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FACTORS AFFECTING EMPLOYEES' VOLUNTARY TURNOVER:

A CASE OF DELOITTE & TOUCHE KENYA

MAUREEN MWIHAKI KAMAU

MBA/0503/09

**A PROJECT SUBMITTED IN PARTIAL FULFILMENT FOR THE
AWARD OF DEGREE IN MASTERS OF
BUSINESS ADMINISTRATION**



STRATHMORE BUSINESS SCHOOL,

STRATHMORE UNIVERSITY,

NAIROBI, KENYA

MAY, 2018

Declaration

I declare that this work 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 project contains no material previously published or written by another person except where due reference is made in the thesis itself.

Name of Candidate: Maureen Mwihaki Kamau

Signature:

Date:

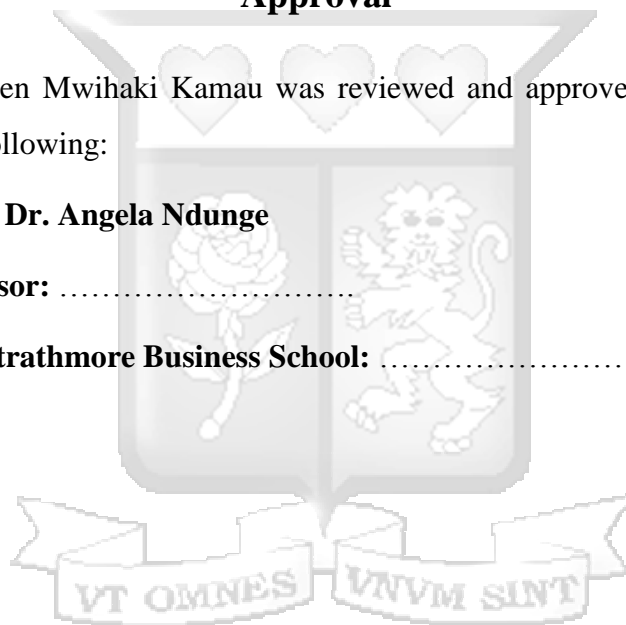
Approval

The project of Maureen Mwihaki Kamau was reviewed and approved for the award of an MBA degree by the following:

Name of Supervisor: Dr. Angela Ndunge

Signature of Supervisor:

Signature of Dean, Strathmore Business School:



Dedication

I dedicate this work to the Almighty God and my family for their encouragement, support and understanding they accorded me during the period I was undertaking my studies.



Acknowledgement

I would like to acknowledge my family, friends and colleagues whose support made it possible for me to go through the academia process successfully.

I would also like to specially acknowledge my supervisor, who has guided me tirelessly through the research project. Her guidance is invaluable.



Abstract

Staff turnover has been regarded as an overall measure or indication of organizational functionality. When employees are dissatisfied with their job, they tend to withdraw in order to try to minimize their exposure to the job. Staff turnover is further exacerbated by the fact that losing high performing individuals affect the productivity of the organization, as the organization loses the investment that was made in their development. As the percentage of the workforce in the professional or highly technical work increases, understanding and effective management of the employment relationship between professional employees and their employing organizations becomes increasingly important.

The purpose of this study was to examine the factors that influence employees' voluntary turnover at Deloitte & Touche Kenya. The study specifically sought to establish the relationship between employee turnover and employee attributes, work-life balance, career development opportunities and financial compensation. The study was informed by equity theory and Herzberg's theory. This study adopted a cross-sectional descriptive research design. The study targeted Deloitte & Touche Kenya employees at the Nairobi offices. Therefore, the sample size was 65 employees in the offices of Deloitte & Touche Kenya (Nairobi Branch) who were selected using convenience sampling. Primary data was obtained through self-administered questionnaire. Data was processed and analyzed using Statistical Package for Social Sciences. The sample was described using descriptive statistics such as frequencies, cross tabulation and measures of central tendencies. Inferential statistics such as Chi Square was used to establish association between variables.

The study found that age was significantly associated with employee voluntary turnover. However, gender, education and tenure in position held did not have a statistical significance with voluntary turnover. In addition, the study found moderately strong positive association between work life balance and employee voluntary turnover, a weak positive association between financial compensation and employee voluntary turnover, and a negative association between career development and employee turnover. The study recommends the need to design work schedules and strategies that facilitate employee work life. In addition, companies that promote equal training opportunity for all employees have good employee retention. The study also recommends that firm balance, need to consider alternative financial compensation to retain employees, and career development strategies that enhance employee capacity to effectively complete assigned tasks.

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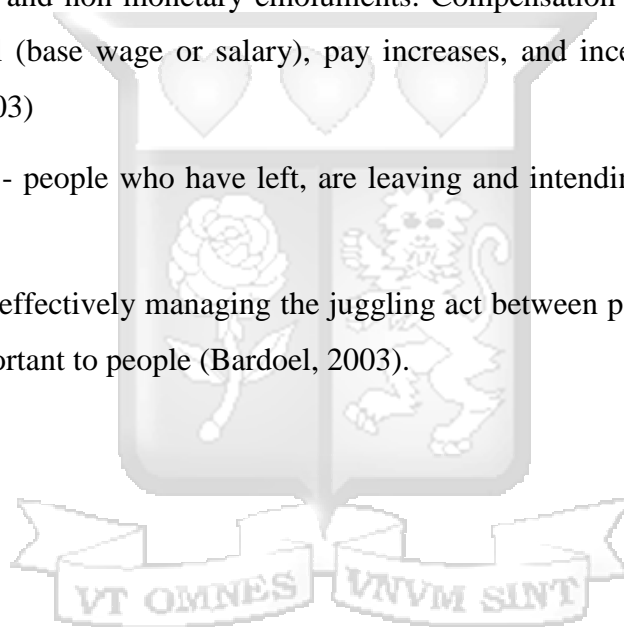
Definition of Key Terms

Career development – is a continuous process of work life. It involves all of the technical and managerial skills employees acquire to develop in achieving their career development (Weng & McElroy, 2012)

Compensation -compensation means the entire package that is paid to an employee, which includes all monetary and non-monetary emoluments. Compensation comprises three major components pay level (base wage or salary), pay increases, and incentives (cash bonuses) (Gerhart & Rynes, 2003)

Employee Turnover - people who have left, are leaving and intending to leave for various reasons

Work life Balance – effectively managing the juggling act between paid work and the other activities that are important to people (Bardoel, 2003).



Abbreviations

KEMRI	Kenya Medical Research Institute
NGO	Non Governmental Organization
SPSS	Statistical Package for Social Sciences
HCC	Human Capital Consulting



CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.0 Introduction

Employee turnover literature presents various definitions. Wesonga et al., (2011) considers labour turnover as movement of people in and out of a firm. This definition hardly takes cognisance of the fact that turnover happens in a context and usually people will leave an organization in a strategic direction. Abassi and Hollman (2000) define employee turnover as rotation of employee within the labour market, between different organizations and jobs, and also between states of employment and unemployment. This definition however hardly recognizes that some staying employees have intentions to leave and that employee turnover is driven by various reasons both internal and external to the organization.

Chepchumba and Kimutai (2017) define employee turnover as people who have left, are leaving and intending to leave for various reasons. Price (1977) brings time element and computation into definition. Price (1977) considers turnover as a ratio of the number of organization members who have left during the period considered divided by the number of people in that organization during that period. Therefore, in general employee turnover can be considered as a situation in which employees rotate voluntarily or involuntarily in the labour market between employment in different organizations and jobs and unemployment for specific reasons and within a specific period of time.

Kwamboka (2015) distinguishes the types of employee turnover. Voluntary turnover relates to when employees leave an organization at their own discretion. Involuntary turnover relates to when an employee leaves at the discretion of the employer. For employees' voluntary turnover, the employees choose to resign or terminate their services from their employing organization for a variety of reasons such as; better job offers elsewhere; poor working conditions and management, relocation, lack of career growth, poor pay among others (Lepilale, 2009). Khoele and Daya (2014) observe that turnover can be voluntary occasioned by resignation or involuntary occasioned by dismissal or retrenchment. Ampomah and Cudjor (2015) refer to voluntary turnover as controllable turnover and involuntary turnover as uncontrollable turnover. This distinction is echoed in Ongori (2007). They further distinguish between functional turnover where the employee's departures is beneficial to the organization and dysfunctional turnover where the departing employee is considered valuable to the

organization. This distinction is echoed in Khoele and Daya (2014). For purposes of this study employee turnover refers to employees who voluntarily resigned or would voluntarily resign from the organization if a situation warrants it.

The merits of employees' voluntary turnover are well noted. Elkjaer & Filmer (2015) note potential to bring in new thinking to the organization, assist management to respond to change and skill demand, and replace instances of poor performance. According to Okumbe (2011) employee voluntary turnover may be healthy for an organization because it provides avenues for good-riddance since it helps cushion the organization against impending redundancies. Nyakego (2014) observe that employee turnover creates opportunity to introduce new competence, new ideas and experience into the organization and open up career development opportunity for other employees. Wesonga et al. (2011) argues that turnover brings in new ideas, skills and enthusiasm to the labour force.

However, voluntary turnover of highly skilled employees remains a challenge for business organizations. The direct and indirect cost of voluntary turnover of seasoned employees is increasingly affecting business operations and the achievement of business goals. Chepchumba and Kimutai (2017) observe that voluntary turnover of highly skilled employees negatively affect the organization's performance and effectiveness.

1.1 Background Information

Business organizations across Africa report rising annual employee voluntary turnover rates. According to Ernst and Young (2014) annual employee turnover rates in business organizations across Africa is 5% . The Economist Corporate Network (2015) reports staff turnover across Africa at below 10% but also notes that it is on the rise especially in the East Africa and Southern Africa regions. In South Africa majority of companies report staff turnover of between 5-10% (Khoele & Daya, 2014). The rising trend is projected to continue with emergence of competition for talent in Africa and continued demand for technical and professional skills. This observation is already evident especially in the service industry sector where employee turnover is on the rise (Adewuyi, 2012; Kuria et al. 2012; Obiero, 2011; Kariuki, 2015). Professional service firms in Kenya are no exception (Mwangi, 2010).

Employee voluntary turnover in business organizations is attributed to several factors. These factors can be internal to the organization and therefore within the employer's control or external to the organization and therefore beyond the employer's control. Generally, the factors highlighted in employee turnover literature include: organizational stability, lack of

job security; lack of promotion and inadequate training and development opportunities, personal agency, inefficient communication systems, recruitment practices and policies; managerial style; lack of recognition; lack of competitive compensation system; and toxic workplace environments among others. (Abassi & Hollman, 2000; Sherman et al. 2006; Ongori, 2007).

Characteristics of the employee are important factors that can affect voluntary employee turnover. According to Biswakarma (2016), aged, skilled and married employees have low chances of leaving work. Loewenberg (2014) also established that young workers have higher employee voluntary turnover rates than older workers. Work life balance is also a major factor that affect employee turnover. Kuria et al. (2012) argued that lack of balance between work and personal life is a major cause of employee turnover. Compensation is also an important driver for employee voluntary turnover. Obiero (2011) found better pay elsewhere as the most important motivation for employee turnover. In addition, career development is found to have a direct impact on employees' turnover intentions.

The rate of employee voluntary turnover at Deloitte and Touch Kenya has doubled in the last five years compared to the average of 5-10% within the East Africa region. Establishing the underlying factors therefore informed the basis of this study.

1.2 Problem Statement

Employee voluntary turnover has been regarded as an overall measure or indication of organizational functionality (Ampoamah & Cudjor, 2015). When employees are dissatisfied with their job, they tend to withdraw in order to try to minimize their exposure to the job. Employee voluntary turnover is further exacerbated by the fact that losing high performing individuals affect the productivity of the organization, as the organization loses the investment that was made in their development. As the percentage of the workforce in the professional or highly technical work increases, understanding and effective management of the employment relationship between professional employees and their employing organizations becomes increasingly important (Barley, 1996). It is clear that excessive employee voluntary turnover creates an unstable workforce, increases costs and impacts negatively on organizational performance.

In Kenya the number of employees voluntarily leaving their jobs is reported to be increasing. According to Mwangi (2010) banks and audit firms have the highest employee voluntary turnover. Recent survey on employee voluntary turnover conducted by Deloitte & Touche

Kenya found out that the biggest challenge facing most companies in Kenya is lack of employee retention within their firms. Employee turnover according to the survey is as a result of ineffective career development and training programs and ineffective recognition and reward programs (Deloitte & Touche Kenya, 2014). In addition, the survey showed that workers had strong dissatisfaction with their work with most indicating that they were not involved in the decision making processes affecting their work. There was also an indication of not being happy with the remuneration package despite being technically competent to perform duties. According to Mbae (2014) the decision making should be more inclusive so that relevant members of staff provide input to decisions that affect them.

Consistent with Mwangi (2010) observation on rising employee voluntary turnover in audit firms, Deloitte & Touche Kenya has for the last 5 years experienced high employee voluntary turnover compared to 5-10% reported within the East Africa region. Data at the Human Resources shows employee voluntary turnover rate of over 20% between 2012-2017. Across departments, the audit department reported the highest employee turnover rate. This has resulted to high costs of replacing employees and disruptions of business operations. Despite the high employee voluntary turnover, no study has focused on establishing factors driving this trend at Deloitte and Touche Kenya in the last five years. Although Mwangi (2010) study focused on the professional service firms, the study findings were generalized to the 'Big Four' audit firms in Kenya and not specific to Deloitte & Touche Kenya. Furthermore the study was conducted before the reported turnover rate of 20% was experienced. There is therefore limited knowledge on factors that drive employee voluntary turnover at Deloitte & Touche Kenya for the last five years.

Notable past studies conducted on employee voluntary turnover in the last five years have focused on other sectors such as education (Waititu, 2013), health (Ndemaki, 2014), hospitality (Kuria et al. 2012), Transport (Wambui, 2012), and banking (Kariuki, 2015). However, there is hardly any recent study that focuses on drivers of employee voluntary turnover in professional audit firms. Additionally, the studies have focused more on financial compensation and career development as key factors. Other variables such as employee characteristics and work life balance have received very little attention.

1.3 General Research Objective

The general objective of this study is to examine the factors that influence employee voluntary turnover at Deloitte & Touche Kenya. The study sought to establish the

relationship between employee turnover and employee attributes, work-life balance, career development opportunities and financial compensation.

1.4 Specific Research Objectives

- i. To establish the relationship between employee attributes and employee voluntary turnover
- ii. To ascertain the relationship between work-life balance and employee voluntary turnover
- iii. To determine the relationship between financial compensation and employee voluntary turnover
- iv. To establish the relationship between career development opportunities and employee voluntary turnover

1.5 Specific Research Questions

- i. What is the relationship between employee attributes and employee voluntary turnover?
- ii. What is the relationship between work-life balance and employee voluntary turnover?
- iii. What is the relationship between financial compensation and employee voluntary turnover?
- iv. What is the relationship between career development opportunities and employee voluntary turnover?

1.6 Scope of the Study

This study examined the extent to which employee attributes, work-life balance, career development opportunities and financial compensation influence employee voluntary turnover at Deloitte & Touche Kenya. The study was confined to a sample drawn from current employees at Deloitte & Touche Kenya, Nairobi office with a minimum tenure of at least six months.

1.7 Significance of the Study

The results of this study will be important to various stakeholders. First, it will be helpful to human resource practitioners, line managers within the service industry in human resource planning, recruitment, talent management, succession planning, and knowledge management,

and remuneration of the skilled workforce. This study will also be support the company executives to identify weakness in the existing motivational policies so that they can develop better strategies and provide guidelines on sustainable performance and retention of skilled staff. Secondly, at policy level, this study will be insightful to policymakers in shaping up labour policy issues in Kenya in the professional service sector. Lastly, given the limited knowledge on drivers of employee voluntary turnover, the findings of this study will be used as a source of reference for other researchers as they seek to enhance knowledge on factors influencing voluntary turnover at Deloitte & Touche Kenya and in other similar professional audit firms.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents review of literature relevant to the key variables and research questions. The review briefly discusses the typology of employee voluntary turnover, and determinants of employee voluntary turnover. This chapter further discussed the theoretical framework that underpins the study and the conceptual framework.

2.1 Theoretical Review

2.1.1 Typology of Employee Voluntary Turnover

Taking cognisance of the typologies of employee voluntary turnover is crucial for turnover researchers. This is as a result of the variation in determinants of employee voluntary turnover and the mixed effects of employee voluntary turnover on an organization.

Employee turnover can either be internal or external (Kuria et al., 2012). Internal labour turnover involves employees leaving their current position and taking new ones within the same organization. External employee turnover relates to when an employee leaves an organization. They observe that internal turnover can be moderated and controlled by typical human resource mechanisms. External employee turnover on the other hand have significant impact on the policies, practices, strategies and plans of human resource management.

2.1.2 Review of Motivational Theories

A theoretical framework is a collection of interrelated concepts. It guides research to determine what things to measure, and what statistical relationships to look for (Defee, Randal, Thomas & Williams, 2010). Esper, Mentzer and Stank (2008) also argues that a good research should be grounded on theory. This study was informed by equity theory and Hertbergs theory.

2.1.2.1 Equity Theory

Equity theory was first developed in the 1960s by J. Stacy Adams. Equity theory focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratio of contributions (or costs) and benefits (or rewards) for each

person. Equity theory is based on our perceptions of fair treatment (Huczynski, 2010). To be dealt with equitably is to be treated fairly in comparison with other group of workers. Stephens (2005) on equity theory stated that people will be motivated well if they are treated equitably and demotivated if they are treated inequitably. This can lead to job satisfaction and will boost morale. It is top management's role to treat workers fairly if they expect to retain them.

Molander (1996) observes that the equity theory suggests that people who believe that they are underpaid will feel resentful and decrease either the quality or quantity of their outputs. This theory proposes that individuals who perceive themselves to be either under-rewarded or over rewarded will experience distress. Failure to find equity may make them behave in ways that may be harmful to the organization for example they may decide to quit (Beardwell, 2007). The theory concludes that an employee feels better motivated when they feel treated equitably and de-motivated when they feel they are treated inequitably (Nyakego, 2014).

This study argues that employees will feel de-motivated when they perceive inequity in their relationship with the employer and within the work environment. Employees who perceive that their financial compensation does not commensurate their contribution in terms of input will probably separate with the employer. An employee that perceives inequity in access to opportunities for career development will feel de-motivated and probably separate. A fair balanced and equitable relationship between inputs and employee's expected output therefore needs to be maintained.

2.1.2.2 Herzberg's Theory

This theory was proposed by Herzberg's Theory in 1959. Herzberg discovered that employees tended to describe satisfying experiences in terms of factors that were intrinsic to the content of the job itself (Ramlall, 2004). Herzberg's two factor theory argue that employees are motivated by internal values (intrinsic rewards) rather than values that are external (extrinsic rewards) to the work (Namusonge, 2012). According to Namusonge, intrinsic rewards include achievement, recognition, the work itself, responsibility, advancement and growth. On the other hand extrinsic rewards are company policies, salary, co-worker relationships, work environment and supervisory/management styles. According to Herzberg the factors leading to job satisfaction are separate and distinct from those that lead to job dissatisfaction, hence managers who seek to eliminate factors that create dissatisfaction can bring about peace but not necessarily motivation (Ramlall, 2004).

In Herzberg's two factor theory, dissatisfaction among employees is attributed to 'hygiene' factors such as salary, company policy, working conditions, and status and job security. Molander (1996) argued that Herzberg's theory propounds the strong need for job enrichment as a key motivational tool. The only way to produce job satisfaction and increase motivation was to make work itself more interesting and to improve such things as opportunities for achievement, recognition, responsibility and advancement. Affirming the same opinion Torrington (2008) argues that when these two factors are present, they lead to superior performance and effort on the part of the job incumbent. These factors directly influence how people feel about their work.

This study is anchored on Herzberg Two-Factor theory in Herzberg et al. (1999). The theory postulates that hygiene factors are responsible for job dissatisfaction that would result to employee turnover. When an employee is unable maintain a work-life balance because of work conditions this may lead to employee initiating separation with the employer. Improving work conditions will therefore lead to employee retention. Similarly, when the employee perceives financial compensation as below expectation, they are likely to separate with the employer. Improving financial compensation therefore would lead to employee retention.

2.2 Empirical Literature

2.2.1 Determinants of Voluntary Turnover

Turnover literature presents several drivers of voluntary employee turnover which scholars classify into different categories. Drivers of turnover can be intrinsic and therefore relate to the job itself or extrinsic and therefore non-job related. Intrinsic factors include: Achievement, recognition, works itself, responsibility, advancement and growth while extrinsic factors include: organizational policies, salary, co-worker relations, and supervisory styles (Chiboiwa et al. 2010).

Voluntary employee turnover can result from factors inherent to the organization or personal factors inherent to an individual (Ellet et al., 2006). The organizational factors include: extremely large workloads, organizational culture of tension and fear, uncompetitive salary, employee feeling of not valued by organization or general public. Others are inadequate selection and hiring processes, inefficient communication structures, insufficient career, mentoring and professional development opportunities; and unstable central leadership.

Personal factors on the other hand include: intrusion of work responsibilities into family and personal life, lack of fundamental knowledge, skills, abilities, and dispositions for the job, inability to adapt to frequent, unanticipated changes, lack of personal interest and professional commitment, and feeling personally or professionally undervalued by the organization.

Voluntary turnover can also be result from enterprise, individual and industry factors (Kemei 2014). According to Khoele and Daya, (2014) industry factors are intrinsic to the operating environment of all the organization. These include: Job security, retrenchments, non-availability of better jobs, skills shortage, industry networking and social networks, transformation, and employment equity policies and legislation. Organizational factors are unique to the organization. These include: manager relationship, organizational culture, disconnect between top management and lower level staff, lack of trusting environment, work-life balance among others. Individual factors relate to determinants specific to individuals and these include: career development, money, congruence of organisational and personal values and meaning; travel opportunities, and working hours.

According to Kuria et al. (2012) internal factors are within the control of the employer and these include: performance of the organization, organizational culture, characteristics of the job, unrealistic expectations, demographics, and factors relating to an individual. External factors are considered beyond the control of the employer. These include: economy, better pay elsewhere, increases of pay in other industries, strong local or regional economy, and low quality of employees overall.

Insync Surveys (2012) however classifies drivers of turnover into five broad categories. The first is job enrichment factor that comprises job satisfaction, level of challenge, career opportunities, and professional development. Structural factors comprise job security, pay and conditions, incentive plan, equipment, resources and infrastructure, and work stress. The third category is interpersonal factors that include relationship with manager or supervisor, relationships with work team, and fit with organisation culture. Home life factors comprise location of job, balancing work and life demands, and personal reasons. Finally, environment factor comprising approach by a better job offer among others. This study focuses on the factors affecting voluntary turnover. These factors include employee attribute, work life balance, financial compensation and career development.

2.2.2 Employee attribute and Voluntary Turnover

Alkahtani (2015) reviewed of existing empirical works on factors that influence employees' turnover intention. The study observed that demographic variables such as age, tenure, level of education, level of income, job category, and gender have been discovered to have established relationship with employee voluntary turnover. This observation is echoed in Loewenberg (2014) who conducted a study on causes of turnover among social workers in Israel. The study found that young workers have higher voluntary turnover rates than older workers. Hayes (2015) found significant relationship between age, income and turnover intention but no statistical significance between education, gender and length of service.

Weisburg and Kirschenbaum (1993) observe that gender has been an inconclusive factor in understanding employee voluntary turnover decisions. They found that women had greater rates of actual voluntary turnover than men, but no difference were found in the intention to leave. Lyness and Judiesch (2001) found that female voluntary turnover were lower than those of male counterparts. This is echoed in Lee (2012) who found no supporting evidence that women are more prone to voluntary turnover than men in Pakistan.

In a retention review study in Australia, Insync Survey (2012) and Society for Human Resource Management (2011) found that life circumstances such as home life were important motivation for voluntary turnover for women (47%) compared to men (40%). However, both job satisfaction and career opportunities are highly valued both genders. Insync Survey (2012) also observes that men highly value job and structural factors such as career opportunities, professional development and job satisfaction.

2.2.3 Work life balance and Voluntary Turnover

Work-life balance is considered a critical strategy for employee retention. Riley (2008) (cited in Noor and Maad, 2008) found no significant relationship between work-life conflict and employee voluntary turnover intentions. However, in a study of marketers in Pakistan, Saeed et al. (2013) found a significant correlation between work-life balance, stress and employee turnover.

Noor and Maad (2008) in a study of Marketing Executives in Pakistan found a significant positive relationship with employee voluntary turnover intention. In a study of employee turnover in the hospitality industry in Kenya, Kuria et al. (2012) found lack of balance between work and personal life as the major cause of employee voluntary turnover.

Suifan, Abdallah and Diab (2016) conducted a study on the influence of work-life balance on employee turnover intention in private hospitals. Results revealed that manager support was the only WLB practice that had a significant negative direct effect on employee voluntary turnover intentions. Job autonomy had a negative indirect effect on employee voluntary turnover intentions through work-life conflict. Meanwhile, schedule flexibility had insignificant effect on employee voluntary turnover intentions. Therefore, it was clear that the informal WLB practices (manager support and job autonomy) had the most significant effect and are the determinants of employee voluntary turnover intentions. The mediating role of work-life conflict was only significant with job autonomy. Additionally, the effect of work-life conflict on employee voluntary turnover intentions was positive and significant.

Saeed, Lodhi, Ahmed, Afzal, Mahmood and Ahmed (2013) conducted a study on work-life balance and stress with the voluntary turnover rate of the employees. Research conducted on the marketers of the Pakistan. Results of correlation show that there is a relationship of work-life balance and stress with the employee voluntary turnover rate.

2.2.4 Financial Compensation and Voluntary Turnover

In a study of employee retention in a professional service firm in South Africa, Adewuyi (2012) found generational similarities and differences in prioritization of employee voluntary turnover drivers among Generation Y, X, and Baby Boomers. Findings show that majority of Generation Y rank financial compensation as the driver for employee voluntary turnover compared to Generation X and Baby Boomers. In a study of senior and junior managers in pharmaceutical companies in South Africa, Khoele and Daya (2014) found that money was the key driver of employee voluntary turnover among Generation X.

Adewuyi (2012) conducted a study on retention of employees in a professional services firm through wealth creation initiatives. The study found that financial compensation is an important driver for employee voluntary turnover. In a study of a financial institution in Kenya Obiero (2011) found better pay elsewhere as the most important motivation for employee voluntary turnover.

Chepchumba and Kimutai (2017) conducted a study on the relationship between employee compensation and employee voluntary turnover in small businesses among Safaricom dealers in Eldoret municipality, Kenya. Among the different types of compensation alternatives, the study found a significant association between merit pay, travel/meal/house allowance and

medical allowance employee turnover. Despite the popularity of base pay and commissions compensation alternatives, they were not significantly related to employee turnover.

2.2.5 Career Development Opportunities and Voluntary Turnover

Weng and McElroy (2012) conducted a study on organizational career growth, affective occupational commitment and employee voluntary turnover intentions. The study found negative relationship between organizational career growth and employee voluntary turnover intentions. Shahzad (2011) conducted a study on organizational environment, job satisfaction and career growth opportunities in public sector of Pakistan. The study found negative relationship between career growth opportunities and employee voluntary turnover intentions.

In a study of the banking sector in Kenya, Kariuki (2015) found a strong significant positive correlation between career planning and employee voluntary turnover. Kariuki (2015) found that mentoring and coaching, employee relationship with their supervisor, and performance evaluations all have adverse effects on employee voluntary turnover. Ndung'u and Omondi (2015) conducted a study on the relationship between talent management practices and employee turnover. The study found a negative correlation between staff training strategy and employee voluntary turnover.

Biswakarma (2016) conducted a study on organizational career growth and employees' turnover intentions. The results indicate the organizational career growth dimensions negatively related to employees' voluntary turnover intentions. Furthermore, none of the demographic variables (gender, age, education, marital status and position) are significantly moderating the phenomenon. It was also found that promotion speed and remuneration growth are the foremost factors that have direct high impact on employees' voluntary turnover intentions, followed by career growth progress in Nepalese context.

2.3 Knowledge Gap

Review of empirical literature show that a number of employee turnover researchers have explored the relationship between employee voluntary turnover and independent variables such as employee attribute work-life balance, financial compensation, and career development. The influence of the independent variables on employee voluntary turnover reported mixed results in significance of their relationship. This study sought to contribute to clarity on the inconsistencies.

Secondly, most studies that have explored employee attribute, work-life balance, financial compensation, and career development as determinants of employee voluntary turnover were conducted in geographical contexts of Africa and the world. Further, where studies were conducted in Kenyan context, there is limited focus on industry sectors such as professional audit firms and where such was the case, there were hardly recent studies published. Considering the uniqueness of policy contexts and time periods, this study sought to contribute to the relationship between the independent variables and employee voluntary turnover focusing on the Kenya context and Deloitte & Touch in particular.

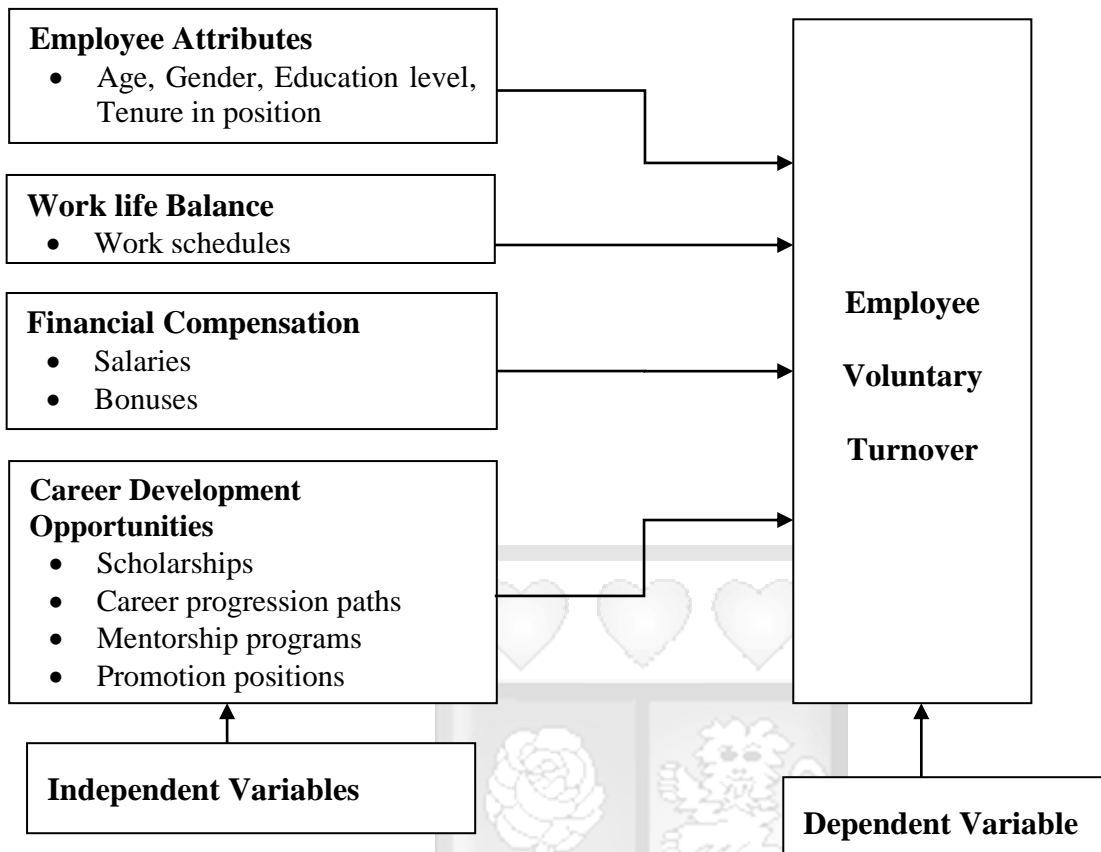
2.4 Conceptual Framework

According to Young (2009), conceptual framework is a diagrammatical representation that shows the relationship between dependent variable and independent variables (Kothari, 2008). According to Mugenda, (2008) conceptual framework is a concise description of the phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study. The framework helps the reader to quickly see proposed relationships between the variables in the study and shows the same graphically or diagrammatically.

Voluntary Employee turnover is the dependent variable in this study. Voluntary turnover was operationalized as intention to leave. The independent variables are employee attributes, work life balance, financial compensation and career development.



Figure 2.1 Conceptual Framework



Source: Author (2018)

Table 2.1 Operationalization of Variables

Variable Type	Definition	Measurement
Independent		
1. Employee attributes	Employee socio-demographic characteristics:	Employee's age in years, gender, highest education level attained, and tenure in years in the position with the organization Qns: 3, 4, 5 & 6
2. Work Life Balance	Organization and structuring of work conditions in terms of working schedules/ /hours	Working within scheduled working hours Qn 7: 1-4
3. Financial Compensation	Salary and Bonuses,	Satisfaction with Salary, availability of and satisfaction with Bonuses Qn 8: 1-5
4. Career development opportunities	scholarship opportunities, career progression paths, opportunities to learn new skills, mentorship programs, promotion positions	Accessibility of scholarship opportunities, career progression paths, opportunities to learn new skills, Qn 9:1-5
Dependent		
Employee Voluntary turnover	Employee turnover intention	Employee's expression of willingness/ intention to resign, look for another job, or leave the organization Q10: 1-4

CHAPTER THREE

METHODOLOGY

3.1 Research Design

This study adopted a Cross-sectional descriptive research design. The design was preferred as it allows the researcher to describe the population through a standardized data from a sizeable population at a point in time.

3.2 Target population

Target population refers to an entire group of individuals having common observable characteristics (Mugenda, 2008). As shown in *Table 3.1*, this study primarily targeted all 501 current professional employees at Deloitte & Touche Kenya (Nairobi Branch) as reported in Deloitte & Touche Report, 2016).

Table 3.1 Study Population

Department	Number of employee	Percentage
Audit	155	30.94%
Tax	53	10.58%
Risk Advisory	60	11.98%
Corporate finance	20	3.99%
Business Process solution	80	8.98%
Consulting	80	15.97%
Internal client service	88	17.56%
Total	501	100%

3.3 Sample size and Sampling Procedures

Convenience sampling was used to select the sample size based on respondents' availability and willingness to participate in the study. This allowed the research to sample from each department at the organization. According to Mugenda (2008), 10% to 50% of the target population is sufficient. The study targeted a sample size of 16% (80) of the all the 501 employees at Deloitte & Touche Kenya (Nairobi Branch) taking cognizance of the proportion of employees in each department. The targeted sample size was informed by resource and time limitations. However, after fieldwork the study achieved 81% success in response rate

by the end of data collection period. According to Mugenda and Mugenda (2003) and also Kothari (2004) a response rate of above 50% is adequate for a descriptive study. Babbie (2004) also asserted that return rates of above 50% are acceptable to analyze and publish, 60% is good, 70% is very good while above 80% is excellent. The final actual sample size was 65 across the six departments. The actual distribution is shown in *Table .3.2*.

Table 1.2 Sample Size

Department	Frequency	Percentage
Audit	44	68%
Tax	1	2%
Risk Advisory	3	5%
Business Process solution	2	3%
Consulting	6	9%
Internal client service	9	13%
Total	65	100%

Most of the employees sampled (31%) were Managers, 31% were Supervisors, and 20% were Associates. General employees comprised of 8% similar to those that held other positions. This is shown in *Figure 3.1*.

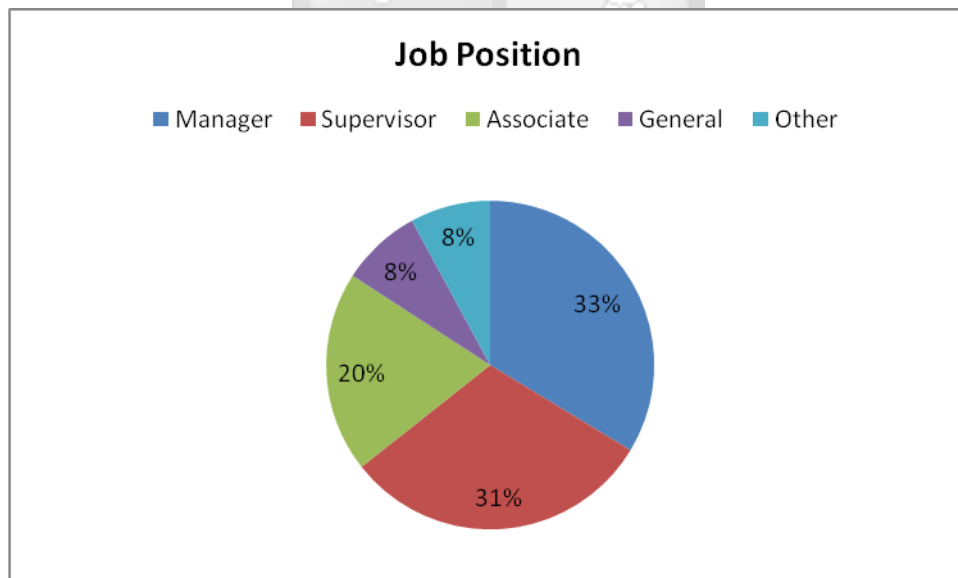


Figure 3.1 Job Position of Respondent

3.4 Data Collection Method

This study collected both primary data and secondary literature. According to Kothari (2008), primary data refers to information that a researcher gathers from the field. Primary data was obtained through survey of sampled respondents at Deloitte & Touche Kenya. Primary data was obtained through a self-administered structured questionnaire. Secondary literature was collected through desk review of relevant literature on determinants of employee voluntary turnover. Sources of secondary literature included journal articles, books, website articles, and unpublished theses.

3.5 Data Processing and Analysis

Completed questionnaires were checked for completion and accuracy. Data entry was performed in excel, coded and imported into SPSS. The variables were defined in SPSS and cleaned before analysis. Both descriptive and inferential statistics was utilized. Descriptive statistics analyzed included frequencies, cross tabulation and measures of central tendencies such as mode and median. In addition, Chi square tests of independence were performed at to establish the association between employee attributes and employee voluntary turnover. This non parametric measure was considered appropriate due to nominal and ordinal scales used in the study and due to the small sample size. Alpha value of 0.05 or less was used to test statistical significance. Phi and Cramer statistics was used to establish the strength of association between nominal independent variables such as gender while Kendall's tau-b statistics was used to test strength of association between ordinal independent variables such as education, age and tenure in the position. Pearson Chi square value was used where Chi square assumptions were not violated and Likelihood Ratio values read when the Chi square assumptions were violated in more than two by two tables.

3.6 Research Quality

Validity is the degree to which the test measures what it is supposed to measure. The questionnaire should be in line with the definition used in the research. When a measure is reliable and valid the results can be correctly utilized and understood (Elstak, 2013). Validity refers to the extent to which an instrument measures what is supposed to measure, data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Mugenda & Mugenda, 2003).

This study used both construct validity and content validity. For construct validity, the questionnaire is divided into several sections to ensure that each section assessed information for a specific objective, and also ensured that the same closely ties to the conceptual framework for this study. To ensure content validity, the questionnaires were subjected to thorough examination by two randomly selected employees at Deloitte. They were asked to evaluate the statements in the questionnaire for relevance and whether they were meaningful, clear and polite. On the basis of the evaluation, the instruments were adjusted appropriately before subjecting it to the final data collection exercise. Their review comments were used to ensure that content validity was enhanced.

Reliability refers to the consistence, stability, or dependability of the data. Whenever an investigator measures a variable, he or she wants to be sure that the measurement provides dependable and consistent results (Cooper & Schindler, 2003). Reliability in research is influenced by the degree of error. As random error increases, reliability decreases (Mugenda, 2003). In order for results to be usable in further research steps they must be reliable and valid.

The questionnaire was pretested before data collection. The test items were subjected to overall reliability analysis of internal consistency. This was measured using Cronbach alpha as a coefficient of internal consistency. Internal consistency measures the correlations between different items on the same test (or the same subscale on a larger test) and whether several items that propose to measure the same general construct produce similar scores. O'brien (2007) provide the following rules of thumb: >0.9 – Excellent, >0.8 – Good, >0.7 – Acceptable, >0.6 – Questionable, >0.5 – Poor and <0.5 – Unacceptable. The acceptable value of 0.7 was used as a cut-off of reliability for this study as shown in *Table 3.3*.

Table 3.3 Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.704	25

3.7 Ethical Issues in Research

The researcher adhered to required ethical standards required to conduct research with human subjects. The research sought approval from the university to proceed with field data collection. At the field level, the research sought the consent of the respondents before the

questionnaires were completed. The Research further reminded the respondents that their participation in the study is voluntary and it is their right not to respond to any question and to even decline participation. The researcher further assured the respondents that all responses and their identity will remain confidential and will be used solely for the purpose of this study. The research was also guided by academic and ethical honesty through proper acknowledgement of sources of information referred to.



CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter comprised of data analysis, findings and interpretation. Results are presented in tables and diagrams. The analyzed data was arranged under themes that reflected the research objectives.

4.1 Characteristics of Employees

4.1.1 Gender

Majority of the employees sampled (52%) were female. The male respondents comprised of 48%. This is shown in *Figure 4.1*.

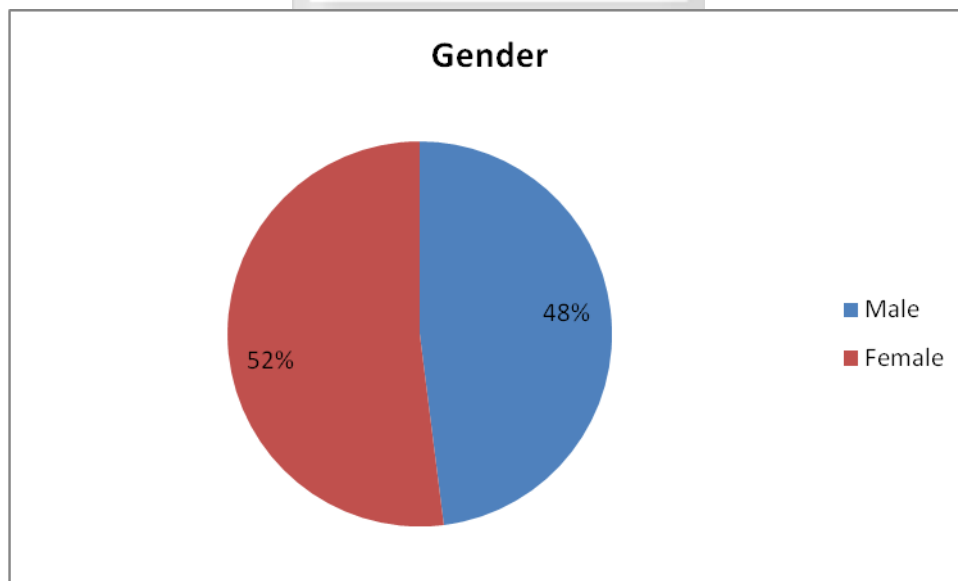


Figure 4.1 Gender of Respondent

4.1.2 Age of Respondent

Majority of the employees (54%) were aged between 26-35 years. As shown in *Figure 4.2*, a significant number of employees (40%) were aged below 26 years. Only 6% of the employees sampled were aged between 36-45 years. This implies that Deloitte and Touche Kenya has a relatively youthful group of employees.

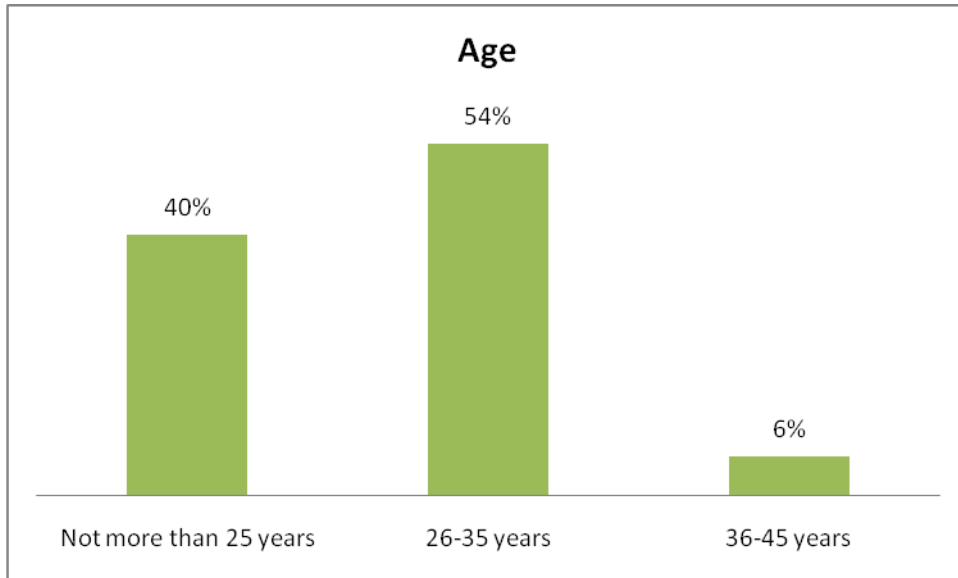


Figure 2.2 Age of Respondents

4.1.3 Education Level of Respondent

Study findings show that a significant majority of employees (72%) sampled were graduates while another 25% had attained college/tertiary level education. As shown in *Figure 4.3*, only 3% of the sampled employees had post graduate level education.

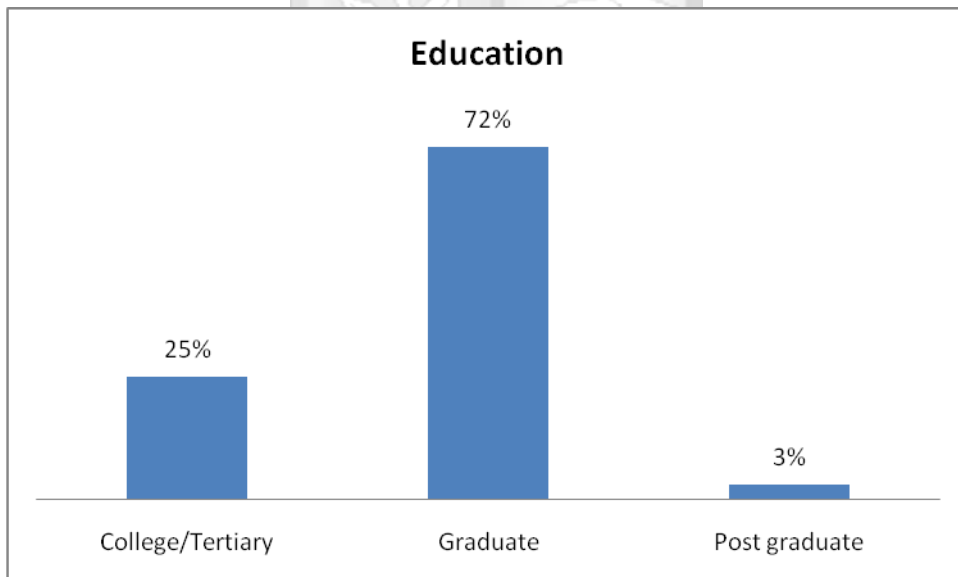


Figure 4.3 Education Level of Respondent

4.1.4 Respondent Tenure in Job Position

In relation to tenure in job position held, results show that majority of the employees sampled (58%) had between 4 to 5 years while 31% indicated having been in the position for between 6 to 10 years. As shown in *Figure 4.4*, 8% of the employees had more than 10 years in their

positions while only 3% had held been in their job positions. This finding indicates that majority of the employees at Deloitte and Touche Kenya posses significant experience in the job positions held.

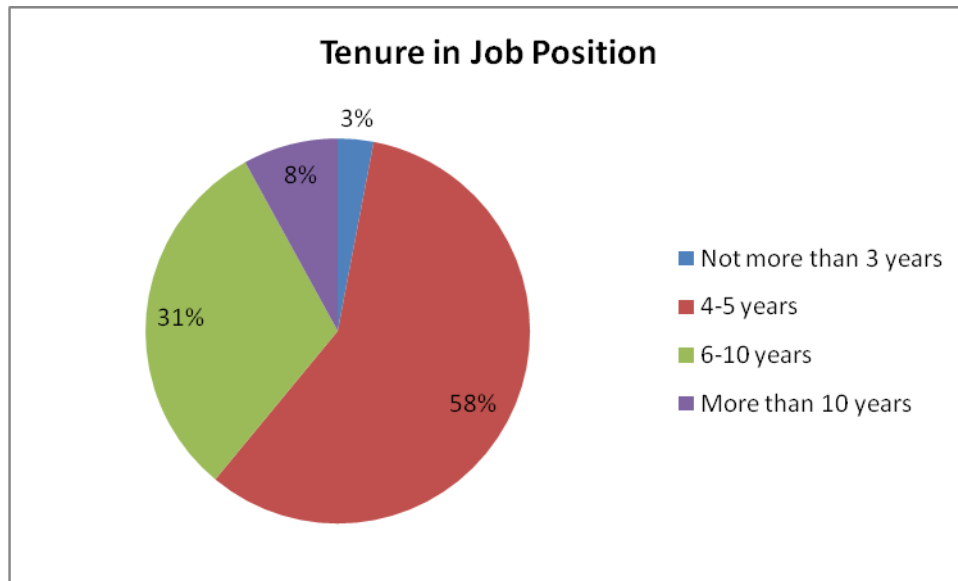


Figure 4.4 Respondents Tenure in Job Position

4.2. Work-Life Balance

The results revealed that majority of the respondents (60%) strongly agreed with the statement that they work beyond official firm working hours to meet their deadline (Mode=5, Std. Dev=1.120). On whether the respondents were satisfied with the working hours of the organization, most respondents (27.70%) disagreed with the statement (Mode= 2, Std. Dev =1.170). Finally, most of the respondents (43.10%) strongly disagreed with the statement that employees who work overtime are recognized (Mode= 1, Std. Dev =1.152). As shown in *Table 4.1*, most respondents (33.80%) moderately agreed with the statement that the amount of time their jobs take up makes it difficult to fulfill family responsibilities (Mode= 3, Std. Dev =1.045). This is the statement in which most responses were closer to the average score.

Table 4.1 Work Life Balance

Statement	Strongly disagree	Disagree	Moderately Agree	Agree	Strongly agree	Mode	Std.Dev
I am satisfied with the working hours of the organization	18.50%	27.70%	24.60%	21.50%	7.70%	2	1.170
Employees who work overtime are recognized	43.10%	33.80%	9.20%	9.20%	4.60%	1	1.152
I work beyond official firm working hours to meet your deadlines	7.70%	.	4.60%	27.70%	60.00%	5	1.120
The amount of time my job takes up makes it difficult to fulfill family responsibilities.	4.60%	7.70%	33.80%	33.80%	20.00%	3	1.045

4.3. Financial Compensation and Employee Voluntary Turnover

The study findings show that a slight majority of the respondents (50.80%) strongly agreed with the statement that they would resign if offered a higher salary by another employer (Mode= 5, Std. Dev =1,116) while most respondents (41.50%) moderately agreed that the firm offered good remuneration to all staff. This is the statement in which most responses were closer to the average score. On whether salary and benefits are commensurate to efforts, most respondents (33.80%) disagreed with the statement (Mode= 2, Std. Dev =.969). Similarly, on whether financial compensation was the most important reason for continued stay in the firm, most respondents (36.90%) disagreed with the statement (Mode= 2, Std. Dev =.935). As shown in *Table 4.2*, majority of the respondents (56.90%) strongly disagreed that bonus pay is satisfactory and commensurate to effort (Mode= 1, Std. Dev =1.074).

Table 4.2 Financial Compensation

Statement	Strongly disagree	Disagree	Moderately Agree	Agree	Strongly agree	Mode	Std.Dev
I will resign from the firm today if I am offered a higher salary by another employer	1.50%	9.20%	21.50%	16.90%	50.80%	5	1.116
Bonus pay is satisfactory and commensurate to effort	56.90%	30.80%	4.60%	1.50%	6.20%	1	1.074
The salary and benefits are commensurate to efforts	18.50%	33.80%	32.30%	15.40%	.	2	.969
Financial compensation is the most important reason for my continued stay in the firm	16.90%	36.90%	32.30%	13.80%	.	2	.935
The firm offers good remuneration to all staff	7.70%	29.20%	41.50%	21.50%	.	3	.880

4.4. Career Development Opportunities and Employee Voluntary Turnover

Results reveal that majority of the respondents (50.80%) agreed that there existed career progression/path of employees in the firm (Mode= 4, Std. Dev =1.114). Similarly, on whether their present job encouraged them to continuously gain new job-related skills, most respondents (36.90%) agreed with the statement (Mode= 4, Std. Dev =1.008). This is the statement in which most responses were closer to the average score. Most of the respondents (36.90%) also agreed that there existed a coaching and mentorship program for all employees which adds value to the staff (Mode= 4, Std. Dev =1.100). As shown in *Table 4.3*, most respondents (27.70%) moderately agreed that employees in the organization had more than one potential position for promotion (Mode= 3, Std. Dev =1.199). However, on whether scholarship and sponsorship were available for all staff without discrimination, most of the respondents (32.30%) strongly disagreed with the statement.

Table 4.3 Career Development Opportunities

Statement	Strongly disagree	Disagree	Moderately Agree	Agree	Strongly agree	Mode	Std.Dev
Employees in our organization have more than one potential position for promotion	21.60%	23.10%	27.70%	20.00%	4.60%	3	1.199
Scholarship and sponsorship are available for all staff without discrimination	32.30%	29.20%	20.00%	16.90%	1.50%	1	1.136
There exists career progression/path of employees in the firm	13.80%	.	27.70%	50.80%	7.70%	4	1.114
There is a coaching and mentorship program for all employees which adds value to the staff	7.70%	10.80%	30.80%	36.90%	13.80%	4	1.100
My present job encourages me to continuously gain new job-related skills	.	13.80%	21.50%	36.90%	27.70%	4	1.008

4.5. Employee Voluntary Turnover Intention

Most respondents (35.40%) strongly agreed with the statement that they intent to ask people about new job opportunities (Mode= 5, Std. Dev =.959). Similarly, most (40.00%) indicated agreement with the statement that they don't plan to be in the organization for long (Mode = 5, Std. Dev =.924). This is the statement in which most responses were closer to the average score as shown in *Table 4.4*. On whether planning to look for a new job most respondents (32.30%) strongly agreed with the statement (Mode = 4, Std. Dev =1.053). Most respondents (36.90%) disagreed with the statement that they are thinking of leaving this organization (Mode = 2, Std. Dev =1.250).

Table 4.4 Employee Voluntary Turnover Intention

Statement	Strongly disagree	Disagree	Moderately Agree	Agree	Strongly agree	Mode	Std.Dev
I am thinking of leaving this organization	.	36.90%	32.30%	.	30.80%	2	1.250
I am planning to look for a new job	.	15.40%	21.50%	32.30%	30.80%	4	1.053
I intent to ask people about new job opportunities	.	7.70%	24.60%	32.30%	35.40%	5	.959
I don't plan to be in the organization for long	.	6.20%	20.00%	33.80%	40.00%	5	.924

4.6 Cross-tabulations and Chi Square Analysis

The researcher performed cross tabulation and used Chi square tests to establish association between employee voluntary turnover intentions and independent variables including employee attributes, work life balance, financial compensation, and career development opportunities.

4.6.1 Employee Attributes and Employee Voluntary Turnover

4.6.1.1 Gender and Employee Voluntary Turnover

As shown in *Table 4.5*, Chi square test between gender and employee voluntary turnover intention show that the Chi square assumptions was violated (25% compared to maximum 20%). Likelihood Ratio is therefore used to establish the association between the variables. As indicated the Likelihood Ratio 6.833; df 3; Asymp. Sig. (2-sided) .077 (Alpha Value=.05). The reported Sig. (2-sided) .077 value is higher than the alpha value of .05. This indicates that there is no significant association between gender of the respondent and employee voluntary turnover intention. This means that employee voluntary turnover is not dependent on gender.

Table 4.5 Chi Square Test- Gender

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.292 ^a	3	.152
Likelihood Ratio	6.833	3	.077
Linear-by-Linear Association	.189	1	.664
N of Valid Cases	65		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 1.91.

4.6.1.2 Age and Employee Voluntary Turnover

As shown in *Table 4.6*, Chi square test between age and employee voluntary turnover intention show that the Chi square assumptions was violated (50% compared to maximum 20%). Likelihood Ratio is therefore used to establish the association between the variables. As indicated the Likelihood Ratio 13.140; df 6; Asymp. Sig. (2-sided) .041 (Alpha Value=.05). The reported Sig. (2-sided) value .077 is lower than the alpha value of .05. This indicates a significant association between age of the respondent and employee voluntary turnover intention.

Table 4.6 Chi Square Test- Age

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.969 ^a	6	.089
Likelihood Ratio	13.140	6	.041
Linear-by-Linear Association	8.370	1	.004
N of Valid Cases	65		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .25.

The Kendall's tau-b value of .317 indicates a weak positive relationship between age and employee voluntary intention. This implies that employee's likelihood to leave increases with increase in age.

4.6.1.3 Education and Employee Voluntary Turnover

As shown in *Table 4.7*, Chi square test between education and employee voluntary turnover intention show that the Chi square assumptions was violated (58.3% compared to maximum

20%). Likelihood Ratio is therefore used to establish the association between the variables. As indicated the Likelihood Ratio 7.662; df 6; Asymp. Sig. (2-sided) .264 (Alpha Value=.05). The reported Sig. (2-sided) .264 value is higher than the alpha value of .05. This indicates that there is no significant association between education of the respondent and employee voluntary turnover intention.

Table 4.7 Chi -Square Test- Education

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.012 ^a	6	.422
Likelihood Ratio	7.662	6	.264
Linear-by-Linear Association	.668	1	.414
N of Valid Cases	65		

a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .12.

4.6.1.4 Tenure in Job Position and Employee Voluntary Turnover

As shown in *Table 4.8*, Chi square test between tenure in job position and employee voluntary turnover intention show that the Chi square assumptions was violated (68.8% compared to maximum 20%). Likelihood Ratio is therefore used to establish the association between the variables. As indicated the Likelihood Ratio 15.330; df 9; Asymp. Sig. (2-sided) .082 (Alpha Value= .05). The reported Sig. (2-sided) .082 value is higher than the alpha value of .05. This indicates that there is no significant association between respondents tenure in job position and employee voluntary turnover intention.

Table 4.8 Chi Square Test - Tenure in Job Position

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.222 ^a	9	.201
Likelihood Ratio	15.330	9	.082
Linear-by-Linear Association	.052	1	.819
N of Valid Cases	65		

a. 11 cells (68.8%) have expected count less than 5. The minimum expected count is .12.

4.6.2 Work-Life Balance and Employee Voluntary Turnover

Work-life balance was measured by the statement that *amount of time their jobs take up makes it difficult to fulfill family responsibilities*. This was cross tabulated with employee voluntary turnover represented by the statement that *I don't plan to be in the organization for long*. As shown in *Table 4.9*, Chi square test between work-life balance and employee voluntary turnover intention show that the Chi square assumptions was violated (75% compared to maximum 20%). Likelihood Ratio is therefore used to establish the association between the variables. As indicated the Likelihood Ratio 38.915; df 12; Asymp. Sig. (2-sided) .000 (Alpha Value= .05). The reported Sig. (2-sided) value .000 is lower than the alpha value of .05. This indicates a significant association between work-life balance and employee voluntary turnover intention.

Table 4.9 Chi Square Test-Work Life Balance

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33.467 ^a	12	.001
Likelihood Ratio	38.915	12	.000
Linear-by-Linear Association	.012	1	.913
N of Valid Cases	65		

a. 15 cells (75.0%) have expected count less than 5. The minimum expected count is .18.

The Kendall's tau-b value of .057 indicates a moderately strong positive relationship between work-life balance and employee voluntary turnover intention. This implies that employees are likely to stay when work-life balance is enhanced.

4.6.3 Financial Compensation and Employee Voluntary Turnover

Financial compensation was measured by the statement that *the firm offered good remuneration to all staff*. This was cross tabulated with employee voluntary turnover represented by the statement that *I don't plan to be in the organization for long*. As shown in *Table 4.10*, Chi square test between financial compensation and employee voluntary turnover intention show that the Chi square assumptions was violated (62.5% compared to maximum 20%). Likelihood Ratio is therefore used to establish the association between the variables. As indicated the Likelihood Ratio 31.672; df 9; Asymp. Sig. (2-sided) .000 (Alpha Value=

.05). The reported Sig. (2-sided) value .000 is lower than the alpha value of .05. This indicates a significant association between financial compensation and employee voluntary turnover intention.

Table 4.10 Chi Square Test- Financial Compensation

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.408 ^a	9	.001
Likelihood Ratio	31.672	9	.000
Linear-by-Linear Association	.001	1	.981
N of Valid Cases	65		

a. 10 cells (62.5%) have expected count less than 5. The minimum expected count is .31.

The Kendall's tau-b value of .012 indicates a weak positive relationship between financial compensation and employee voluntary turnover intention. This implies that employees are likely to stay with increase in financial compensation.

4.6.4 Career Development Opportunities and Employee Voluntary Turnover

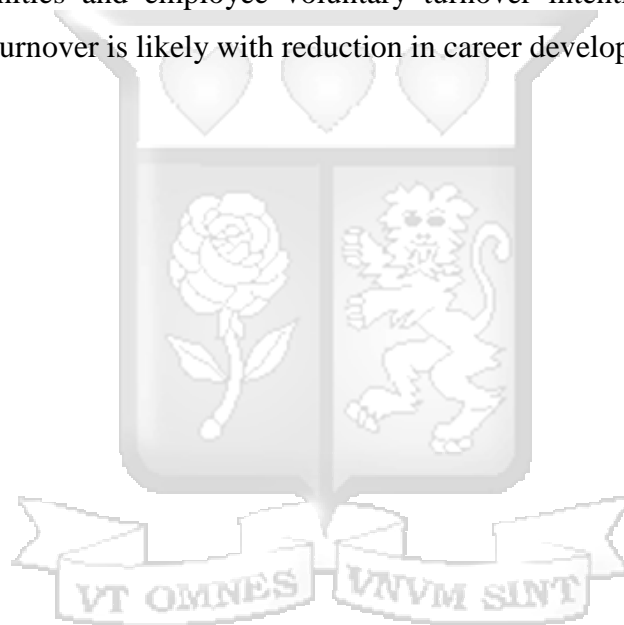
Career development opportunities was measured by the statement that *the present job encouraged me to continuously gain new job-related skills*. This was cross tabulated with employee voluntary turnover represented by the statement that *I don't plan to be in the organization for long*. As shown in *Table 4.11*, Chi square test between career development opportunities and employee voluntary turnover intention show that the Chi square assumptions was violated (68.8% compared to maximum 20%). Likelihood Ratio is therefore used to establish the association between the variables. As indicated the Likelihood Ratio 26.719; df 9; Asymp. Sig. (2-sided) .002 (Alpha Value= .05). The reported Sig. (2-sided) value .002 is lower than the alpha value of .05. This indicates a significant association between career development opportunities and employee voluntary turnover intention.

Table 4.11 Chi Square Test- Career Development Opportunities

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.509 ^a	9	.007
Likelihood Ratio	26.719	9	.002
Linear-by-Linear Association	2.563	1	.109
N of Valid Cases	65		

a. 11 cells (68.8%) have expected count less than 5. The minimum expected count is .55.

The Kendall's tau-b value reported of $-.122$ indicates a negative relationship between career development opportunities and employee voluntary turnover intention. This implies that employees voluntary turnover is likely with reduction in career development opportunities.



CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The previous chapter dealt with data analysis, presentation and interpretation. The purpose of this chapter is to discuss findings, conclude and recommend what can be adopted to minimize employee turnover at Deloitte.5.1 Discussion of Findings

5.1. Discussion of Findings

5.1.1 Factors influencing Employee Voluntary turnover at Deloitte & Touche Kenya

Study findings show a number of factors that influence employee voluntary turnover at Deloitte & Touche Kenya. Employee attributes age, gender, education and tenure have been noted to influence employee turnover (Alkahtani, 2015; Loewenberg, 2014; Weisburg and Kirschenbaum (1993). However, in the case of Deloitte & Touche Kenya, employee attributes reported mixed influence on employee voluntary turnover. Only age reported a significant association with employee voluntary turnover. The association was positive but weak. Age of employees therefore emerges as a key factor for auditing firms to consider during recruitment of employees.

Findings reveal that gender, education and tenure in job position did not have significant association with employee voluntary turnover. This finding on employee attributes is consistent with Weisburg and Kirschenbaum (1993) who observed that gender has been an inconclusive factor in understanding employee voluntary turnover decisions. The finding on gender supported Lee (2012) who found no supporting evidence that women are more prone to voluntary turnover than men in Pakistan but contradicted Lyness and Judiesch (2001) who both found that female voluntary turnover were lower than those of male counterparts.

The study findings also found a moderately strong positive significant association between work-life balance and employee voluntary turnover at Deloitte & Touche Kenya. This is consistent with the findings of Saeed et al. (2013) found a significant correlation between work-life balance, stress and employee turnover, Kuria et al. (2012) found lack of balance between work and personal life as the major cause of employee voluntary turnover, Suifan, et

al. (2016) who found a positive and significant effect of work-life conflict on employee voluntary turnover intentions. Work life balance is increasingly becoming an important element in work places. Work life balance has generally been associated with relieving stress, enable them cope with from related illnesses and disorders also help staff becomes better employees, friends, and family members.

Study findings established a significant but weak positive relationship between financial compensation and employee voluntary turnover. This confirms that financial rewards remain an integral element in organizational human resource policies. This finding is consistent with Adewuyi (2012) who found that majority of Generation Y rank financial compensation as the driver for employee voluntary turnover compared to Generation X and Baby Boomers as well as in professional service firms and Khoele and Daya (2014) who found that money was the key driver of employee voluntary turnover among Generation X. Worth noting is that the association was positive by weak to employees. This implies that other forms of financial compensation would equally be important. This is indicated in Chepchumba and Kimutai (2017) who found significant association with other forms of compensation other than base pay and commission alternatives. This provides insights to business organizations on the need to consider different forms of financial compensation when designing strategies for employee retention.

Finally, study findings indicate a significant but negative association between career development opportunities and employee voluntary turnover. This is consistent with Weng and McElroy (2012) who found negative relationship between organizational career growth and employee voluntary turnover intentions, Shahzad (2011) who found negative relationship between career growth opportunities and employee voluntary turnover intentions in Pakistan, and Biswakarma (2016) who found that the organizational career growth dimensions negatively related to employees' voluntary turnover intentions in Nepalese context. In the Kenyan context Ndung'u and Omondi (2015) found a negative correlation between staff training strategy and employee voluntary turnover.

The importance of career development opportunities in work places is well underscored. Merchant Jr. (2010) for instance observes that counselling enables employees to define career goals and to create plans within the context of organizational realities while training facilitates the employee to develop and acquire knowledge, skills and abilities required to enhance his/her current job and prepares them for future job opportunities.

5.2 Limitations of the study

A number of limitations were faced during the study. The study used employee voluntary turnover intentions to explore factors influencing employee voluntary turnover. Secondly, the small sample size and nature of data and measurement scales limited the study to non parametric measures that are less robust compared to parametric measures in testing association between variables.

5.3 Conclusion

The study indicates factors that influence employee voluntary turnover at in the context of Deloitte & Touche Kenya. Among the employee attributes, age is the only employee attribute that has a significant but weak positive association with employee voluntary turnover. Other attributes such as gender, education, and tenure in position do not have a significant association with employee voluntary turnover. Equally, employee attributes report mixed results in association with employee voluntary turnover. Worklife balance reported stronger positive association with employee voluntary turnover and this is consistent with studies in different contexts. Financial compensation has a significant but weak association with employee voluntary turnover. Finally, career development opportunities have a significant negative association with employee voluntary turnover and this as well is consistent with other studies.

5.4 Recommendations

Recommendations for Policy

- The study recommends that firms develop and effect work schedules and strategies that ensure employees are able to get time off to recuperate and fulfill their social life goals outside work. This has potential to improve employee productivity and effectiveness.
- The study recommends the need to consider other alternative forms of financial compensation other than basic pay when designing strategies to address employee voluntary turnover.
- The study recommends design of career development opportunities within the work context focus on training that enhance the employee capacity and skills to effectively complete the tasks assignments.

Recommendation for Further Research

- This study explored factors that influence employee voluntary turnover intentions at Deloitte & Touche Kenya focusing of current employees. This study recommends a similar study focusing on actual turnover with former employees.



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APPENDICES

Appendix I: Introduction Letter

Dear Sir/Madam,

RE: ACADEMIC RESEARCH PROJECT

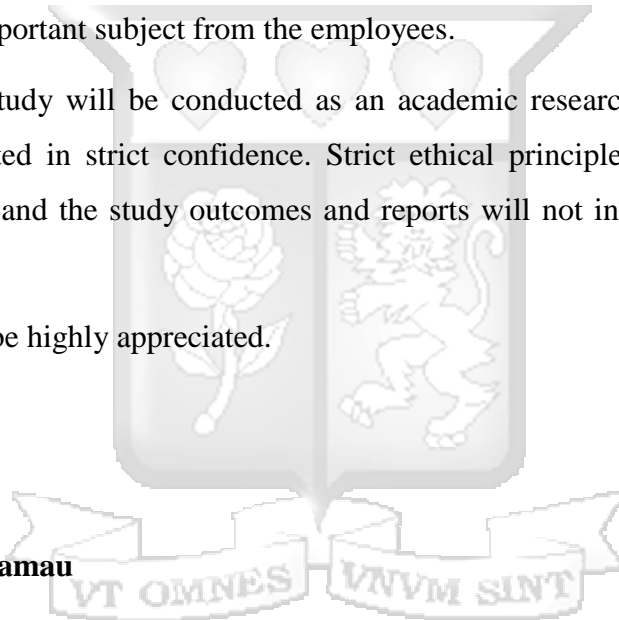
I am a Masters student at Strathmore University. I wish to conduct a research entitled *“factors influencing voluntary turnover at Deloitte & Touche Kenya”* A questionnaire has been designed and will be used to gather relevant information to address the research objectives of the study. The purpose of writing to you is to request for permission to collect information on this important subject from the employees.

Please note that the study will be conducted as an academic research and the information provided will be treated in strict confidence. Strict ethical principles will be observed to ensure confidentiality and the study outcomes and reports will not include reference to any individuals.

Your acceptance will be highly appreciated.

Yours Sincerely

Maureen Mwhaki Kamau



Appendix II: Questionnaire

This questionnaire is meant to gather information regarding the factors affecting voluntary turnover at Deloitte, Kenya.

CONFIDENTIALITY CLAUSE:

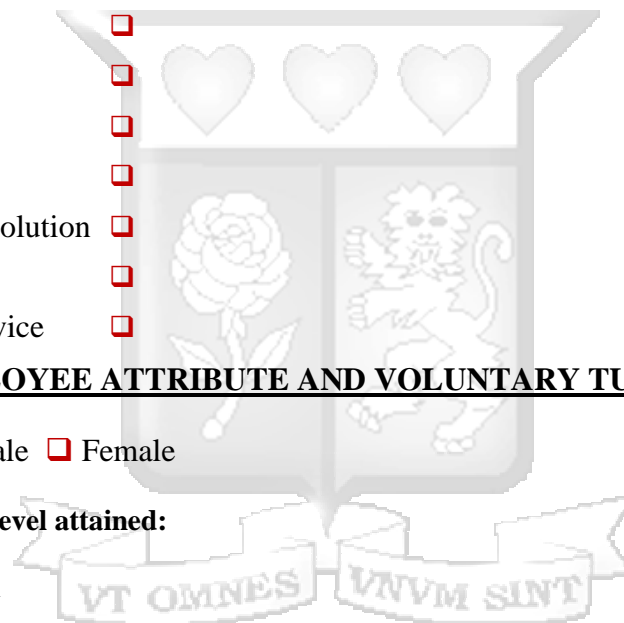
The responses you provide will be used for academic purposes and will be strictly confidential.

SECTION A: GENERAL INFORMATION

1. **Job Position** : Manager Senior Associate General Employee Other _____

2. **Department:**

- Audit
- Tax
- Risk advisory
- Corporate Finance
- Business Process Solution
- Consulting
- Internal Client Service



SECTION B: EMPLOYEE ATTRIBUTE AND VOLUNTARY TURNOVER

3. **Gender:** Male Female

4. **Highest Education Level attained:**

- Secondary Education
- College/Tertiary
- Graduate
- Post Graduate

5. **How many years have you been working in the position?**

Less than 3 years 4 to 5 years

6 to 10 years More than 10 years

6. **What is your age?**

Below 25 years 26-35 years 36-45years 45 years and above

SECTION C: WORKLIFE BALANCE AND VOLUNTARY TURNOVER

7. Kindly indicate to what extent that you do agree or do disagree with each of the statements below by using the following scale:

5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree

No	Statement	Strongly disagree	Disagree	Moderately Agree	Agree	Strongly agree
		1	2	3	4	5
1	I'm satisfied with the working hours of the organization					
2	I work beyond official firm working hours to meet your deadlines					
3	Employees who work overtime are recognized					
4	The amount of time my job takes up makes it difficult to fulfil family responsibilities.					

SECTION D: FINANCIAL COMPENSATION AND VOLUNTARY TURNOVER

8. Kindly indicate to what extent that you do agree or do disagree with each of the statements below by using the following scale:

5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree

No	Statement	Strongly disagree	Disagree	Moderately Agree	Agree	Strongly agree
		1	2	3	4	5
1	The salary and benefits are commensurate to efforts					
2	The firm offers good remuneration to all staff					
3	Bonus pay is satisfactory and commensurate to effort					
4	I will resign from the firm today if I am offered a higher salary by another employer					

No	Statement	Strongly disagree	Disagree	Moderately Agree	Agree	Strongly agree
		1	2	3	4	5
5	Financial compensation is the most important reason for my continued stay in the firm					

SECTION E: CAREER DEVELOPMENT AND VOLUNTARY TURNOVER

9. Kindly indicate to what extent that you do agree or do disagree with each of the statements below by using the following scale:

5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree

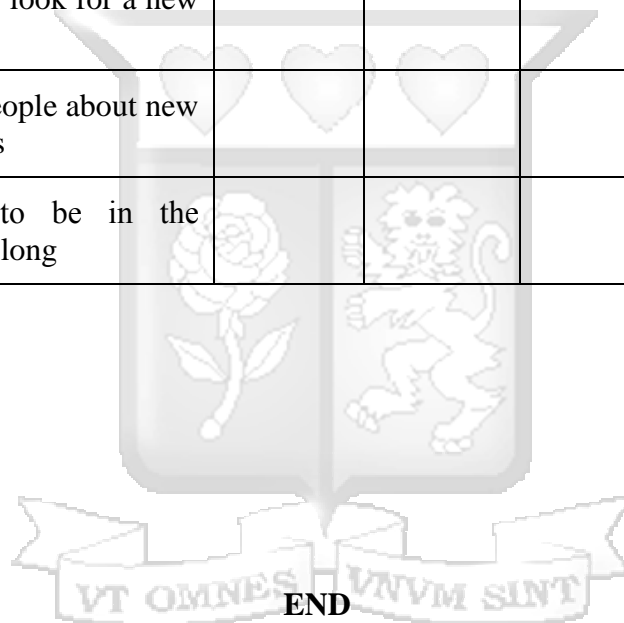
No	Statement	Strongly disagree	Disagree	Moderately Agree	Agree	Strongly agree
		1	2	3	4	5
1	Scholarship and sponsorship are available for all staff without discrimination					
2	There exists career progression/path of employees in the firm					
3	My present job encourages me to continuously gain new job-related skills					
4	There is a coaching and mentorship program for all employees which adds value to the staff					
5	Employees in our organization have more than one potential position for promotion					

SECTION F: VOLUNTARY TURNOVER

10. Kindly indicate to what extent that you do agree or do disagree with each of the statements below by using the following scale:

5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree

No	Statement	Strongly disagree	Disagree	Moderately Agree	Agree	Strongly agree
		1	2	3	4	5
1	I am thinking of leaving this organization					
2	I am planning to look for a new job					
3	I intent to ask people about new job opportunities					
4	I don't plan to be in the organization for long					



END

Thank you for your time!