Shillings.....	38
Table 4.6 Turnover Intention	38
Table 4.7 Demographic Factors and Turnover Intention.....	40
Table 4.8 Pearson Correction.....	41
Table 4.9 Model Summary	41
Table 4.10 Analysis of Variance	42
Table 4.11 Regression Coefficients.....	42
Table 4.12 Organizational Factors	43
Table 4.13 Pearson Correction.....	45
Table 4.14 Model Summary.....	45
Table 4.15 Analysis of Variance	45
Table 4.16 Regression Coefficients.....	46
Table 4.17 External Factors	47
Table 4.18 Pearson Correction.....	48
Table 4.19 Model Summary.....	48
Table 4.20 Analysis of Variance	49
Table 4.21 Regression Coefficients.....	49
Table 4.22 Pearson Correlation.....	50
Table 4.23 Model Summary.....	51
Table 4.24 Analysis of Variance	51
Table 4.25 Regression Coefficient	52

LIST OF FIGURES

Figure 2.1 Conceptual Framework.....	25
Figure 4.1 Sample Size	35
Figure 4.2 Ages of Respondents	36
Figure 4.3 Terms of Engagement	37



ABBREVIATIONS AND ACROYNMS

FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
NACOSTI	National Commission of Science Technology and Innovation
PAEO	Perceived Alternative Employment Opportunity
PSS	Perceived Supervisor Support



DEFINITION OF TERMS

Employee turnover	Refers to the number or percentage of workers who leave an organization and are replaced by new employees.
Family-owned business	Any business in which two or more family members are involved and the majority of ownership or control lies within a family.
Turnover intention	This is the likelihood of an employee to leave their current job in the near future.
Blue collar employee	This is a working-class individual, who performs manual labour, either skilled or unskilled



CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 Background Information

The Kenyan agricultural sector employs more than 40% of the total population and more than 70% of Kenya's rural people (FAO, 2019). It contributes 26% of the Gross Domestic Product (GDP) thus its importance cannot be overstated. For maintenance of its pivotal role, the human resource factor is key, and can be realised through efficient management and retention of employees within the sector. Turnover and turnover intention therefore appears to be a strategic issue for Kenya's agriculture industry.

According to Polcyn (2021) employees are valuable assets to organizations; this consequently translates into a primary need for organizations to acquire and retain them. A high employee turnover primarily influences an organization's revenue and eventually affecting its profitability. The agricultural sector is constantly faced by an entry and exit of employees over short time frames. For many individuals, employment in the primary production businesses is not highly sought after because of its physically involving and exhaustive nature. Many people get into the sector as a transition job and remain actively seeking other opportunities. Several studies have addressed the impact of turnover in many countries, world over. This could be an indicator of seemingly intractable human resource challenges experienced in many organizations. Efficient management of the human resource can be achieved through identification and intervention upon factors that could minimize employees' turnover intention and enhance their retention and performance (Polcyn, 2021).

Organisations are gradually acknowledging employee retention as a principal strategic issue in human resource management (Lucas, 2017). The loss of competent employees from an organization could have adverse effects on productivity and service delivery thus organisations are striving to retain their employees. Employees may think and plan to leave their job and organization for various reasons, often referred to as turnover intention. Turnover intention of employees refers to the likelihood of an employee to leave their current job (Basly & Saunier, 2019). The

objectives of this research were to investigate factors influencing employee turnover intention in family-owned agribusinesses.

As highlighted by Tjano (2018) family-owned agribusinesses may have unique elements that influence employee turnover intention. Familial ties and hierarchies may have a substantial influence in affecting turnover intention in the setting of family-owned agribusinesses. Employees at such firms may have a stronger connection to the company's ownership and management, which may increase job satisfaction and commitment or, on the other hand, produce tensions and disputes owing to perceived favouritism or restricted chances for advancement. According to Tjano (2018) recognizing the complexities of family-owned agribusinesses is critical for understanding factors that impact employee turnover intention in this particular organizational structure.

1.1.1 Employee Turnover Intention

Every year, companies incur significant costs to replace employees who voluntarily leave their organizations (Merchant, Kumar & Mallik, 2018). These costs include hiring someone to temporarily cover the job, lost expertise from the firm, losses in productivity as new worker learns the job and other workers productivity is also lost as they help bring the new person up to speed. Recruitment and training of new employees is also a direct cost resulting from employee turnover. Studies addressing human resource challenges pointed to a low access and maintenance of employees in the agricultural sector (Matias & Franco, 2018). Some studies also reveal that agriculture is not a highly sort after source of employment by most potential employees (Tjano, 2018), and is taken up when most other options first sort after are not successful thus individuals are much more open to leaving agricultural organisations.

Whitt (2020) asserted that employee turnover intention describes an employee's likelihood or intention to leave their current work/job voluntarily. It is an important concept as understanding and addressing the factors influencing turnover intention can help businesses retain valuable talent and maintain a stable workforce.

Employee turnover is a measure of how many employees leave an organization and can be influenced by the organization structure and culture, as well as employee behaviours and expectations. Whitt (2020) define employee turnover as “the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment”. Employees exit from organizations may be voluntary or involuntary and may be influenced by various reasons, both internal and external. Voluntary turnover is employment termination initiated by employees (Vallabh, Dinesh & Mhlanga, 2015) while involuntary turnover is when an organization asks an employee to leave. Involuntary turnover may arise because of poor performance by the employee, behavioural issues as well as budget cuts or organization restructuring (Duong, 2016).

Actual turnover in organisations has been widely researched but there exists a challenge for organisations in determining its real causes so as to reduce its high propensity (Ngo-Henha, 2017). The decision to quit employment is often as a result of a thorough and elaborate processes involving situation assessment, weighing of different options and looking for other opportunities (Irum, Mir, & Chishti, 2013); therefore, it is paramount that the underlying social, economic and psychological factors be factored in when trying to understand one’s intention to leave. It consequently follows that earlier detection of an employee job dissatisfaction through turnover intention measure would be more useful than remedial action after actual turnover had occurred (Oluwafemi, 2013).

Turnover intention reflects an employee’s attitude towards the organization, and according to Robbins and Judge (2015) attitudes are very complex and several fundamental components must be considered in order to understand them. Turnover intention may result in the loss of experienced employees and good customer relationships, but it also presents an opportunity to replace non-performing employees who choose to leave the organization. Organisations aim to have a low turnover as it impacts on productivity and profitability of the organization, and a high turnover intention may indicate an unfavourable working environment. Vallabh, Dinesh & Mhlanga (2015) demonstrated that intention to leave an organization consistently

correlated with actual turnover. On the other hand, talented employees in the firms who could easily be employed elsewhere may be tempted to stay with family businesses as their prospects and stakes in equity are higher compared with alternative job openings. The concept of “alternative employment opportunities” in past studies indicate that employees in family-owned firms have the perception that they could be better off in other areas.

The theory of turnover intentions observes that “job satisfaction negatively and directly relates to intentions of employees to quit their work”. Moreover, it in turn relates positively to the actual turnover (Sindambiwe, 2017). Consequently, in order to resolve conflicts amongst family-owned businesses, the theory of institutional overlap suggests that mechanisms to recognize the nature and origin of conflicts and separating perspectives of the owner should guide business guidelines regardless of relations within the family. One of the most difficult challenges for management at the point of family and company is attracting and retaining non-family staff. There may be a sense of nepotism or bias toward family members in family-run enterprises, which may prevent outstanding external applicants from joining or remaining with the firm. Furthermore, the overlapping of personal and professional relations inside a family firm can lead to disputes, making it difficult to develop a fair and equal work environment for non-family personnel. Understanding and properly maintaining the delicate balance between family and company dynamics is critical for the long-term profitability and sustainability of such organizations (Sindambiwe, 2017).

Scholars have highlighted that “family-owned businesses are likely to be more embedded in issues regarding family and consequently tend to lean more on parochial in addition to self-serving concerns of the family (Le Breton-Miller & Miller, 2018).

The terms turnover intention, intention to leave and turnover intent will be used synonymously in the study to describe the likelihood that an employee will quit his or her job in the near future (Ngo-Henha, 2017). Theoretically, this research will examine the relationship among all three variables (demographic, organizational and external factors). This research is vital to the Kitui County economy since it targets an unexplored aspect of this critical sector. By venturing into this unexplored terrain, the research hopes to unearth useful insights that have previously gone unnoticed, shining light on previously unknown possibilities and challenges.

1.1.2 Factors influencing Employee Turnover Intention

Employee turnover intention (ETI) is impacted by several factors, making it an intricate phenomenon. Organizational characteristics such as job satisfaction, work-life balance, and leadership quality all have a significant impact on ETI. External variables such as conditions in the market, competition, and economic stability can also influence an employee's impression of job security and, as a result, their intents to stay or quit. Acknowledging these different factors is critical for firms looking to minimize attrition and improve employee retention (Hom et al., 2017).

Zhang (2016) observed that turnover intention can be influenced by demographic factors; these are aspects that can be used to describe an individual, and they include age, gender, marital status, education achievement amongst others. Age and tenure are the most pertinent demographic factors and studies have shown that length of employment in an organization has a positive correlation to turnover (Emiroglu, Akova, and Tanriverdi, 2015). Employees who are older especially those with more experience and longer tenures, tend to have lower rates of turnover in organizations. This suggests that age, along with tenure, contributes to the overall understanding of turnover dynamics in the workplace. Likewise, there exists a positive connection between the duration of an employee's tenure in an organization and their likelihood of staying, illustrating that longer-tenured employees tend to have lower incidences of turnover (Emiroglu, Akova, and Tanriverdi, 2015). According to Clarke (2016) an individual who has been in one job for a long time begins to feel the need to change his or her job perhaps because many other people are doing so. Some studies on the role of gender differences in turnover have reported that there is no correlation between gender and turnover (Firth et al, 2017).

Organization related factors that influence intention to leave include attributes that contribute towards job satisfaction. They include five variables; satisfaction with working conditions, satisfaction with pay, satisfaction with supervision, job stress and organizational commitment (Clarke, 2016). Organization related factors are those over which the organization has control and are largely influenced by human resource practices of the organization. According to Firth et al (2017) thirty nine (39) cases in the last fifty years regarded job satisfaction as a significant factor which predict

turnover intention. Conversely, research in Western countries illustrate that job related factors are major influences in work satisfaction and organizational commitment. In the same breath, a different research concluded that low job satisfaction and lack of commitment in the organization are linked to increased rate of employee turnover.

According to Michal et al. (2019) external factors are those which the organization has no control over and are measured by two variables; perceived alternative employment opportunities (PAEO) and job hopping. The availability of more jobs in abundance is likely to change the attitudes of an employee towards their current employer thereby positively influencing intent to leave. Where employees feel that other employers may offer them better terms of engagement, this creates a perception of alternative job availability. As noted by Michal et al. (2019) socio economic factors for example compensation, labor market conditions, employment structure and opportunities for alternate jobs influences intention of employees turn over. Employability, that is an employee's ability to retain their current job or attain external opportunities is also a factor that may influence turnover intention. Polcyn (2021) believed that the tendency to migrate from one job to another is driven by a periodic itch, encouraging employees to make these transitions irrespective of rational motives. He named this job hopping tendency the 'hobo-syndrome'. Employees may share a turnover culture which makes hopping from one job to the other an acceptable behaviour such that if an employee has not changed jobs in a long time, he or she feels increasing pressure to do so because of social influences/turnover culture

1.1.3 Overview of Kitui County

This county is found in the former Eastern Province region and is made up of eight sub-counties; Kitui Central, Kitui East, Kitui Rural, Kitui South, Kitui West, Mwingi Central, Mwingi North and Mwingi West sub county. The county is majorly semi-arid and receives an average rainfall of 900mm a year. The county covers an area of 30,430km² and according to the 2019 census report, it has a population of 1,136,187. The main economic activity in the region is agriculture with majority of the population focusing on sustenance farming. Over 85% of the population in the county live in the rural areas with an average density of 44 persons per kilometre. Average land holding size per individual is 12 hectares according to Kitui CIDP (2018). Moreover, Kitui County is characterized by high levels of unemployment and poverty

estimated at 47.5% compared to the national average of 36% in 2018. Kitui County is characterized by arid and semi-arid conditions and as such, family-owned agribusinesses face a unique set of challenges. The aridity of the environment significantly affects agricultural ventures including family-owned agribusinesses in the region, as water scarcity and unpredictable rainfall patterns pose substantial risks to crop and livestock production. Likewise, CIDP (2018) noted that limited access to credit, poor infrastructure, and access to markets in the region hinder business growth and diversification. Despite these challenges, many resilient family-owned businesses in Kitui County continue to adapt and innovate, leveraging their local knowledge and community ties to navigate the arid landscape and contribute to the economic sustenance of the region.

Family-owned agribusinesses in Kitui County are faced with retention problem primarily due to the challenging agricultural environment. The arid climate and water scarcity makes it a challenge for these businesses to consistently generate income, leading younger generations to seek more stable and lucrative opportunities elsewhere, ultimately jeopardizing the continuity of these family enterprises.

Majority of the population is employed in the agricultural sectors and unemployment, especially among the youth, is a major challenge. Pressure on the available employment opportunities is expected to grow as more young people enter the workforce due to rapid population change. As a result, conducting research on why individuals in gainful employment in the agricultural sector would wish to leave their jobs is essential.

1.2 Statement of the Problem

Family-owned enterprises provide an important role in economies across the world, fuelling job creation and economic progress. They do, however, face a unique set of obstacles as a result of the delicate interplay between two separate yet interwoven systems: the family and the business (Tjano, 2018). While there has been much study on family-owned firms, numerous crucial information gaps remain, necessitating greater analysis and investigation. Family-owned businesses have unique dynamics arising from the interaction of separate but connected systems, that is, the business and the family. One such issue is the restricted prospects for non-family employees inside these companies. Existing research reveals that family-owned businesses

frequently give preferential treatment to family members in important positions, promotions, and decision-making responsibilities. Non-family employees' career growth chances might be greatly hampered by this mismatch. Tjano (2018) reports that approximately 70% of non-family employees in such enterprises feel restricted opportunities for advancement inside their organizations, resulting to a tangible sense of discontent and stagnation. Furthermore, this uneven distribution of possibilities may lead to a significant reduction in job satisfaction, with data revealing that 75% of non-family employees are dissatisfied with their career growth. As a result, discontent generally manifests into high turnover intentions among non-family employees, as seen by a 30% turnover rate in family-owned enterprises.

Another important issue is the spilling of family feuds into the economic realm. According to Njoroge (2017), family-owned firms are particularly vulnerable to familial conflicts that can penetrate the office environment, thereby influencing organizational culture and employee morale. However, the extent to which these conflicts materialize in the corporate setting, as well as their precise ramifications for non-family personnel, have received insufficient attention. According to theoretical considerations, such conflicts might appear in a variety of ways, such as power disputes, communication failures, or unwarranted meddling in practical affairs. As reported by Njoroge (2017), up to 60% of family-owned firms encounter some sort of dispute within the family that spills over into the workplace, with 45% of non-family employees reporting that such disputes have a negative influence on their job satisfaction and motivation as a whole.

Likewise, the special consideration sometimes granted to family members inside these companies is a major source of worry. Theoretical foundations show that family-owned enterprises may pay family members more, promote them faster, or be more lenient in disciplinary situations. However, empirical evidence on the breadth of such preferential treatment and its effects on non-family employees' views of fairness and motivation are limited. According to Amamo (2015), family members in these firms earn 20% more than their non-family counterparts. This disparity, along with a lack of openness in decision-making, adds to a sense of injustice among non-family employees, with 80% reporting feeling devalued and uninspired at work.

This study seeks to address these knowledge gaps thoroughly in response to these important concerns. This research intends to give practical insights and recommendations by performing a systematic investigation of the nuanced dynamics

inside family-owned agribusinesses and their influence on non-family personnel. Finally, it seeks to contribute to the long-term viability and success of these businesses by building a more inclusive and harmonious working environment for all employees.

1.3 Research Objectives

The study was guided by the following general and specific objectives.

1.3.1 General Objective

The main objective of the study was to investigate factors influencing employee turnover intention in family-owned agribusinesses in Kitui County.

1.3.2 Specific Objectives

- i. To establish the effects of demographic factors on employee turnover intention among employees in family-owned agribusinesses in Kitui County.
- ii. To establish the effects of organization related factors on employee turnover intention among employees in family-owned agribusinesses in Kitui County.
- iii. To establish the effects of external factors on employee turnover intention among employees in family-owned agribusinesses in Kitui County.

1.4 Research Questions

- i. What is the influence of demographic factors on employee turnover intention amongst employees in family-owned agribusinesses in Kitui County?
- ii. What is the influence of organization related factors on employee turnover intention amongst employees in family-owned agribusinesses in Kitui County?
- iii. What is the influence of external factors on employee turnover intention amongst employees in family-owned agribusinesses in Kitui County?

1.5 Scope of the study

This study sought to establish factors that influence employee's turnover intention in family-owned agribusinesses. It was conducted in Mwingi West, Mwingi North and Mwingi Central sub-counties of Kitui County. The researcher was able to acquire the approval of family-owned businesses in the above-mentioned sub-counties who were willing to let their employees participate in the study. The study, whose target

population was 200 participants, sought to investigate the factors that influence employee turnover intention. The study was anchored on two theories; The Adam's Equity Theory and Herzberg's Two Factory Theory. A descriptive research design approach was employed. The study was conducted between March 2023 and April 2023.

1.6 Significance of the study

This study's significance is multifaceted, addressing several stakeholders and embracing both theoretical and methodological aspects:

The findings of this research would be of importance to policy makers, both at the county and national level who are interested in turnover intention of employees in all sectors and provide evidence-based rationale for managing turnover intention and retention among employees in family-owned businesses.

At the national level, this study is important for national policymakers since it gives insight on turnover intentions in family-owned enterprises. Policymakers may devise tailored initiatives to address turnover and improve stability in this key sector of the economy by recognizing the particular dynamics in such organizations. It offers evidence-based insights that may be used to shape labor policy and regulations.

At the county level, this research is critical for policymakers to customize policies to local situations. The outcomes can aid in the development of county-specific policies to promote family-owned companies, promoting economic growth and stability.

In addition, the results of this study would be useful to scholars and other researchers as they would add to the body of knowledge in this field on what needs to be done to enhance employer retention in organizations. By diving into the relatively unknown domain of turnover intention inside family-owned enterprises, this study adds to the theoretical body of knowledge. It contributes to our understanding of the elements influencing employee retention in these distinctive organizational systems. This knowledge may be utilized to build new theories or improve on current ones in the field of organizational behavior and management.

This work can be used methodologically as a model for future research in similar circumstances. It delves into efficient data collecting and analysis strategies for researching turnover intention in family-owned firms. Researchers can reproduce and expand on this process to further their research.

Employers in Family-Owned Businesses. Research outcomes will significantly aid family-owned firms by providing practical techniques for managing turnover intention. The evidence-based explanation offered may be used by business owners and managers to design retention strategies and practices specific to their organizational structure. This can eventually lead to a more stable and productive staff, which will contribute to the long-term success of these companies.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on both theoretical and empirical review of past scholarly materials conducted by other researchers and scholars on turnover intention of employees in primary agriculture farms. Knowledge gaps have also been discussed, as well as factors that may impact employee turnover intention.

2.2 Theoretical Review

Theoretical framework is the use of an existing theory to guide the study with relevant research hypothesis and/or field of inquiry. Selected theory is used as a basis of directing the study process from the problem statement to the discussion of findings and conclusions. The study was anchored on two theories which are Adam's Equity Theory and Herzberg's Two Factor Theory.

2.2.1 Adam's Equity Theory

Developed by John Stacey Adams (1963), this theory calls for a fair balance to be struck between an employee's inputs (hard work, skill level, enthusiasm, and so on) and an employee's outputs (salary, benefits, intangibles such as recognition, and so on). Adam believed that where an employee's inputs are greater than outputs, such an individual became demotivated, both in relation to their job and their employer. Where an employee perceives that their input and output are reasonably fair, they are more content and have a lower turnover intention. Bitsch (2009) indicates that an excellent compensation package could enhance the reputation of the organizations and also satisfy the financial and material necessities of the employee. Further, workers who are provided with benefits, such as increased remuneration, promotion and bonuses, develop strong feelings of commitment and loyalty to the organization. Employees who feel under-compensated for their labour are much more likely to be on the lookout for other opportunities.

This theory is applicable in this study as it hypothesizes that turnover is a decision taken after weighing one's perceptions of one's contribution to the organization against the organization's contribution to one's life (Brasher, 2016). The decision to leave is often heralded by complex attitudes and emotions and often an employee

feels that they could get a better deal in another organization or even opt to be jobless than be in an organization with unfavourable input to output ratio. According to Brasher (2016) pay and benefits in isolation are not sufficient alone to ensure high satisfaction levels, as workers agitate for pay systems which they perceive as fair and unambiguous but also corresponding to their expectations. In the context of this study, employees who are compensated according to their output, are able to meet their daily needs and bills thus concentrate on their duties in addition to successfully accomplishing the tasks provided to them.

While the Equity Theory provides valuable insights into human motivation, one of its challenge lies in its assumption of universal fairness-seeking behavior. In this regard, does not account for the complexity of individual differences, cultural influences, or the various external factors that can also shape motivations. Nonetheless, Brasher (2016) noted that the theory remains pertinent in multiple disciplines, particularly in organizational behavior, where it elucidates employee motivation and job satisfaction. This theory relate to this study by illustrating how persons gauge fairness in their workplaces and how organizations can craft more equitable reward systems. Likewise, it aids in fostering positive work environments, and ultimately enhance employee retention and performance.

2.2.2 Herzberg's Two Factor Theory

According to Herzberg's Two-Factor Theory, which was proposed by Frederick Herzberg in 1959, employee work happiness is determined by two separate sets of elements: motivators (satisfiers) and hygiene factors (dissatisfiers) (Kuijk, 2018). According to Chu and Kuo (2015), motivation variables include features such as interesting work, greater responsibility, possibilities for recognition and progress, and avenues for learning and accomplishment. In contrast, Musselman (2015). highlighted hygiene variables such as unfair salary, poor working circumstances, risks to job security, and unjust business rules. Importantly, Herzberg's theory proposes that these elements function separately, implying that the absence of unhappiness (hygiene factors) does not always imply job satisfaction (motivators).

This theory is important to the current study because it emphasizes the organization's role in cultivating a positive work environment, providing competitive remuneration

and benefits, fostering equitable supervisory relationships, and providing fulfilling work, all of which contribute to lower employee intent to leave. Furthermore, Herzberg's theory has been used in earlier studies to predict employee turnover based on attitudes and behavioral intentions, with empirical data confirming its validity. The use of this theory for the study is further supported by its consistent applicability in labor market retention research.

Nonetheless, a critique to Herzberg's thesis must be acknowledged, which rests on its simplicity and possible oversimplification of complicated human impulses. According to critics, the obvious difference between cleanliness and incentive aspects may not be generally applicable, and individual preferences might vary greatly. Furthermore, the theory may not fully capture the diverse structure of modern workplaces, as well as the growing elements impacting employee happiness and retention, such as work-life balance concerns and the changing nature of job positions in today's dynamic labor market. Despite these difficulties, Herzberg's Two-Factor Theory remains an important paradigm for understanding and managing employee satisfaction and retention in the context of this study (Kuijk, 2018).

2.3 Empirical Review

This section seeks to link the basis in connection to the relationship between key factors. Past research has been conducted to establish factors influencing employee turnover intention in and are discussed below.

2.3.1 Demographic Factors and Turnover Intention

Demographic factors or variables which are also referred to as individual characteristics are broadly used in research pertaining to turnover intention. According to Kaya and Abdioglu (2010) in Turkey, demographic factors such as age, tenure, marital status, previous knowledge and professional experience have no effect on the probability of turnover intention. Researchers Chowdhury (2015), Emiroglu et al (2015) and Victoria and Olalekan (2016) however identified demographic factors (age, marital status, tenure, and position) as determinants of turnover intention. Emiroglu et al (2015) demonstrated that female employees had a higher turnover

intention than male employees because of the roles and responsibilities assigned to female employees within their families (traditional household chores, child bearing and child care) and because of their limited career options.

In the United States of America, Lee (2012) found no evidence that females were more content with their jobs than men which would mean lower turnover intention among females in relation to this variable. The researcher also found that females consistently had a higher turnover intention due to family reasons. Females were also more likely to leave their jobs after securing an alternative job when compared to males.

In Malaysian private universities, there are significant differences in terms of gender, where, according to Choong (2013) females have a higher intention to leave as compared to men. However, socio-psychological research illustrates that organizational and satisfaction in jobs are equal among men and women. On the other hand, economic studies indicate that women have lower expectations in their careers than men. Consequently, women tend to possess low inclinations to leave employment (Choong, 2013). The researcher also believes that married respondents were more committed to work as compared to single individuals and that elder respondents were more willing to stay on in their organizations than younger respondents.

Previous research has been useful in understanding how demographic characteristics connect to turnover intentions in established markets like in Europe. Johnson et al. (2019) discovered that demographic characteristics such as age, education level, and marital status strongly predicted turnover intentions in the United Kingdom. Younger employees were more likely to report plans to leave, which aligns with Herzberg's emphasis on issues like as promotion chances. Furthermore, employees who observed salary disparities with their colleagues (an equity theory idea) were more likely to consider quitting.

Hom and Lee (2017) performed a study in Japan to investigate how demographic parameters connected to turnover intentions using Herzberg's Two-Factor Theory. They observed that age and tenure were important factors in determining turnover intentions, with younger and less tenured individuals being more vulnerable. This is consistent with Herzberg's hypothesis, as younger employees may have larger aspirations for professional advancement. Employees who reported unequal treatment relative to their coworkers had higher turnover intentions, supporting Adams' Equity Theory.

In private universities in southwest Nigeria, younger employees who generally have weaker job experiences than their older counterparts have fewer alternatives in terms of changing their jobs and thus lower turnover intent. In this regard, age is negatively linked with the probability of work turnover intent (Olalekan, 2016). According to the author, younger employees are susceptible to experiment during their initial stages of their professional career. Moreover, he concluded that during this phase, changing jobs is perceived as less attractive, considering the fact that available time to recoup costs associated with work turnover declines with age. Individuals with low education level have a lower turnover intention, probably because of their limited employment opportunities as they had little marketable qualifications. People with high education level have greater expectations (Chen, Kuo, Cheng, Hsai, and Chien, 2010) compared to those with low education and are more open to leaving organizations in a quest to attain their expectations.

Okoro and Abubakar (2017) conducted research in Nigeria on demographic characteristics and their influence on turnover intentions, using both Herzberg's and Adams' theories. They discovered that criteria like as gender, education level, and wealth remained to have a substantial impact on turnover intentions. Gender inequalities in turnover intentions were observed, which might be explained by differences in equality perception and work satisfaction.

A study done in Kenya by Njoroge (2017) offered insight on how demographic characteristics connect to turnover intentions. Employees who were younger, less educated, and had a shorter employment duration were shown to be more likely to

report turnover intentions. This is consistent with Herzberg's Two-Factor Theory, as these characteristics are frequently associated with lower levels of work satisfaction, particularly in terms of career advancement and job stability. Employees who sensed income discrepancy were more likely to consider leaving their positions, according to Adams' Equity Theory.

2.3.2 Organizational Factors and Turnover Intention

An organization will face the loss of its key employees if the job satisfaction level is low (Escalante & Luo, 2017). Belias et al. (2014) define job satisfaction as employees' attitude and evaluative judgment of their work, either positively or negatively. Further they explain that satisfaction of a job is primarily an attitude developed by employees regarding their work/ job, employee's emotional reaction about how good and rewarding the task is to them. Low job satisfaction will result in frequent labour turnover, high job satisfaction will increase job attendance and performance, and it will discourage negative traits such as absenteeism, technical appearance, and staff leaving.

A study by Ngamkroeckjoti et. al. (2012) on an air conditioning company in Bangkok, Thailand found that if a company gave good payment packages, career advancements, high salaries and had clear compensation policies, employees felt satisfied and worked with the company longer.

Memili and Misra (2015) performed a major study in Europe that investigated the influence of organizational characteristics on turnover intentions. Their studies suggested that transformative leadership greatly lowered employee turnover intentions. Transformational leaders inspire and encourage their colleagues, establishing a sense of loyalty and devotion to the business. This is consistent with Meyer and Allen's (1991) idea of affective commitment, in which employees form emotional attachments to their businesses, decreasing their proclivity to quit.

Wiatt and Marshall (2017) conducted research across Asia on the influence of work satisfaction in turnover intentions. They discovered that greater levels of work

satisfaction were related to decreased intentions to leave among employees in various Asian nations. employment satisfaction is an important component of affective commitment since it shows an individual's good emotional state about their employment, reducing the urge to quit the business.

Suess-Reyes and Fuetsch (2016) investigated the impact of organizational culture on turnover intentions in South Africa. According to their findings, a good company culture marked by shared values and a strong sense of belonging reduces turnover intentions. This conclusion is consistent with the idea of normative commitment, in which employees feel required to stay with the firm because of shared values and a sense of responsibility.

Mwangi and Kariuki (2019) performed a study in Kenya to explore the influence of professional development opportunities on turnover intentions. Employees who saw more prospects for job progression inside their businesses were less inclined to consider quitting, according to the researchers. This is consistent with continuous commitment, in which employees stay with the business because they perceive a significant cost of quitting, such as a loss of career opportunities.

A report in Michigan, United States of America on the primary reason employees in the dairy sector leave their jobs found that turnover occurs because of 'compensation and benefits', including unfulfilled promises made at the time of employment (Moore, 2012). Other reasons included dairy economic problems (dairy employer selling the farm), personal and family reasons, working schedules and time off, job duties as well as relations with management.

Researchers have argued that most of the employees leave their jobs due to frustrations and constant abrasion with their seniors (Wakabi, 2016). According to Firth, Mellor, Moore, and Loquet (2011) communication and superior-subordinate relationship can also affect employee retention, constant communication, and adequate grievance redress mechanisms makes an employee comfortable in the work environment; superior-subordinate relationship should be cordial and not hostile,

approachability of senior staffs is also vital in the job environment; these factors assist in easing tension in the work environment. In China, perceived supervisor support (PSS) was revealed to have a direct relationship to turnover intention (Newman, Thanacoody, & Hui, 2012). PSS is the general view an employee has concerning the degree to which their supervisor values their contributions towards the organization and cares about their well-being. In some instances, the lack of motivation may force an employee to opt out (Aguenza and Som, 2012).

2.3.3 External factors and Turnover Intention

As noted by Becker and Soosay (2013) in Australia, external factors are variables which are beyond control of organizations and firms. They are factors such as external opportunities, globalization and general macroeconomic environment. As such, external opportunities describe the availability, attainability and overall attractiveness of alternatives in the immediate environment. In this regard, Clarke (2018) observed that relationship between supply and demand forces must be considered while evaluating external opportunity in the economy.

Perceived availability of employment opportunities may cause an employee to change jobs; this is mostly driven by the desire to earn more, gain new skills and advance. Numerous available alternatives can be an inhibitor to employee retention (Becker and Soosay, 2013). According to Clarke (2018) employee retention has been made difficult by the existing alternatives, especially around the organization. Employees will keep on checking and comparing what other organizations offer; if they identify gaps then the chances are that they will jump ship.

A study based on secondary data from Turkey examining the relationship between perceived employability and turnover intentions failed to provide consistent results (Acikgoz, Sumer and Sumer, 2016). Berntson, Naswall, and Sverke (2010) found no relationship between the two constructs. Benson (2006) however found that those who took tuition-reimbursement classes and earned a degree expressed higher intentions for voluntary turnover. Cuyper, Mauno, Kinnunen, and Makikangas (2011) examined the existence of potential moderators in the relationship between perceived employability and turnover intentions and found a positive relationship between the

two variables where employees perceived to have low control over their jobs had a higher intent to leave.

Bozer, Levin & Santora (2017) conducted a research in the United Kingdom that provided insight on the influence of external factors such as economic conditions on turnover intention. They discovered that job uncertainty, which commonly increased during economic downturns, had a substantial influence in boosting individuals' intentions to leave their positions. This discovery is consistent with Adam's Equity hypothesis, which states that when external resources become limited, people are more inclined to contemplate leaving their occupations in order to maintain their overall well-being.

Bibi, Pangil and Johari (2016) did a research in China, focusing on the impact of external factors on turnover intention. Their research found that favorable external characteristics, such as strong support for work-life balance and employee well-being, had a significant influence on lowering employee turnover intention. This is consistent with Herzberg's Two Factor Theory, which states that when employees feel positive interactions with their employers, they are less inclined to quit their existing jobs.

Kubiček and Machek (2018) performed study in Nigeria that revealed the substantial influence of family and community influences on employees' decisions to quit their employment. Their results highlighted the importance of external constraints on turnover intentions, such as cultural standards and familial expectations. This is consistent with Adam's Equity Theory, which holds that external factors may have a major impact on people' employment selections.

Mugo, Minja & Njanja (2015) conducted a nation-specific study in Kenya to investigate the link between external variables, especially the overall macroenvironment, and healthcare professionals' intention to leave. In this particular scenario, they observed that better work satisfaction considerably lowered turnover

intention. This discovery is consistent with Adam's Equity Theory, which states that when people feel their jobs meaningful and rewarding, they are less inclined to consider leaving.

A study focused on restaurant owners in Little Rock, Arkansas, United States of America showed that employees who are more educated have a higher chance of upgrading their positions in comparison with less educated employees because they consider their qualifications as a competitive advantage (Mamun and Hasan, 2017). At the same time, shortage of skilled employees is a challenge in a rapidly expanding economy thus leading to competition for the scarce available workers. This provides openings and opportunities for job hopping among highly educated and skilled workers.

Globalization has resulted in increased capital flows in the international arena. As a result, Hall et al. (2017) in a study focused on the USA concluded that this has contributed to global inflow of migrant labour force. Consequently, countries are currently competing in the global labour market essentially to attract and retain qualified skilled workers. This has posed a challenge especially in developing countries whereby skilled employees are migrating to developed countries in America and Europe (Hall et al., 2017).

In New Zealand, Tipples, Trafford, and Callister (2010) found that companies that take a proactive approach to new ideas and innovations are more likely to retain their staff than those who take a more static and less flexible approach. This conclusion corresponds to Adam's Equity Theory and Herzberg's Two Factor Theory, both of which emphasize the need of investing in employees' abilities and growth. Because dynamic firms engage more in their staff, employees are less inclined to seek alternative possibilities.

However, it is critical to remember that the competitive environment has a substantial impact on staff retention. According to Belias and Koustelios (2014) and Wakabi (2016), employers should use flexible and situational leadership techniques to successfully handle employee turnover caused by competitive dynamics. This

viewpoint is consistent with Herzberg's Two Factor Theory, which states that work satisfaction is determined by two types of factors: elements that promote contentment (motivators/satisfiers) and ones that cause unhappiness (hygiene factors/dissatisfiers). Wakabi (2016) and Belias and Koustelios (2014) go even farther, advocating for an organizational model that adapts to a changing competitive situation. Adaptive and skilled staffs are seen as a useful resource in this environment. As a result, firms must constantly modify their tactics in order to remain competitive and, as a result, retain their personnel.

When these viewpoints are compared and contrasted, it is clear that whereas Tipples, Trafford, and Callister (2010) in New Zealand stress internal innovation and flexibility, Belias and Koustelios (2014) and Wakabi (2016) place a stronger focus on external competitive forces. The former may be especially important in industries where internal innovation and development have a considerable influence on competitiveness. The latter viewpoints, on the other hand, are especially relevant in businesses where external market forces have a significant influence in staff retention.

2.4 Research Gaps

Several research studies have been undertaken looking into employee turnover intention. The table below highlights some of the studies and outlines gaps that were not addressed in the researches therefore proving a knowledge gap for this study. These gaps provide new opportunities for investigation and at the same time this research can give insights into how family-owned agribusinesses might adjust to decrease turnover and retain talented staff. Basically, future research can contribute to a more comprehensive understanding of employee turnover intention and provide valuable guidance to family-owned agribusinesses striving to improve their employee retention strategies in an evolving work landscape by identifying and filling these gaps.

Table 2.1 Research Gaps

Author(s)	Research Focus	Major Findings	Knowledge Gaps
Harun Kaya & Abdioglu (2010)	The relationship between turnover intention and personality traits, demographic profiles and organizational conditions of tax auditors in the Ministry of Finance, Turkey	The issues concerning institutional policies, work environment, employee compensation rights increase the probability of intention to leave the organization. Job related issues did not have any significant effect,	The study did not factor in external uncontrollable factors that influence intent to leave.
Tipples Trafford Sue & Callister (2010)	The factors which have resulted in migrant workers being 'essential' workers on New Zealand dairy farms	The dairy industry is unable to attract and retain new employees. This is driven by factors such as changing age demographics, structural changes in the industry, changing employment patterns and inability of the industry to project itself as a career option of choice.	The study limited itself to the dairy industry only.
Cesar Escalante & Tianyuan Luo (2017)	Issues for policy consideration on sustaining a healthy farm labour force	Recruiting and retaining farm workers is difficult because of the nature of work (high physical demands, low wages, and heavy workload)	The study did not relate the nature of work to actual turnover intention
Bernard Muhangi Wakabi (2016)	Leadership style and staff retention in organisations	Leadership style influences staff retention in organisations.	The study findings were a review of general literature and not a specific industry or business
Chowdhury (2015), Emiroglu et al. (2015) and Victoria and Olalekan (2016)	Demographic factors (age, marital status, tenure, and position) as determinants of turnover intention	Married female employees had a higher turnover intention than male employees because of the roles and responsibilities assigned to female employees within their families (traditional household chores, child bearing and child care) and because of	The study did not specify a specific business or industry. The literature was generalized

		their limited career options.	
Chen, Kuo, Cheng, Hsai, and Chien, (2010)	Effect of Education level and turnover intention	People with high education level have greater expectations compared to those with low education and are more open to leaving organizations in a quest to attain their expectations.	The study did not include relevant job experience and the industry expectations
Choong (2013)	Influence of gender on turnover intention	Females have a higher intention to leave as compared to men.	Research generalized findings with no focus on specific job categories
Cuyper, Mauno, Kinnunen, and Makikangas (2011)	Existence of potential moderators and the relationship between perceived employability and turnover intentions	There was a positive relationship between the two variables where employees perceived to have low control over their jobs had a higher intent to leave.	Research failed to include other variables relevant to employability and turnover intentions
Clarke (2018)	Employee retention in organizations	Employees will keep on checking and comparing what other organizations offer,	The study did not specify factors employee consider in organizations

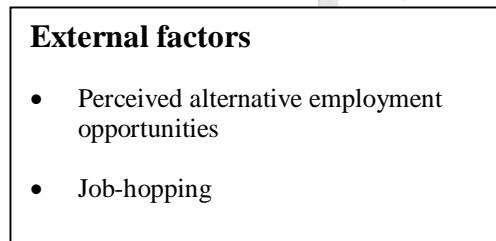
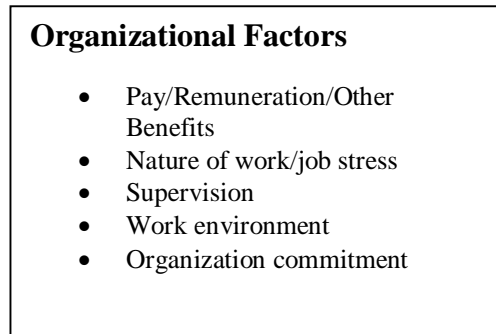
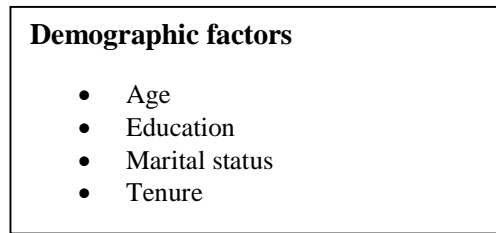
Source: Researcher (2022)

2.5 Conceptual Framework

Conceptual framework provides content and structure for the entire study (Vaughan, 2008). Kombo and Tromp (2009) describe a concept as an abstract or broad idea inferred or resulting from particular instances. Additionally, they defined a conceptual framework as a set of great ideas and philosophy taken from relevant areas of study and used to constitute a subsequent presentation. The independent variables of this research were demographic factors, organization related factors and external factors; the dependent variable will be turnover intention as shown in the figure below.

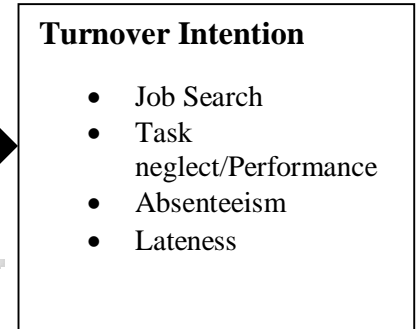
Independent variable

Factors influencing turnover intention



Dependent variable

Turnover intention



Source: Researcher (2022)

Figure 2.1 Conceptual Framework

2.5.1 Operationalization of the variables

The factors that influence turnover intention as conceptualized above are operationalized below. The table outlines the specific measurement for each variable.

Table 2.2 Operationalization of variables

Independent variable	Measurement	Data Collection Instrument
Demographic factors		
<ul style="list-style-type: none"> ● Age ● Education ● Gender ● Marital status ● Tenure 	<ul style="list-style-type: none"> ● Measured by the number of years of the participants ● Measured by the highest level of education attained assigned numerical values to these categories for quantitative analysis like 1 Diploma, 2 for Bachelor's Degree. ● assigned numerical values like 1 for Male and 2 for female ● assign numerical values e.g. Single or Married ● number of years an individual has been in their current position 	Questionnaire
Organizational factors		
<ul style="list-style-type: none"> ● Pay ● Nature of work ● Supervision ● Work environment ● Organizational commitment 	<ul style="list-style-type: none"> ● Measured as the individual's salary per unit of time e.g. monthly ● Assign numerical codes the work role e.g. administrative, technical ● Measured the level of supervision an employee receives. Assign numerical values to the categories e.g manager, team leader ● Assign numerical values for each category e.g. factory, office ● Assessing individual commitment to the business using Likert 	Questionnaire

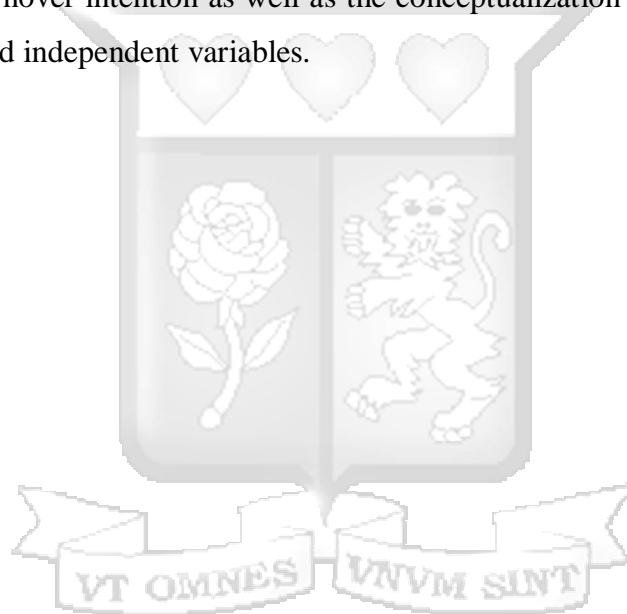
	Scale e.g. 1 for Low commitment and 5 for Highly Committed	
External Factors		
<ul style="list-style-type: none"> ● Perceived alternative employment opportunities ● Job hopping 	<ul style="list-style-type: none"> ● Measured using Likert Scale e.g. 1 for Low opportunities and 5 for High perceived opportunities ● Measured as a binary variable e.g. 1 for employees with a history of job hopping and 0 for employees with no past record for job hopping 	Questionnaire
Turnover Intention		
<ul style="list-style-type: none"> ● Job search ● Task neglect ● Absenteeism ● Lateness 	<ul style="list-style-type: none"> ● Measured as a continuous variable, quantified by the number of days an individual spends actively searching for a new job within a specified time frame e.g. 5 days per week ● Measured using Likert Scale e.g. 1 for Low neglect and 5 indicating High Neglect ● Measured as a quantitative variable, represented as the total number of days an employee is absent from work within a specific time period, such as a month or a year. ● represented as the number of minutes or hours an employee arrives late to work. 	Questionnaire

	<p>This is indicated for each instance of lateness and then summed or averaged as required for analysis.</p>	
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Source: Researcher (2022)

2.6 Chapter Summary

This chapter has covered theories on turnover intention, empirical studies on factors influencing turnover intention as well as the conceptualization and operationalization of the identified independent variables.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methods used to collect and analyse data for the study. It examines the research design, the population of the study, the sampling design and sample size, the data collection methods to be adopted as well as the data analysis and ethical considerations.

3.2 Research Philosophy

This research takes a pragmatism research philosophy, which involves the adoption of a combination of methods that advance specific research in the best possible manner. This philosophy accepts that there can be single or multiple realities that are open to empirical inquiry (Creswell and Clark, 2011), and that these realities are grounded in the environment and can only be encountered through human experiences.

3.3 Research Design

According to Sileyew (2019) a research design is intended to provide an appropriate framework for a study as it determines how relevant information for the study will be obtained. A descriptive research approach was used because this design helps to understand the meaning or nature of experience of persons with problems. Serekan (2003) describes a descriptive research design as a type of design used to obtain information concerning the current status of a phenomenon to describe 'what exists' with respect to variables or conditions in a situation. As such, this design is relevant as it allows for systematically gathering of data on the demographic factors (e.g., age, education, gender, marital status, tenure), organizational factors (e.g., pay, nature of work, supervision, work environment, organizational commitment), and external factors (e.g., perceived alternative employment opportunities, job hopping) that influence employees' experiences. These variables collectively contribute to understanding 'what exists' in the employees' work situations and how they, in turn, influence their intent to remain or leave their agribusiness job, which is our dependent variable - turnover intention (Sileyew, 2019).

Consequently, descriptive research design has been broadly utilized in exploratory nature of studies to gather information for clarification purposes (Serekan, 2003). Moreover, this research methodology has previously been applied in similar studies. In addition, it is appropriate in meeting the specific objectives of this research.

3.4 Population and Sampling

The target population was 21,264 family-owned agribusiness in Mwingi North, Mwingi West, and Mwingi Central sub-counties of Kitui County. These are derived from the Kenya National Bureau of Statistics (KNBS, 2021). The classification of family-owned and non-family-owned agribusinesses from the Kenya National Bureau of Statistics (KNBS) database was determined based on self-reporting in the survey data collected by KNBS. Agribusinesses that reported themselves as family-owned, typically indicating ownership and management by a single family or a closely related group, were categorized as family-owned agribusinesses, while those that did not report such ownership structures were considered non-family-owned agribusinesses for the study's target population. From each business, one employee was targeted to gain in-depth data about the set specific objectives. This made a total of 21,264 employees.

Table 3.1 Target Population

Sub-County	Total Population per Sub County	Percentage in Family Businesses	Total in Family Businesses
Mwingi North	62,836	10.80%	6,786
Mwingi West	59,003	12.70%	7,493
Mwingi Central	55,878	12.50%	6,985
Total	177,717		21,264

Source: KNBS (2021).

3.4.1 Sampling Design

The sample was composed of employees who have served more than two months. These were casual as well as permanent employees in junior and managerial positions. The study used stratified proportionated random sampling to obtain study participants with each sub-county forming a stratum from which participants were uniformly and randomly obtained. Stratified random sampling was utilized as there

was a predetermined list of the target population divided into distinct groups (strata) based on certain characteristics, and then selected a random sample from each stratum to ensure a representative subset for the study.

3.4.2 Sample size

Sub-County	Target	Sample
Mwingi North	6,786	99
Mwingi West	7,493	99
Mwingi Central	6,985	99
Total	21,264	297

Table 3.2 Sample Size

The sample size was calculated using the Taro Yamane method as shown below;

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n signifies the sample size

N signifies the population under study

E signifies the margin error

The formula was applied to each stratum and the totals collated to make a sample of 297.

3.5 Data Collection

Data was collected via structured questionnaires (Appendix I). The questionnaires comprised 2 sections. Section 1 sought to capture the demographic characteristics of the participants such as age, tenure and gender. Part 2 of the questionnaire contained a series of questions to evaluate the perception of employees about organization and external determinants of turnover intention. A Likert scale of 1-5 was used to evaluate every question/variable with the exception of demographic factors. The questionnaire was administered by the researcher or research assistants directly to the respondents (Sileyew, 2019). “Drop and pick” method was utilized in administering the questionnaires to collect data from the respondents. In this regard, respondents were given appropriate time to answer the questionnaires according to their flexibility. In addition, secondary data for objective 3 was gathered through reviewing empirical and theoretical data from academic books, journals and the internet (Creswell, 2011).

3.6 Research Quality

This study aimed to observe all the requirements of a good quality research. This entailed reliability and validity, addressing a real problem in addition to being based on a logical rationale.

3.6.1 Reliability

Reliability can be assessed through consistency or dependability of the results. A pilot test in Kitui Rural sub-county was used to determine test instrument reliability. The parallel-forms reliability test was performed on 15 selected pilot testing respondents. Two versions of the assessment tool, questionnaires and interview, was administered at the same time and the scores correlated in order to evaluate the consistency of the results across the alternate versions. Cronbach's alpha was applied to measure the consistency and stability of the research as well as replicability. An alpha score of 0.7 or higher was obtained which indicated the accuracy of the questionnaire in testing the variables of interest. The result indicated that the research instrument demonstrated good reliability with an alpha score meeting the acceptable threshold of 0.7 or higher. For qualitative data which is non-parametric, triangulation was employed to assess the trustworthiness and consistency of the results.

3.6.2 Validity

To ensure that instrument results measure what they are really meant to measure, a pilot study was conducted with 15 respondents in Kitui Rural sub-county. Triangulation method was used to gauge questionnaire validity where a sample questionnaire was administered to the respondents and an interview conducted soon after to check for consistency in the nature of responses. Respondents' feedback was used to redesign questionnaire where necessary, to ensure trustworthiness, utility and dependability of the research. Parametric tests were used to measure the validity of qualitative data, as they are appropriate with a known probability distribution of the base set. Consequently, face validity was confirmed by familiarizing with the construct being measured based on existing literature for qualitative data. Expert opinion on the questionnaire was also sought from the research supervisor and aided in questionnaire structuring.

3.7 Data Analysis

Data was analyzed quantitatively using frequencies, percentages, averages and standard deviations. Inferential data analysis through ordered probit regression was applied to find the relationship between the independent and dependent data sets.

The regression equation was;

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where;

Y= Dependent variable (Turnover Intention)

a =the model intercept

$\beta_1, \beta_2, \beta_3$ = Regression Coefficients

X_1 = Demographic factors (age, education, gender, marital status, tenure)

X_2 = Organizational factors (pay, nature of work, supervision, work environment, organizational commitment)

X_3 =External factors (perceived alternative employment opportunities, job hopping)

ϵ = Error term

This model was tested at 5% confidence level.

3.8 Ethical Considerations

The researcher sought approval from the Strathmore University Business School, National Commission of Science Technology and Innovation (NACOSTI), County Commissioner as well as County Director of Education, Kitui County. Data collection was undertaken in March 2023. Respondent's names were not collected so different codes were used for each subject. Data was treated with utmost confidentiality and was used only for the purpose of this study. A respondent who wishes to withdraw their consent midway through the study was free to do so. The purpose of these ethical considerations was to ensure that the respondents' rights are protected.

CHAPTER FOUR

PRESENTATION OF RESEARCH FINDINGS

4.1 Introduction

The aim of this research was to investigate factors influencing employee turnover intention in family-owned agribusinesses in Kitui County. Its specific objectives were to establish effects of demographic factors on employee turnover intention among employees in family-owned agribusinesses in Kitui County; to establish the effects of organization related factors on employee turnover intention among employees in family-owned agribusinesses in Kitui County and to establish the effects of external factors on employee turnover intention among employees in family-owned agribusinesses in Kitui County. In this section, analysis of responses from questionnaires is provided.

4.2 Response Rate

This study sampled 297 employees of family-owned agribusinesses. From these and as shown in Table 4.1, 271 responded. This made a response rate of 91.2% which was considered enough for analysis.

Table 4.1 Response Rate

Sampled	Responded	Response Rate
297	271	91.2%

Source: Field Data (2023)

4.3 Demographic Data

Various demographic characteristics of the study respondents were investigated. The findings are presented in the following section.

4.3.1 Respondent's Gender

As shown in table 4.2, most of the respondents were female 137 (50.6%). Males followed closely at 134 (49.4%). These findings show that both genders were well represented in the study which could avert gender bias. The findings could also be used to examine the gender differences regarding employee turnover decisions. These findings were presented in Figure 4.1.

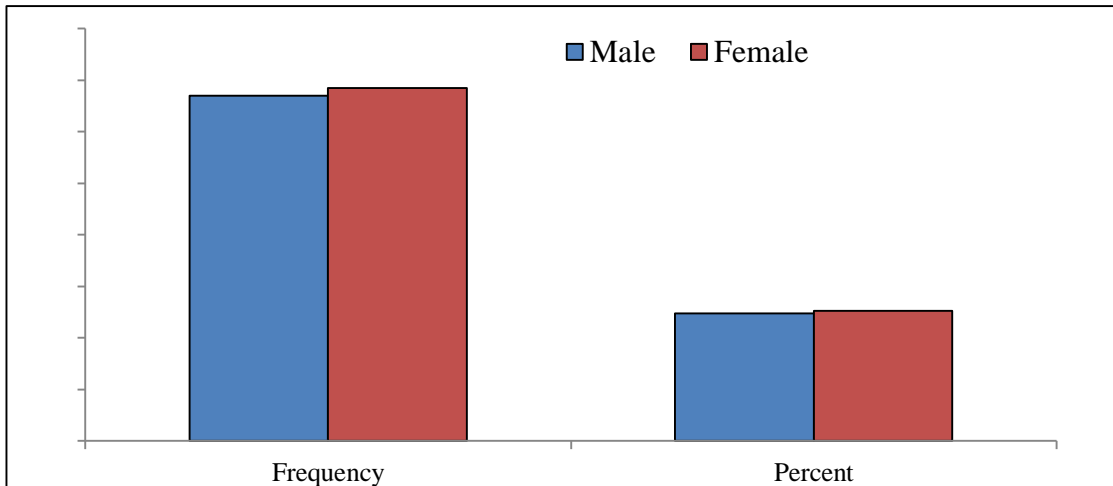


Figure 4.1 Sample Size

Source: Field Data (2023)

4.3.2 Age of Respondents

The study sought to examine the age of respondents. The finding shows that their average age was 36.9 years with minimum age being 19 years and maximum being 67 years as shown in Table 4.2. This is a pointer to the fact that most of the respondents were old enough which could enhance their abilities to make informed contributions on employee turnover decisions.

Table 4.2 Ages of Respondents

Descriptive Statistics					
Age	N	Min	Max	Mean	Std. Deviation
	271	19.00	67.00	36.9	10.04

Source: Field Data (2023)

4.3.3 Respondents' Year of Schooling

The study sought to find out the number of years of schooling among respondents. The finding as presented in Table 4.3 shows that the minimum years of schooling among the respondents was 8 years and the maximum was 18 years. Conversely, the average years of schooling were 12.1 (approximately 12) years which corresponds to high school education. This is indicative of the fact that the respondents had sufficient schooling which could enhance their abilities to make significant contributions to employee turnover decisions.

Table 4.3 Ages of Respondents

	Descriptive Statistics				
	N	Min	Max	Mean	Std. Dev.
Years of schooling	271	8.00	18.00	12.1	1.56

Source: Field Data (2023)

4.3.4 Marital Statuses of Respondents

The study examined the marital statuses of the respondents. This is pivotal since marital status and family obligations could affect employee turnover intentions. The findings as presented in Figure 4.2 show that more than half of the respondents were married 152(56.1%). These were followed by those who were single 95(35.1%) and those who were divorced at 17(6.3%). The rest 7(2.6%) were widowed. These findings show that most of the respondents were married.

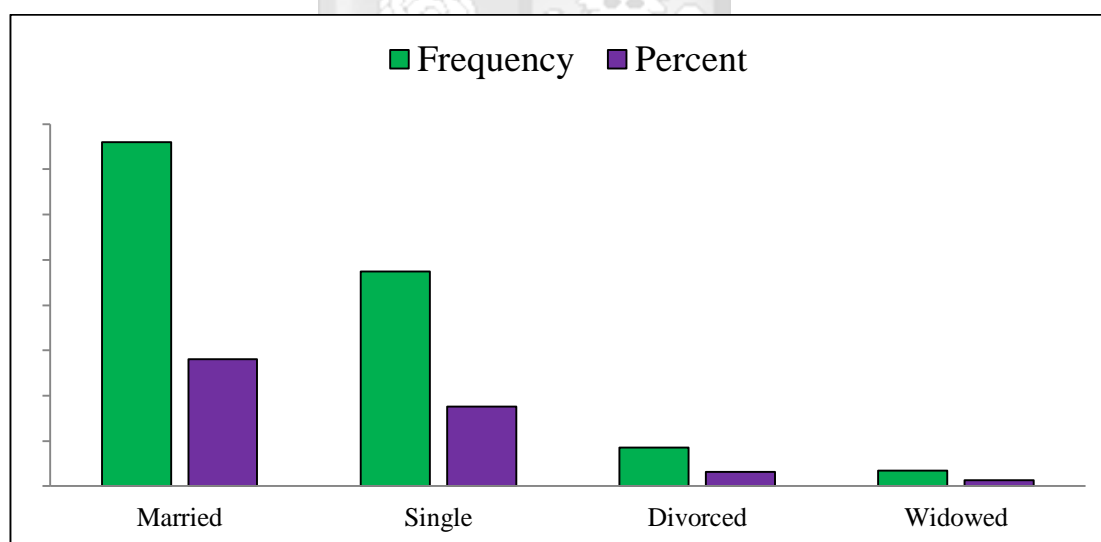


Figure 4.2 Ages of Respondents

Source: Field Data (2023)

4.3.5 Tenure and Years of Previous Experience with Type of Business

The study sought to finding out the tenure (length of service in years) as well as the years of previous experience with type of business. The findings as presented in Table 4.4 show that most of average years of service were 11.9 years. Minimum years of service was 1 years and the maximum was 41 years. Average years of previous experience was 11.9 years with some having no previous experience and the

maximum years of experience recorded was 2. This is indicative of the fact that most of the respondents had little previous experience prior to working in the current type of business.

Table 4.4 Tenure and Years of Previous Experience with Type of Business

Descriptive Statistics					
	N	Min	Max	Mean	Std. Dev.
Tenure (Length of Service in Years)	271	1.00	41.00	11.9	8.06
Years of previous experience with type of business if any	271	0.00	11.00	2.0	1.75

Source: Field Data (2023)

4.3.6 Terms of Engagement

The terms of engagement were examined as presented in Figure 4.3. The findings show that most of the respondents were permanently employed 220 (81.2%). Those who were on contract were the least at 14(5.2%). This shows that the respondents were on long term engagement at their respective places of work.

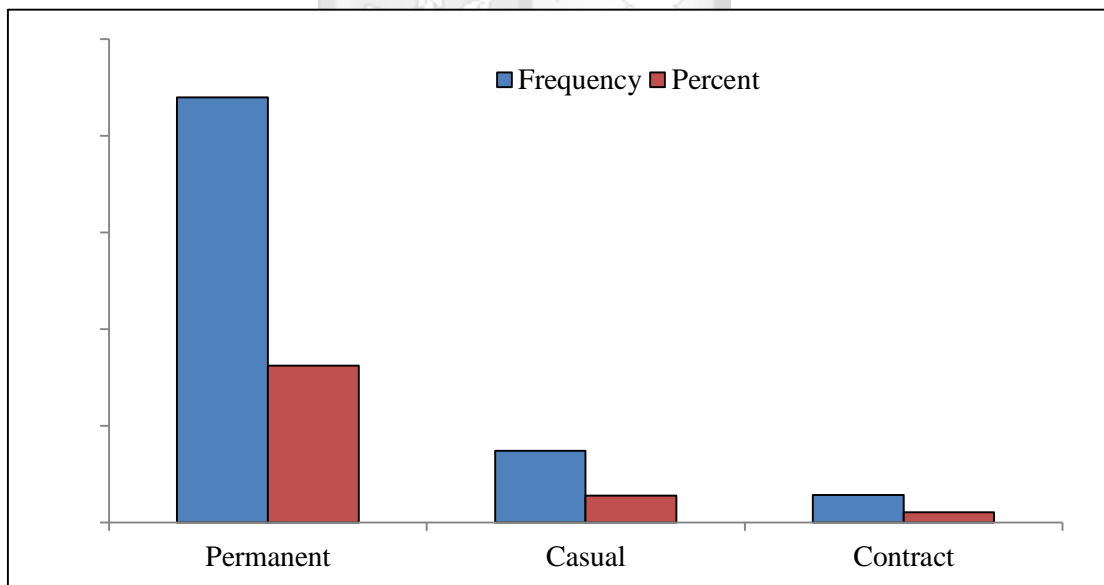


Figure 4.3 Terms of Engagement

Source: Field Data (2023)

4.3.7 Employees' Salary in Kenya Shillings

The employees were asked to indicate the salaries they received as presented in Table 4.5. The average salary was 20,339.48 Kenya shillings (KES) with the minimum

being KES 8,000 and the maximum KES 41,000. The findings show that there were disparate payment levels among the respondents which could affect turnover intentions.

Table 4.5 Employees' Salary in Kenya Shillings

Descriptive Statistics					
	N	Min	Max	Mean	Std. Dev.
Salary in Kenya Shillings	271	8,000.00	41,000.00	20339.48	7607.20

Source: Field Data (2023)

4.4 Demographic Factors and Employee Turnover Intention among Employees in Family-Owned Agribusinesses in Kitui County

The first objective of the study was to establish effects of demographic factors on employee turnover intention among employees in family-owned agribusinesses in Kitui County. First and foremost, findings on turnover intentions were analysed. Thereafter, the various demographic characteristics highlighted in the previous section were analysed against overall scores on the turnover.

4.4.1 Turnover Intention

The respondents were asked to indicate the level to which the respondents agreed with selected statement regarding turnover intentions. The findings were presented on a scale of 1 to 5 where: 1-Never, 2- Rarely, 3- Sometimes, 4- Often and, 5- Often. The findings were presented in Table 4.6.

Table 4.6 Turnover Intention

Descriptive Statistics					
	Min	Max	Mean	Std. Dev.	
(i) I often think about leaving my job	1.00	5.00	4.46	.75	
(ii) I am not thinking of leaving my job	1.00	4.00	2.15	.84	
(iii) I actively seek out other job opportunities	1.00	5.00	4.51	.78	
(iv) I can leave this job with little provocation	1.00	5.00	4.51	.77	
(v) I opt out of going to work (absent from work)	1.00	5.00	3.21	.99	
(vi) I miss out on my job targets/goals/expectations	1.00	5.00	2.51	1.04	

N=271

The respondents pointed out that they often thought of leaving their jobs (M=4.46). They also pointed out that they rarely thought of leaving their jobs (M=2.15). They often actively sought out other job opportunities and could leave their job with little provocation (M=4.51). They also pointed out that sometimes opted out of going to work (being absent from work (M=3.21) and missed out on my job targets/goals/expectations (M=2.51). These findings show high levels of turnover intentions among the respondents.

4.4.1 Demographic Factors and Turnover Intention

Based on these findings above, the study went on to investigate if demographic factors influenced employee turnover intention among employees in family-owned agribusinesses in Kitui County. The Levene statistic was used to test if demographic factors influenced employee turnover intention. The findings show that only marital status and salary in Kenya Shillings had statistically significant effects on employee turnover intention in family-owned agribusinesses in Kitui County ($p < 0.05$). The other socio-demographic factors such as sex, age, years of schooling, tenure (length of service in years), years of previous experience with type of business and terms of engagement had no statistically significant effects on employee turnover intention in family-owned agribusinesses in Kitui County.



Table 4.7 Demographic Factors and Turnover Intention

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Sex	Between Groups	1.601	12	.133	.520	.901
	Within Groups	66.141	258	.256		
	Total	67.742	270			
Age	Between Groups	1169.869	12	97.489	.966	.481
	Within Groups	26025.349	258	100.873		
	Total	27195.218	270			
Years of schooling	Between Groups	26.371	12	2.198	.904	.543
	Within Groups	627.017	258	2.430		
	Total	653.387	270			
Marital Status	Between Groups	12.762	12	1.063	2.447	.005
	Within Groups	112.124	258	.435		
	Total	124.886	270			
Tenure (Length of Service in Years)	Between Groups	938.131	12	78.178	1.226	.265
	Within Groups	16452.540	258	63.770		
	Total	17390.672	270			
Years of previous experience with type of business if any	Between Groups	35.411	12	2.951	.960	.488
	Within Groups	793.408	258	3.075		
	Total	828.819	270			
Terms of engagement	Between Groups	4.343	12	.362	1.278	.232
	Within Groups	73.067	258	.283		
	Total	77.410	270			
Salary in Kenya Shillings	Between Groups	1682552366.255	12	140212697.188	2.595	.003
	Within Groups	13942215161.420	258	54039593.649		
	Total	15624767527.675	270			

4.4.1.1 Pearson Correlation

Pearson correlation shows that only two demographic characteristics had statistically significant correlations with turnover intentions namely: tenure (length of service in years), $r=-0.120$, $p<0.05$ and marital status, $r=-0.158$, $p<0.01$. This means that length of

service and marital status were correlated with turnover intentions. Negative correlations illustrated that as certain factors (such as sex, age, years of schooling, marital status, tenure, experience and salary) increased, the employees' intention to leave their current job decreased, suggesting a potential mitigating effect on turnover intentions.

Table 4.8 Pearson Correlation

Correlations									
	Sex	Age	Years of schooling	Marital Status	Tenure (Length of Service in Years)	Years of experience with type of business if any	Terms of engagement	Salary in Kenya Shillings	Turnover Intention
Pearson Correlation	-.036	-.093	-.103	-.158**	-.120*	-.105	.049	-.111	1
Sig. (2-tailed)	.553	.126	.091	.009	.048	.085	.426	.067	
N	271	271	271	271	271	271	271	271	271

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

* . Correlation is significant at the 0.05 level (2-tailed).

4.4.1.2 Regression Analysis

The findings showed that demographic factors explained 5.5% of change in turnover intentions in the study population ($r^2 = 0.055$). This shows that the model was quite weak. The findings were presented in Table 4.9.

Table 4.9 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.235 ^a	.055	.026	.37335

a. Predictors: (Constant), Salary in Kenya Shillings, Terms of engagement, Years of schooling, Years of previous experience with type of business if any, Sex, Marital Status, Tenure (Length of Service in Years), Age

Analysis of Variance

Analysis of Variance (ANOVA) shows that the demographic factors could statistically and significantly predict turnover intentions among employees in family-owned agribusinesses in Kitui County ($F(8, 262) = 1.913, p < 0.05$) as shown in Table 4.10.

Table 4.10 Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.133	8	.267	1.913	.058 ^b
	Residual	36.520	262	.139		
	Total	38.653	270			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Salary in Kenya Shillings, Terms of engagement, Years of schooling, Years of previous experience with type of business if any, Sex, Marital Status, Tenure (Length of Service in Years), Age

Regression Coefficients

The regression coefficients show that the results were statistically significant for marital status and tenure. As such, only these two demographic factors could be fitted in the regression model.

Table 4.11 Regression Coefficients

Coefficients ^a						
Model		Unstandardized		Standardized	t	Sig.
		Coefficients				
		B	Std. Error	Beta		
1	(Constant)	3.895	.214		18.231	.000
	Sex	-.038	.046	-.050	-.821	.412
	Age	.006	.004	.166	1.423	.156
	Years of schooling	-.018	.015	-.073	-1.187	.236
	Marital Status	-.083	.043	-.150	-1.961	.001

Tenure (Length of Service in Years)	-.006	.005	-.135	-1.278	.020
Years of previous experience with type of business if any	-.018	.013	-.082	-1.330	.185
Terms of engagement	.043	.043	.061	1.003	.317
Salary in Kenya Shillings	-4.366E-006	.000	-.088	-1.364	.174

a. Dependent Variable: Turnover Intention

4.5 Organizational Factors

The second objective of the study was to establish the effects of organization related factors on employee turnover intention among employees in family-owned agribusinesses in Kitui County. In this light, the study required the respondents to reply to a series of statements in order to determine how organization related factors affect employee turnover in family-owned agribusinesses. This was on a scale of 1 to 5 where: Where 1=strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree. The findings were presented in Table 4.12.

Table 4.12 Organizational Factors

		Descriptive Statistics			
		Min	Max	Mean	Std. Dev.
(i)	The level of satisfaction with work makes employees to continue working in the business	4.00	5.00	4.80	.40
(ii)	When work is recognized adequately by the business owners, employees are motivated to remain in the business	4.00	5.00	4.78	.41
(iii)	Good relationship with management motivates employees to remain in the business	4.00	5.00	4.80	.40
(iv)	The level of remuneration (payment and benefits) affects an employees' motivation to remain working in the businesses	4.00	5.00	4.80	.40
(v)	Clear compensation policies motivate employees to continue working for an organization	4.00	5.00	4.78	.41
(vi)	Opportunity for career advancement influences the decision of an employee to remain working for a business	4.00	5.00	4.80	.40
(vii)	Presence of medical insurance cover influences employees decision to remain in employment	4.00	5.00	4.80	.40
(viii)	Clarity of job duties motivates employees decisions to continue working with the organization	4.00	5.00	4.78	.42
(ix)	Flexibility of work schedule influences an employee's decision to remain with the business	4.00	5.00	4.80	.40
(x)	Well-balanced work and personal life influences the decision to remain with the business	4.00	5.00	4.79	.41
(xi)	Regularly training and capacity building encourages employees to remain with the business	4.00	5.00	4.79	.41
(xii)	Clear communication with employers affects decisions to remain working with the business	4.00	5.00	4.80	.40

N=271

Table 4.12 shows a summary of responses to items on organization factors in the form of mean and standard deviations. Of the sampled participants, majority of the respondents agreed (M=4.80) with the statement that the level of satisfaction with work makes employees to continue working in the business. The respondents also agreed (M=4.78) that when work is recognized adequately by the business owners, employees are motivated to remain in the business. The respondents agreed that good relationship with management motivates employees to remain in the business (M=4.80). The respondents further agreed that the level of remuneration (payment and benefits) affects an employees' motivation to remain working in the businesses (M=4.80).

Clear compensation policies motivate employees to continue working for an organization (M=4.78). The respondents agreed (M=4.80) that opportunity for career advancement influences the decision of an employee to remain working for a business. The respondents also agreed (M=4.80) that presence of medical insurance cover influences employee's decision to remain in employment. The respondents went on to agree (M=4.78) that clarity of job duties motivates employee's decisions to continue working with the organization.

The respondents also agreed (M=4.80) that flexibility of work schedule influences an employee's decision to remain with the business and that well-balanced work and personal life influences the decision to remain with the business (M=4.79). Furthermore, they agreed (M=4.79) that regularly training and capacity building encourages employees to remain with the business. Finally, they agreed (M=4.80) that clear communication with employers affects decisions to remain working with the business. These findings are a pointer to the fact that organizational factors affected the proclivity of employees to leave or remain in their jobs.

4.5.1 Pearson Correlation

Pearson correlation shows that organizational factors had statistically significant correlations with turnover intentions ($r=0.139$, $p<0.05$). The findings were presented in Table 4.13.

Table 4.13 Pearson Correlation

Correlations			
		Organizational Factors	Turnover Intention
Organizational Factors	Pearson Correlation	1	.139*
	Sig. (2-tailed)		.022
	N	271	271
Turnover Intention	Pearson Correlation	.139*	1
	Sig. (2-tailed)	.022	
	N	271	271

*. Correlation is significant at the 0.05 level (2-tailed).

4.5.2 Regression Analysis

The findings showed that demographic factors explained 1.9% of change in turnover intentions in the study population ($r^2 = 0.016$). This shows that the model was quite weak. The findings were presented in Table 4.14.

Table 4.14 Model Summary

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.139 ^a	.019	.016	.37537		

a. Predictors: (Constant), Organizational Factors

Analysis of Variance

Analysis of Variance (ANOVA) shows that organizational factors could statistically and significantly predict turnover intentions among employees in family-owned agribusinesses in Kitui County ($F(1, 269) = 5.329, p < 0.05$) as shown in Table 4.15.

Table 4.15 Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.751	1	.751	5.329	.022 ^b
	Residual	37.902	269	.141		
	Total	38.653	270			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Organizational Factors

Regression Coefficients

The regression coefficients show that the results were statistically significant for organizational factors. As such, organizational factors could be fitted in a regression model as follows:

$$\text{Turnover Intention} = 2.882 + 0.141 * \text{Organizational Factors} + 0.294$$

Table 4.16 Regression Coefficients

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	2.882	.294		9.815	.000
1 Organizational Factors	.141	.061	.139	2.309	.022

a. Dependent Variable: Turnover Intention

4.6 External Factors

The third objective of the study was to establish the effects of external factors on employee turnover intention among employees in family-owned agribusinesses in Kitui County. As a result of this, the research required the participants to provide responses to a number of questions in order to evaluate the extent to which external variables are responsible for staff turnover in family-owned agricultural enterprises. The findings were presented in Table 4.17.

Table 4.17 External Factors

		Descriptive Statistics			
		Min	Max	Mean	Std. Dev.
(i)	Availability of external job opportunities availability could influence employees to leave a job	4.00	5.00	4.80	.40
(ii)	Attractiveness of alternative jobs in the immediate environment influence employees' decisions to leave a job	4.00	5.00	4.77	.42
(iii)	Ability of employees to successfully pursue opportunities in the environment influences employees' decisions to leave a job	4.00	5.00	4.80	.40
(iv)	Perceptions that one is qualified to land other job opportunities (perceived employability) influences decisions of an employee to leave a job	4.00	5.00	4.80	.40
(v)	Employees are often influenced my peers and to move jobs	4.00	5.00	4.78	.42
(vi)	Desire to gain new skills in other jobs motivates employees to leave employment	4.00	5.00	4.80	.40
(vii)	Opportunities to advance education in other careers motivate employees to move jobs	4.00	5.00	4.80	.40
(viii)	Desire to move to more dynamic/flexible organizations motivates employees to move jobs	4.00	5.00	4.78	.41
(ix)	Other organizations with better terms of engagement motivates employees to move jobs	4.00	5.00	4.79	.41
(x)	Globalization and opportunities in other countries (greener pastures) influences employees to move jobs	4.00	5.00	4.80	.40
N=179					

The result in Table 4.17 above shows a summary of responses to items external factors in the form of mean and standard deviations. The majority of respondents agreed (mean = 4.80) with the statement that availability of external job opportunities availability could influence employees to leave a job. The respondents also agreed (M=4.77) that attractiveness of alternative jobs in the immediate environment influence employees' decisions to leave a job. The respondents agreed that ability of employees to successfully pursue opportunities in the environment influences employees' decisions to leave a job (M=4.80). The respondents further agreed that perceptions that one is qualified to land other job opportunities (perceived employability) influences decisions of an employee to leave a job (M=4.78).

Sometimes employees are often influenced by peers and to move jobs (M=4.78). The desire to gain new skills in other jobs motivates employees to leave employment (M=4.80). The respondents agreed (M=4.80) that opportunities to advance education in other careers motivate employees to move jobs. They also agreed (M=4.78) that the desire to move to more dynamic/flexible organizations motivates employees to move jobs. They went on to agree (M=4.79) that other organizations with better terms of engagement motivates employees to move jobs. Furthermore, they agreed (M=4.80) that globalization and opportunities in other countries (greener pastures) influences employees to move jobs.

4.6.1 Pearson Correlation

As was the case with organizational factors, Pearson correlation shows that external factors had statistically significant correlation with turnover intentions ($r= 0.074$, $p<0.05$). This means that external factors were correlated with turnover intentions. The findings were presented in Table 4.18.

Table 4.18 Pearson Correlation

		Correlations	
		External Factors	Turnover Intention
External Factors	Pearson Correlation	1	.074
	Sig. (2-tailed)		.003
	N	271	271
Turnover Intention	Pearson Correlation	.074	1
	Sig. (2-tailed)	.003	
	N	271	271

*. Correlation is significant at the 0.05 level (2-tailed).

4.6.2 Regression Analysis

The findings showed that demographic factors explained 0.6% of change in turnover intentions in the study population (r squared = 0.006). This shows that the model was very weak. The findings were presented in Table 4.19.

Table 4.19 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.074 ^a	.006	.002	.37802

a. Predictors: (Constant), External Factors

Analysis of Variance

Analysis of Variance (ANOVA) shows that the demographic factors could statistically and significantly predict turnover intentions among employees in family-owned agribusinesses in Kitui County ($F(1, 269) = 1.491, p < 0.05$) as shown in Table 4.20.

Table 4.20 Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.213	1	.213	1.491	.003 ^b
	Residual	38.440	269	.143		
	Total	38.653	270			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), External Factors

Regression Coefficients

The regression coefficients show that the results were statistically significant for external factors. As such, the regression model could be fitted as follows:

$$\text{Turnover Intention} = 3.922 - 0.076 * \text{External Factors} + 0.299$$

Table 4.21 Regression Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.922	.299		13.132	.000
	External Factors	.076	.062	.074	-1.221	.003

a. Dependent Variable: Turnover Intention

4.7 Pearson Correlation for All Factors

Pearson correlation was carried to examine the relationships between the dependent and independent variables. The findings show that for demographic factors, there

were negative and significant correlations between turnover intention and marital status ($r=-0.158$, $p<0.01$) and turnover intentions and tenure ($r=-0.120$, $p<0.05$). Whereas there was positive and significant correlation between organizational factors and turnover intentions ($r=0.139$, $p<0.05$), there was no statistically significant correlations between external factors and turnover intentions (-0.074 , $p>0.05$). The findings show that there were significant links between turnover intentions and marital statuses, tenure and organizational factors.

Table 4.22 Pearson Correlation

Correlations		
		Turnover Intention
Sex	Pearson Correlation	-.036
	Sig. (2-tailed)	.553
Age	Pearson Correlation	-.093
	Sig. (2-tailed)	.126
Years of Schooling	Pearson Correlation	-.103
	Sig. (2-tailed)	.091
Marital Status	Pearson Correlation	-.158**
	Sig. (2-tailed)	.009
Tenure (Length of Service in Years)	Pearson Correlation	-.120*
	Sig. (2-tailed)	.048
Years of previous experience with type of business if any	Pearson Correlation	-.105
	Sig. (2-tailed)	.085
Terms of engagement	Pearson Correlation	.049
	Sig. (2-tailed)	.426
Salary in Kenya Shillings	Pearson Correlation	-.111
	Sig. (2-tailed)	.067
Organizational Factors	Pearson Correlation	.139*
	Sig. (2-tailed)	.022
External Factors	Pearson Correlation	.147*
	Sig. (2-tailed)	.015
Turnover Intention	Pearson Correlation	1
	Sig. (2-tailed)	

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

* . Correlation is significant at the 0.05 level (2-tailed).

N=271

4.8 Regression Analysis for All Factors

The extent to which the independent variables predicted the dependent variable was also tested using regression analysis. The findings are presented in the following section.

4.8.1 Model Summary

The findings showed that the independent variables (organizational factors and external factors) explained 9.6% of change in turnover intentions in the study population ($r^2 = 0.097$). This shows that the model was quite weak. The findings were presented in Table 4.23.

Table 4.23 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.309 ^a	.096	.061	.36668

a. predictors: (constant), external factors, salary in Kenya shillings, terms of engagement, sex, years of previous experience with type of business if any, years of schooling, marital status, organizational factors, tenure (length of service in years), age

4.7.2 Analysis of Variance

Analysis of Variance (ANOVA) shows that the independent variables (organizational factors and external factors) could statistically and significantly predict turnover intentions among employees in family-owned agribusinesses in Kitui County ($F(2, 260) = 2.748, p < 0.05$) as shown in Table 4.24.

Table 4.24 Analysis of Variance

ANOVA^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	3.695	10	.369	2.748	.003 ^b
	Residual	34.959	260	.134		
	Total	38.653	270			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), External Factors, Salary in Kenya Shillings, Terms of engagement, Sex, Years of previous experience with type of business if any, Years of schooling, Marital Status, Organizational Factors, Tenure (Length of Service in Years), Age

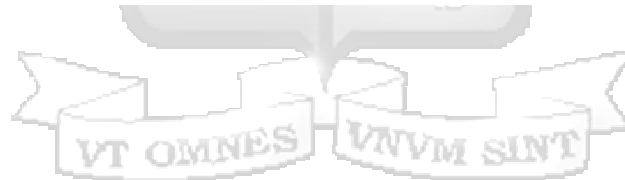
The regression coefficients show that the results were statistically significant for some of the variables and turnover intentions among employees in family-owned agribusinesses in Kitui County as follows: demographic factors - marital statuses ($\beta = -0.092, t = -0.165, p < 0.05$); organizational factors ($\beta = 0.202, t = 3.186, p < 0.05$) and;

external factors ($\beta = -0.142$, $t = -2.173$, $p < 0.05$). These findings show that of the variables under study, only marital statuses for demographic factors, external factors and organizational factors could fitted into the regression model. Changes by 1 unit for marital statuses, external factors and organizational factors could lead to changes in retention intentions by -0.092, 0.202 and -0.142 units respectively.

Table 4.25 Regression Coefficient

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized	Beta		
	B	Std. Error	Coefficients			
(Constant)	3.643	.427			8.531	.000
Sex	-.039	.045	-.052		-.860	.391
Age	.006	.004	.170		1.481	.140
Years of schooling	-.019	.015	-.076		-1.256	.210
Marital Status	-0.092	.042	-.165		-2.200	.029
Tenure (Length of Service in	-.007	.005	-.156		-1.495	.136
1 Years)						
Years of previous experience	-.014	.013	-.066		-1.079	.282
with type of business if any						
Terms of engagement	.033	.042	.047		.791	.429
Salary in Kenya Shillings	-4.202E-006	.000	-.084		-1.336	.183
Organizational Factors	.202	.063	.200		3.186	.002
External Factors	-.142	.065	-.139		-2.173	.031

a. Dependent Variable: Turnover Intention



CHAPTER FIVE

DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section presents summary of the findings based on the study objectives. Furthermore, it presents the conclusions and the ensuing recommendations. It also presents conclusions of the study. This chapter also illustrates the recommendations as well as fields for further study.

5.2 Summary of Findings

This study focused on investigating the factors influencing employee turnover intention in family-owned agribusinesses in Kitui County, Kenya. A total of 271 employees, representing 91.2% of the target population of 297, participated in the research. The study incorporated demographic, organizational, and external factors to assess their impact on turnover intentions. The findings revealed that among demographic factors, only marital status, salary, and tenure exhibited statistically significant effects on employee turnover intention. Marital status appeared to influence employees' decisions regarding job continuity, as did salary and the length of time they had been with the organization. Organizational factors played a significant role in predicting turnover intentions. Factors such as pay and remuneration, the nature of work and job stress, supervision, work environment, and organizational commitment all demonstrated statistical significance. These findings underscore the importance of job satisfaction, working conditions, and employees' commitment to the organization in determining whether they choose to remain in their current roles. External factors also emerged as influential in predicting turnover intentions. Specifically, perceived alternative employment opportunities and the allure of job-hopping were found to be statistically significant. This suggests that external factors, such as job market conditions and opportunities beyond the current workplace, impact employees' decisions regarding job continuity.

5.3 Discussion of Findings

5.3.1 Demographic Factors and Employee Turnover Intention among Employees in Family-Owned Agribusinesses in Kitui County

The first objective of the study was to establish effects of demographic factors on employee turnover intention among employees in family-owned agribusinesses in Kitui County. Firstly, the demographic characteristics of the respondents were examined.

These findings show that both genders were well represented in the study which could avert gender bias. The findings could also be used to examine the gender differences regarding employee turnover decisions. This is particularly important since as posited by Choong (2013), there are significant differences in terms of gender regarding retention intentions.

The finding showed that their average age was 36.9 years with minimum age being 19 years and maximum being 67 years. This is a pointer to the fact that most of the respondents were old enough which could enhance their abilities to make informed contributions on employee turnover decisions. This is particularly as since as posited by Emiroglu et al (2015) and Victoria and Olalekan (2016) age could affect turnover intentions. In this study thus, age could influence understanding of turnover intentions among the respondents.

The years of schooling are indicative of the fact that the respondents had sufficient schooling which could enhance their abilities to make significant contributions to employee turnover decisions. Chen et al. (2010) point out that higher levels of education influences proclivity to leave organizations in a quest to attain their expectations. This study examines the level to which these findings apply to the Kenyan situation.

The study examined the marital statuses of the respondents. This is pivotal since marital status and family obligations could affect employee turnover intentions. More than half of the respondents were married. This could affect their intentions to remain or move from the employment as posited by Chowdhury (2015), Emiroglu et al

(2015) and Victoria and Olalekan (2016) who pointed out that marital status was a key determinant of turnover intention.

Secondly, findings on turnover intentions were analysed. Thereafter, the various demographic characteristics highlighted in the previous section were analysed against overall scores on the turnover.

The respondents were asked to indicate the level to which the respondents agreed with selected statement regarding turnover intentions. The respondents pointed out that they often thought of leaving their jobs. They also pointed out that they rarely thought of leaving their jobs. They often actively sought out other job opportunities and could leave their job with little provocation. They also pointed out that sometimes opted out of going to work (being absent from work) and missed out on job targets/goals/expectations. These findings show high levels of turnover intentions among the respondents. This aligns with studies that show that turnover intention is major problem facing firms the world over (Khatri & Fern, 2001; Oluwafemi, 2010). This study goes on to examine the predictors of turnover among employees in family-owned agribusinesses in Kitui County.

Based on these findings about turnover intentions above, the study went on to investigate if demographic factors influenced employee turnover intention among employees in family-owned agribusinesses in Kitui County. The Levene statistic was used to test if demographic factors influenced employee turnover intention. The findings show that only marital status and salary in Kenya Shillings had statistically significant effects on employee turnover intention in family-owned agribusinesses in Kitui County. However, according to Pearson correlation, only marital statuses and tenure had significant relations. The other socio-demographic factors such as sex, age, years of schooling, years of previous experience with type of business and terms of engagement had no statistically significant effects on employee turnover intention in family-owned agribusinesses in Kitui County. These findings could be explained by the fact that marital demands could push employees to seek for greener pastures as argued by Kaya and Abdioglu (2010). Also, salary (remuneration) could motivate employees to seek for greener pastures. This is in line with a study by

Ngamkroeckjoti et. al. (2012) who argues that payment could motivate decision to remain in employment.

The study outcomes can be linked to Adam's Equity Theory by revealing how disparities in demographic factors can lead to employees perceiving inequity, thereby increasing turnover intentions as they seek a fairer work environment.

5.3.2 Organizational Factors and Employee Turnover Intention

The second objective of the study was to establish the effects of organization related factors on employee turnover intention among employees in family-owned agribusinesses in Kitui County. In this light, the study required the respondents to reply to a series of statements in order to determine how organization related factors affect employee turnover in family-owned agribusinesses.

The findings show that the level of satisfaction with work makes employees to continue working in the business. When work is recognized adequately by the business owners, employees are motivated to remain in the business. The respondents agreed that good relationship with management motivates employees to remain in the business. These findings align with the study by Oluwafemi (2013) who posit that employee job dissatisfaction contributes to turnover intentions. The level of remuneration (payment and benefits) affects an employees' motivation to remain working in the businesses. These findings further agree with the study by Ngamkroeckjoti et. al. (2012) who pointed out that payment could motivate decision to remain in employment.

Clear compensation policies motivate employees to continue working for an organization. Opportunity for career advancement influences the decision of an employee to remain working for a business. The respondents also agreed that presence of medical insurance cover influences employees' decision to remain in employment. The respondents went on to agree that clarity of job duties motivates employees' decisions to continue working with the organization. These findings align with the Adam's Equity Theory as developed by John Stacey Adams (1963) which shows the pertinence of benefits since they could avert employee turnover.

The respondents also agreed that flexibility of work schedule influences an employee's decision to remain with the business and that well-balanced work and personal life influences the decision to remain with the business. Furthermore, they agreed that regularly training and capacity building encourages employees to remain with the business. Further, clear communication with employers affects decisions to remain working with the business. These findings are a pointer to the fact that organizational factors affected the proclivity of employees to leave or remain in their jobs. When employees feel motivated due to favourable work conditions and environments, their performance can be enhanced as posited by the Herzberg's Two Factor Theory as used in studies such as to Chu and Kuo (2015) and Kuijk (2018) that underlines the importance of satisfaction at the work place on decisions to stay or leave employment.

Overall, the study's findings can be associated with Herzberg's theory by illustrating how specific organizational factors can influence employee turnover intentions either positively or negatively.

5.3.3 External Factors and Employee Turnover Intention

The third objective of the study was to establish the effects of external factors on employee turnover intention among employees in family-owned agribusinesses in Kitui County. As a result of this, the research required the participants to provide responses to a number of questions in order to evaluate the extent to which external variables are responsible for staff turnover in family-owned agricultural enterprises.

The majority of respondents agreed with the statement that availability of external job opportunities availability could influence employees to leave a job. The respondents also agreed that attractiveness of alternative jobs in the immediate environment influence employees' decisions to leave a job. The respondents agreed that ability of employees to successfully pursue opportunities in the environment influences employees' decisions to leave a job. The respondents further agreed that perceptions that one is qualified to land other job opportunities (perceived employability) influences decisions of an employee to leave a job. These findings agree with the

study by Clarke (2018) who argues that employee retention has been made difficult by the existing alternatives especially around the organization.

Sometimes employees are often influenced by peers and to move jobs. The desire to gain new skills in other jobs motivates employees to leave employment. The respondents agreed that opportunities to advance education in other careers motivate employees to move jobs. They also agreed that the desire to move to more dynamic/flexible organizations motivates employees to move jobs. They went on to agree that other organizations with better terms of engagement motivates employees to move jobs. Furthermore, they agreed that globalization and opportunities in other countries (greener pastures) influences employees to move jobs. These findings align with the study by Becker and Soosay (2013) who posit that perceived availability of employment opportunities may cause an employee to change jobs; this is mostly driven by the desire to earn more, gain new skills and advance. Numerous available alternatives can be an inhibitor to employee retention.

Research findings aligned with Herzberg's theory, which highlights how external factors can affect employee job satisfaction and propensity to stay with the organization. To conclude, the study outcomes connect with Herzberg's theory by demonstrating how external factors can affect employee turnover intentions, either negatively or positively, based on their impact on job satisfaction.

5.3 Conclusion

In conclusion the study's findings give useful insights into the factors of employee turnover intention within Kitui County's family-owned agribusinesses. Among the demographic features studied, marital status, pay, and tenure were found to be major determinants affecting turnover intentions, showing the intricate interaction of personal and financial elements in employees' decisions to stay or quit. Furthermore, an examination of organizational and external determinants found that each of these groups have strong predictive power over turnover intentions. Organizational elements such as compensation and payment, the nature of work, supervision, work environment, and organizational commitment all had a significant impact in influencing retention results, emphasizing the importance of job satisfaction, working

circumstances, and employee commitment. External factors, such as perceived alternative employment prospects and the attraction of job-hopping, also had a statistically significant impact, indicating that external conditions and market dynamics influenced employees' decisions about job continuity. In essence, our findings highlight the complex web of factors at work in the turnover intentions of family-owned agribusiness employees, providing significant information for firms in Kitui County looking to minimize turnover and improve workforce stability.

5.4 Recommendations

The following recommendations were made based on the study findings. These are made in line with the study objectives.

5.4.1 Practice Recommendations

Creating and maintaining a positive work environment in Kitui County's family-owned agribusinesses is vital to keeping and encouraging employees. One of the most important foundations of this effort is ensuring that the pay packages supplied are not only enough to meet basic necessities, but also competitive within the sector. Adequate pay is not just an issue of financial stability for employees, but it is also a reflection of their worth inside the firm. When employees believe they are adequately rewarded, it develops loyalty and devotion to their job.

These family owned agribusiness companies should actively engage in benchmarking activities with external peers, in addition to competitive remuneration. This benchmarking procedure keeps them up to date on industry trends, best practices, and salary expectations. They may guarantee that their offers stay appealing to both existing and future workers by doing so. It also protects against the danger of losing important people to competitors who may offer more enticing compensation packages

.Likewise, the habit of conducting frequent evaluations is critical. These evaluations should include aspects of the work environment other than money. Such audits might reveal flaws that lead to people considering leaving their jobs. These assessments are essential in identifying and correcting negative elements that may contribute to high turnover rates, whether it's addressing workplace culture, strengthening communication channels, or giving chances for professional advancement.

At the same time, a supportive work environment, competitive remuneration, and a commitment to continuous development through frequent assessments will enable Kitui County's family-owned agribusinesses to build a devoted and content staff. By adopting these actions, these companies not only assure the retention of their prized employees, but they also lay the road for long-term growth and success in the competitive agriculture market.

5.4.2 Policy Recommendations

Implementing effective policies is crucial for creating a conducive work environment within family-owned agribusinesses in Kitui County. To achieve this, businesses should prioritize the development and strict enforcement of comprehensive workplace policies. These policies should encompass various aspects, including working conditions, remuneration, and personal development opportunities for employees. The emphasis should be on ensuring that all employees adhere to these policies, promoting a harmonious and productive work environment.

Furthermore, it is essential to establish policies that encourage continuous benchmarking and improvement of the work environment. By regularly evaluating and enhancing working conditions, family-owned agribusinesses can not only attract new talent but also retain their existing employees, ultimately contributing to long-term success and stability.

Additionally, fostering partnerships between financial institutions and family-owned businesses is imperative. These partnerships can help facilitate better access to financing, which is essential for strengthening the overall performance of agribusinesses. With improved financial resources, businesses can offer competitive remuneration packages to their employees, ensuring that they are fairly compensated for their contributions. This, in turn, will contribute to higher employee retention rates, as individuals are more likely to stay with a company that values and rewards their efforts.

Ultimately, implementing and enforcing robust workplace policies, focusing on continuous improvement, and establishing financial partnerships are essential steps for family-owned agribusinesses in Kitui County to create a conducive work

environment, attract and retain talented employees, and ultimately thrive in their respective industries.

5.5 Recommendations for Further Research

It is recommendable to carry out studies in agribusinesses with other ownership structures such as limited companies and cooperative societies among others for comparative purposes. Undertaking studies in agribusinesses with different ownership structures, for instance limited companies and cooperative societies, is linked to employee turnover as it allows for comparative analysis of turnover rates and associated factors across different ownership models. By comparing turnover data and identifying any notable variations, researchers can gain insights into how ownership models may affect turnover rates of employees and reasons. At the same time, similar comparative studies could also be undertaken in other counties for Kenya. Longitudinal studies focused on the study variables and in the study area over long periods of time are also recommended.

5.6 Study Limitations

The major limitations faced was the tight schedules of some businesses and unwillingness to participate in the study. The study area is also vast which made data collection a gruelling task. These limitations were assuaged by creating ample time for data collection. The respondents were also assured that the data collected would be used for academic purposes solely.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Dear respondent,

I am a student pursuing a master's degree, Management in Agribusiness at Strathmore University Business School. I am conducting a study titled **'Factors influencing employee turnover intention in family-owned agribusinesses in Kitui County'** to fulfil part of requirements for the studies.

Kindly provide honest answers. The data collected will be used for academic purposes only and will be treated in utmost confidentiality.

Thank you for taking part in this survey.

Yours,

Annah Kavindu



APPENDIX II: QUESTIONNAIRE TO EMPLOYEES

Instructions

Kindly give honest answers

For any assistance, kindly reach out to the evaluator

PART ONE: DEMOGRAPHIC FACTORS

1. Age in Years
2. Years of schooling
3. Marital status: Single [] Married [] Divorced [] Widowed []
4. Tenure (Length of Service in Years):
5. Years of previous experience with type of business if any
6. Terms of engagement: Permanent [] Casual [] Contract []
7. Salary in Kenya Shillings

PART TWO: ORGANIZATIONAL FACTORS

8. Kindly choose the appropriate response to the following statements.

Key: SD - Strongly Disagree, D-Disagree, N-Neutral, A-Agree, SA- Strongly Agree

Job satisfaction statements	SD	D	N	A	SA
(i) The level of satisfaction with work makes employees to continue working in the business					
(ii) When work is recognized adequately by the business owners, employees are motivated to remain in the business					
(iii) Good relationship with management motivates employees to remain in the business					
(iv) The level of remuneration (payment and benefits) affects an employees' motivation to remain working in the businesses					
(v) Clear compensation policies motivates employees to continue working for an organization					
(vi) Opportunity for career advancement influences the decision of an employee to remain working for a business					
(vii) Presence of medical insurance cover influences employees decision to remain in employment					

(viii) Clarity of job duties motivates employees decisions to continue working with the organization					
(ix) Flexibility of work schedule influences an employee's decision to remain with the business					
(x) Well-balanced work and personal life influences the decision to remain with the business					
(xi) Regularly training and capacity building encourages employees to remain with the business					
(xii) Clear communication with employers affects decisions to remain working with the business					

PART 3: EXTERNAL FACTORS

9. Kindly choose the appropriate response to the following statements.

Key: SD- Strongly Disagree, D- Disagree, N- Neutral, A- Agree, SA- Strongly Agree

Perceived opportunity statements	SD	D	N	A	SA
(i) Availability of external job opportunities availability could influence employees to leave a job					
(ii) Attractiveness of alternative jobs in the immediate environment influence employees' decisions to leave a job					
(iii) Ability of employees to successfully pursue opportunities in the environment influences employees decisions to leave a job					
(iv) Perceptions that one is qualified to land other job opportunities (perceived employability) influences decisions of an employee to leave a job					
(v) Employees are often influenced my peers and to move jobs					
(vi) Desire to gain new skills in other jobs motivates employees to leave employment					
(vii) Opportunities to advance education in other careers motivate employees to move jobs					
(viii) Desire to move to more dynamic/flexible organizations motivates employees to move jobs					
(ix) Other organizations with better terms of engagement motivates employees to move					

jobs					
(x) Globalization and opportunities in other countries (greener pastures) influences employees to move jobs					

PART 4: TURNOVER INTENTION

10. Kindly tick the option that best describes your stand on a scale of 1-5

Where: 1- Never, 2- Rarely, 3- Sometimes, 4- Often, 5- Often

Statements on turnover intention	Never	Rarely	Sometimes	Often	Often
(i) I often think about leaving my job					
(ii) I am not thinking of leaving my job					
(iii) I actively seek out other job opportunities					
(iv) I can leave this job with little provocation					
(v) I opt out of going to work (absent from work)					
(vi) I miss out on my job targets/goals/expectations					

Thank you for your participation



APPENDIX III: RESEARCH AUTHORIZATION LETTER



APPENDIX IV: RESEARCH PERMIT

