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Perceived Factors Affecting Employee Turnover in Kenya Tea Development Authority: The Case of Kiamokama Tea Factory, Kisii Central Sub-County, Kisii County

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Abstract

Employee turnover is being witnessed in every organization in response to changes in global competitiveness and advancement in technology. As a result, employee turnover has been attributed to workplace conditions that appear to cause employees to leave individual workplaces or the profession altogether, as opposed to focusing on factors associated with employees who transfer or quit. It is against this reason that this research was undertaken to assess the perceived factors affecting employee turnover in Kenya tea development authority: the case of the Kiamokama tea factory, Kisii Central Sub-County, Kisii County. The study was guided by one general objective and three specific objectives: To establish how employee participation, job satisfaction and employee motivation influence employee turnover in KTDA. Descriptive and explanatory research designs were adopted with staff being the target population. Random sampling and purposive sampling technique were used to select a sample size from at least 30% of the target population as respondents for the study between January 2015 and May 2015. Document analysis and self administered questionnaires were used as data collection instruments. The questionnaires were pre-tested for validity and reliability in a factory in a neighboring Sub-County to avoid respondent contamination. Data was analyzed both quantitatively and qualitatively. Data was analyzed using descriptive statistics mainly standard deviation and inferential statistics, specifically correlation at $\alpha=0.05$ significance level to determine the direction and nature of association between independent variables and dependent variables. The results were tabulated using frequency distribution tables. Findings from this study established a strong negative correlation between the independent variables and depended variables. This will assist KTDA managers and other stakeholders on how to retain their staff for better performance because if proper action is taken on employee turnover, the performance among employees will be enhanced which in turn may increase productivity of the organization.

1. Background of the Study

The demands of competitiveness and advances in information and communications technologies, and new patterns of consumer demands for goods and services have propelled organizations across the world to change substantially and adopt new methods of production and organization of work. A situation that has greatly enhanced the mobility of individuals, thereby accelerating the rate of employee turnover in organizations.

Over the years, the issue of employee turnover still exists in most of the organizations throughout the world. Even in the highly developed industrial nations, the rate of employee turnover is still very high. Moreover, the level of performance or the ability of work done by the staff will only be achieved if the employees are satisfied by the internal environment of an organization. Employee turnover in organization is one of the main issues that extensively affect the overall performance of organizations (Derek, 2007). This challenge is driven by the concerns of employee loyalty, corporate restructuring efforts and tight competition for key talents (Kresiman, 2002).

In the Kenyan perspective, employee turnover has been witnessed in various organizations which often has been attributed to political, economic, social and technological factors. However, little research has been conducted to ascertain the factors influencing employees' turnover, especially in the tea sector where employee turnover levels are high at 20% and the data shows an upward trend for a period of 5 years, 2009-2013 (Kiamokama Tea Factory-HR, 2013).

Over the last two decades of awareness of managerial issues, the issue of employee turnover still exists in most of the organization throughout the world. Even in the highly developed industrial nations, the rate of employee turnover is still very high. Moreover, looking into the gender perspective, Women pay may be less than that of man, requiring parallel education, training, skills, and

responsibility. The level of performance or the ability of work done by the staff will only be achieved if the employees satisfied by the internal environment of an organization. Employee turnover in organization is one of the main issues that extensively affect the overall performance of an organization.

Derek et, al. (2007) suggested that job satisfaction and affective commitment as the basic variables with turnover intentions. He further argues that no support was found in the results for continuance dedication as a variable with turnover intentions. The results also concluded that significant positive correlations were found for the distal variables workload, work stress, employee salary, job satisfaction, and work to family conflict.

According to Camp (1993) as cited by Derek (2007), the organizational commitment was found to be a significant predictor of organizationally relevant behavior, in his case, turnover. This certainly lends support to the position of organizational commitment. Conversely, He further justify that there was no evidence from this study of workers in one public sector agency that job satisfaction has any effect on voluntary turnover.

1.1. Statement of the Problem

Employee turnover is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees (Khan, 2013) as cited by (Ramzan 2013). Employee turnover in organization is an issue that greatly affects the overall performance of an organization. The level of performance by the staff will be achieved if the employees are satisfied by the internal environment of an organization.

Bloom at al. (1991) as cited by (Ramzan 2013), concluded that the organizational analysis of turnover is due to organizational and ecological variables like the crime rate in the area may increase employee turnover and the study strongly argued that the base of increase in turnover is only environmental basis. Derek (2007) found a positive relationship between employee turnover and organization efficiency, and concluded that there is insignificant negative relationship between employee turnover and organizational performance.

Derek e.t. al. (2007) suggested that job satisfaction and affective commitment as the basic variables with turnover intentions. Derek (2007) argued that employees' turnover is positively associated with the organization inefficiency. Ramzan (2013), established that performance is negatively and insignificantly associated with employee turnover.

Employee turnover has been witnessed in our Kenyan tea factories and it still it remains to be a challenge despite the governments' and stakeholders' efforts to overcome the challenge through funding and regular trainings. It was worthy to note that little research had been conducted to assess the factors influencing employee turnover in organizations especially in the tea sector and it was therefore, against these reasons that this study was carried out to solve the problem of employee turnover.

1.2. Objectives of the Study

This study was grounded by one general objective and three specific objectives

1.3. General Objectives

The general objective of this study was to evaluate the Perceived factors affecting employee turnover in Kenya tea development authority.

1.4. Specific Objectives

The specific objectives of the study were:

- i. To establish the extent to which employee participation influences employee turnover in KTDA.
- ii. To find out how job satisfaction influences employee turnover in KTDA.
- iii. To establish how employee motivation influences employee turnover in KTDA.

1.5. Research Questions

- i. To what extent does employee participation influence employee turnover in KTDA?
- ii. How does job satisfaction impact on employee turnover in KTDA?
- iii. How does employee motivation influence employee turnover in KTDA?

1.6. Purpose of the Study

The purpose of the study was to evaluate the Perceived factors affecting employee turnover in Kenya tea development authority. The case of Kiamokama tea factory, Kisii central sub-county, Kisii County

1.7. Significance of the Study

The prospect of getting higher pay elsewhere is one of the most common contributors to turnover. However, there is evidence that money is often not the root cause of turnover, even when it is a factor in an employee's decision to quit (Khan, 2013). Employee commitment, productivity and retention issues are emerging as the most critical challenge on the management of workforce in the immediate future.

Turnover tends to be higher in organizations where employees feel they are taken advantage of, where they feel undervalued or ignored, and where they feel helpless or unimportant. This study was therefore, necessary to assist KTDA managers and other

stakeholders on how to retain their staff for better performance. If proper action is taken on employee turnover, the performance among employees would be enhanced which in turn may increase productivity of the organization.

1.8. Limitations

The topic was sensitive, especially in the tea sector, where one would be mistaken as being on a fault finding mission. This is because the study required inner details about factory, which would be misconstrued as witch-hunting. To overcome this, the researcher visited the factory physically to seek for the managements' permission to conduct the research in their factory in order to explain about the research and in the process, develop rapport, hence open a way for the staff to participate in the study.

Senior staff could be reluctant to avail records and offer support during data collection. This, together with the failure, by some respondents to return questionnaires, was taken care of by substituting these respondents with staff with others in the same factory.

2. Literature Review

2.1. Introduction

Turnover is the movement of employees' out of the organization or any permanent departure beyond organizational boundaries (Croasmun, Hampton & Herrmann, 2002) as cited by (Ramzan, 2013). According to Harris (2002) as cited by (Ramzan 2013), high turnover lowers firm's incentives to provide staff training programs and, therefore, reduces productivity. On the other hand, job matching theory postulates that turnover can help employers and employees to avoid being locked in sub-optimal matches permanently, subsequently increases productivity. The conflict between retaining workforce stability on the one hand, and flexibility on the other, gave rise to the quest for this study to establish the link between factors influencing employees' turnover in KTDA.

2.2. Theoretical Framework

The study conformed to two theories: Theory of Vocational Choice and Krumbolt's social learning theory of career selection.

2.3. Theory of Vocational Choice

This study was guided by Chapman's work as cited by Ruhland (2001) which expands on Holland's theory of vocational choice. The theory posits that vocational satisfaction, stability and achievement depend on the congruence between one's personality and work environment. John Holland's Theory of Career Choice maintains that in choosing a career, people prefer jobs where they can be around others who are like them. They search for environments that will let them use their skills and abilities, and express their attitudes and values, while taking on enjoyable problems and roles. Behaviour is determined by an interaction between personality and environment. This theory was crucial in guiding this study by unearthing the possible causes of employee turnover in organizations as they interact with different environments that enable them to use their skills and abilities while taking enjoyable problems and roles.

2.4. Krumbolt's Social Learning Theory of Career Selection

Ruhland (2003) as cited by (Ramzan 2013) also cites Krumbolt's social learning theory of career selection, which propounds that factors like genetic endowment and special abilities, environmental conditions and events, learning experiences and task approach skills explain why individuals change occupations throughout their lives. The theory observes that the attitude people develop as a result of socialization with others will determine how they perceive objects. As they socialize with others and learn they develop attitudes and perceptions. Socialization is a powerful process that influences human development in many ways, including physical, emotional, cognitive and social development. During the process; skill, norms and societal attitudes are imparted. This occurs through interaction and much of it is unconscious and non-deliberate. This interaction occurs in the family and among peers. Thus, in workplaces, employees will determine to change environments through interactions with peers, which lead to development of new attitudes, skills and norms. Hence, this theory was also deemed crucial for which this study was grounded on.

2.5. Conceptual Framework

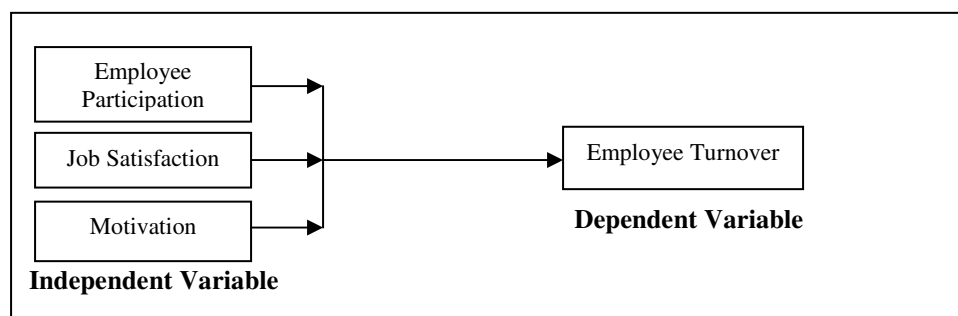


Figure 1: Conceptual Framework

Employee participation, Job satisfaction and Motivation were independent variables in this study which were perceived to influence the depended variable; employee turnover. Employee participation was measured in terms of involvement in the decision making process, organizational performance, i.e. productivity: Job Satisfaction was measured in terms of tasks allocated, work environment, less supervision and management attitude towards employees: Motivation was measured on leaves, recognition and rewards and pay whereas employee turnover was measured on levels of job shifting.

2.6. Employee Participation

The rise of global institutions presents other problems for workers as corporate decisions become more distant from the staff that they employ: a decision made to close a plant in one country may have been made many thousands of miles away with little opportunity for indigenous employees to combat or even question decisions that dramatically affect their lives. Detachment from the company may also represent a problem for growing numbers of home workers and for those whose jobs demand high levels of mobility (Doyle and Nathan, 2001; Felstead et al., 2003).

Employee participation can therefore be seen as an umbrella title under which can be found a wide range of practices, potentially serving different interests. Any exploration of 'employee participation' has therefore to encompass terms as wide-ranging as industrial democracy, cooperatives, employee share schemes, employee involvement, human resource management and high-commitment work practices, collective bargaining, employee empowerment, team working and partnership to capture the full picture of participation in the UK.

Work-related participation comes in a number of forms: individual or collective, and direct or indirect participation. These can be grouped into two main types of work-related participation: traditional collective participation, which aims for a more equitable distribution of power throughout the organization, and 'new' forms of participation, which are more direct and individualized and have tended to grow out of management strategies, such as HRM, aimed to secure employee commitment to organizational objectives through sophisticated communication procedures and individualized reward and developmental initiatives such as performance appraisal linked to performance-related pay.

Possibly the most clear-cut example of traditional collective participation is the cooperative, where participation includes both ownership and control elements (Pencavel, 2001). However, relatively few employees work in co-operatives and the bulk of the literature on employee participation deals with the more conventionally organized and owned firms that have introduced participation measures. Collective bargaining permits employee participation in negotiations via elected representatives or fulltime officials, usually as part of a trade union network. Other forms of indirect collective participation can include social partnership agreements with trade unions, works councils, co-determination agreements and joint consultation committees.

The literature provides ample evidence of the successful use of participation to improve overall company performance. However, it is the means by which participation influences company performance that provides the crucial explanatory factors. There is also some evidence that management attitudes towards employees may also be favorably influenced by participative regimes under which managers and supervisors adopt more 'facilitative' approaches towards their subordinates (Marchington, 2000). Conversely, in what will be seen as a dominant theme, other studies have indicated little impact from participative regimes, whether financial or work-related, while others suggest that any productivity enhancements may be attributable to pressures from other economic and organizational factors such as organizational downsizing.

Consequent benefits for the employer spring from the assumption that workers will want to work harder and more efficiently as a result of greater organizational commitment, which in turn stimulates greater worker flexibility and quality of output. The employer also benefits from the opportunity to harness workers' knowledge and experience. The sum of these changes is seen to be an improvement in employee productivity and flexibility, and thus in company performance. The claim by Fernie and Metcalf (1995) that union presence adversely affects productivity represents one common view of 'new' participative measures as a means to increase productivity; however, this view is challenged by many observers.

This management style is typified by low levels of unionization, low levels of apparent conflict and relatively high levels of work participation in local decision making. This form of employee involvement is purported to lead to increased levels of functional flexibility (Cressey and Williams, 1990). There is evidence that both financial and work related participation can deter or delay quits from the company and lower absenteeism rates.

Wilson and Peel (1990) found that share schemes reduce labour turnover. A decrease in labour turnover will reduce recruitment and training costs for the organization (Kessler and Purcell, 1992). Cost savings may result from reductions in absenteeism rates. Furthermore, a more harmonious labour relations climate is also claimed to reduce costs to the company of industrial disagreements and to permit the faster acceptance and implementation of organizational change. Not all management-led initiatives have direct economic gains as their sole or primary focus, for it is clear that managers and employers can introduce participation in order to also improve working conditions (Osterman, 1994), while the rare few are willing to hand ownership and (perhaps) control of their firms to the workforce, as with, for example, the Scott Bader Commonwealth and Tullis Russell paper mills.

However, Doucouliagos (1995), who also found different outcomes for different forms of participation, found that labour-managed firms demonstrated a (small) rise in productivity, whereas participation had no discernible effect on productivity in 'participatory capitalist firms'. This could suggest that the absolute degree of employee influence and participation explains some of the successes of participation schemes. Furthermore, Jones' (1987) findings, that enforced co-determination had a negative effect on productivity, provides another possible explanatory route, that coerced participation may not be effective.

Guest *et al.* (1993) have also criticized the frequent use of this dubious assumption in the literature. If the validity of this process is questioned, it then casts doubt on the link between participation, attitudes and performance. If participation may fail to produce attitude changes in employees it may also fail to induce behavioral changes associated with reducing company costs, e.g. reductions in absenteeism and labour turnover.

Adam's (1991) study is a further example of the ambiguities of the association between attitude and behaviour. The introduction of participation in the form of quality circles was found to have

no significant impact on employee attitudes towards quality, but still managed to affect behavioral changes, resulting in improved productivity. Team working, for instance, is suggested to have a positive impact on employees (Peters and Waterman, 1982), especially in improved relations (Cressey and Williams, 1990), aiding conflict handling (Garavan and Morley, 1992), changing employee attitudes and behaviours (Levine, 1995), and in building trust and improving communications (Blasi *et al.*, 1996; Oakland, 1996 cited in Knights and McCabe, 2000), all of which are critical elements along the participation-perception-performance causal path.

Low degrees of participation with little employee autonomy have been identified as reasons for disappointing participation results. This has been observed in some firms where, after an initial 'honeymoon' period, the workforce has expressed more dissatisfaction with the firm than before the introduction of participation, because of the raised and unmet expectations of employee influence (Kruse and Blasi, 1995).

The scope of participation schemes may be so limited as to simply irritate the workforce, thus failing to meet their expectations. A workforce may also feel resentful about the amount of time, effort and increased responsibility involved in a participation scheme (Bryson and Millward, 1997; McNabb and Whitfield, 1998), especially if they see little return from management. On an individual basis, hierarchical status, tenure and advantaged position in the labour market through skill or shortage can promote employee influence over task and working conditions and, arguably, enhance employee performance. Decision-making is the extent to which employers allow or encourage employees to share or participate in organizational decision-making. The leader must think of the best possible style that will allow the organization to achieve the best results. According to psychologist Abraham Maslow, workers need to feel a sense of belonging to an organization.

Employee participation entails: shared leadership, employee empowerment, employee involvement, participative decision-making, dispersed leadership, open-book management, or industrial democracy" (Steinheider, Bayerl and Wuestewald 2006)."The basic concept involves any power-sharing arrangement in which workplace influence is shared among individuals who are otherwise hierarchical unequal. Such power-sharing arrangements may entail various employee involvement schemes resulting in co-determination of working conditions, problem solving, and decision-making" (Locke & Schweiger, 2007).

The primary aim of participation is for the organization to benefit from the motivational effects of increased employee involvement. Organizations benefit from the perceived motivational influences of employees in decision making. When employees participate in the decision-making process, they improve understanding and perceptions among colleagues and superiors, and enhance personnel value in the organization. In a participative decision-making process each team member has an opportunity to share their perspectives, voice their ideas and tap their skills to improve team effectiveness. As each member can relate to the team decisions, there is a better chance of their achieving the results.

Siegel (2004, p. 327) as cited by (Horsford, 2013) states that some of the ways in which managers can involve employees within the organization include "work teams, employee committees, participative decision making and employee suggestion forums", for example, staff meetings. It is in these staff meetings that employees/public servants can share their views on issues within the organizations and also share solutions to said issues. Additionally, employees can also make proposals to changes in day-to-day operations and executions.

One of the underlying themes in all of this is the theme of communication. An effective way of discovering what the desires of employees are through open communication (Harvard Business Review, 2003) as cited by (Horsford, 2013). When everyone in an organization participates in the decision-making process, organizational communication is much more effective and everyone produces more efficient results (Walker, 2007) as cited by as cited by (Ramzan 2013). By sharing decision-making with other employees, participants eventually achieve organization objectives that influence them (Brenda, 2001) as cited by (Ramzan 2013).

However, one of the primary risks in any participative decision-making or power-sharing process is that the desire on the part of the management for more inclusive participation is not genuine. There is a difference between going through the ritual of participation and having the real power needed to affect the outcome of the process. This difference is brilliantly capsulated in a perception which highlights the fundamental point that participation without redistribution of power is an empty and frustrating process for the powerless.

It allows the power holders to claim that all sides were considered, but makes it possible for only some of those sides to benefit." When decision-making takes place in a team setting, it can cause many disadvantages. These can be anything from social pressures to conform to group domination, where one person takes control of the group and urges everyone to follow their standpoints. With ideas coming from many people, time can be an issue. The meeting might end and good ideas go unheard. Possible negative outcomes of participation in decision making are high costs, inefficiency, indecisiveness and incompetence (Debruin, 2007) as cited by (Ramzan 2013).

Decisions are made differently within organizations, having diverse environments. Most researchers agree that participative decision-making is not a unitary concept. Cannon and Edmondson (2001) as cited by (Ramzan 2013) found that group performance was associated with shared beliefs among members about how to learn from failure.

Greenfield (2004) noted that within organizations who value an employee's participation consider listening to what employees have to say as important as setting goals. Listening is always the first step. Employees want to know that not only are they listened to, but also that their ideas are acted upon where feasible and their participation becomes a staple of the organization's culture. Research indicates that employees with a high level of commitment "perform 20% better and are 87% less likely to leave the organization" (McGungale, 2011). Thus, one can see that employee engagement and organizational performance are linked. McGungale also states that of the three groups of employees (engaged, disengaged, and actively disengaged) the tenure of engaged employees is longer and these employees demonstrate more commitment to quality and growth.

Engaged employees are those employees who are passionate and profoundly linked to their organization, which drives creativity and pushes the organization onward. Whereas disengaged employees are sleepwalkers just putting in time with little energy and no passion. The actively disengaged employees often put their passion and energy into deviant workplace behaviors.

2.7. Job Satisfaction

The term job satisfaction refers to an individual's general attitude towards his or her job. A person with a high level of job satisfaction holds positive attitude towards the job, while an unsatisfied employee holds negative attitude about work. As satisfaction of the employee is the key step to sustain the employee and keep him/her loyal to the organization (Moeed 2013).

Job satisfaction may be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Dunnette and Locke, 1976). This positive feeling results from the perception of one's job as fulfilling or allowing the fulfillment of one's important job values, provided these values are compatible with one's needs (Dunnette and Locke, 1976). Locke and Henne (1986) define job satisfaction as the pleasurable emotional state

resulting from the achievement of one's job values in the work situation. Meanwhile, a relevant research by Spector (1997) and Hirschfield (2000) indicate that the different aspects of job satisfaction could be split according to Herzberg's two dimensions. The intrinsic satisfaction refers to job tasks and job content such as variety, autonomy, skill utilization, self-fulfillment and self growth.

According to Nancy (1997), Satisfaction refers to the level of fulfillment of one's needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets. Employee satisfaction is a measure of how happy workers are with their job and working environment. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Effective organizations should have a culture that encourages the employee satisfaction.

Buitendach and Witte (2005) state that extrinsic motivation refers to other factors such as pays, co-workers and work conditions. Job satisfaction is one the factors that contribute to people's intention to quit their jobs (Moore, 2002); however, it is important both manager's and the individual's perspective to understand the factors that mediate the relationship between job stress and turnover intention.

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job or job experience as stated by Dunnette and Locke (1976). This positive feeling results from the perception of one's job as fulfilling or allowing the fulfillment of one's important job values, provided these values are compatible with one's needs, Dunnette and Locke (1976).

According to Robbins (2003), job satisfaction refers to an individual's general attitude toward his or her job. In sum, the job satisfaction construct can be considered as an effective response by an employee concerning his or her particular job and results from the employee's comparison of actual rewards or outcomes with those that are expected, needed, valued, wanted, or perceived to be fair (Spector, 1997). Job satisfaction has been repeatedly identified as the main reason why employees leave their jobs (Barak *et al.*, 2001). Ramayah, Jantan, and Tadisina (2001) reveal that Job satisfaction explains how employees are floating to join the work and how they get motivated and enforced to perform their jobs. Velnampy (2008), in his study on job attitude and employees performance says that job satisfaction have positive impact on the performance of the employees as it increase job participation and the higher performance also makes people sense more satisfied and loyal to the organization.

Job satisfaction and involvement of the employee leads him to have high levels of performance. According to Nancy (1997) as cited by Moeed (2013) Satisfaction depends basically upon what an individual wants from the world, and what he gets." Employee satisfaction is a measure of how happy workers are with their job and working environment. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Effective organizations should have a culture that encourages the employee satisfaction. As human resource is common in both type of organization either it is manufacturing and trading or it is service organization. So the importance of human resource management become more shiny and compulsory as human resource cannot be copied and it is the dimension of management which creates the difference in order to achieve the success of the organizations.

Parvin, (2011) Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself. The happier people are within their job, the more satisfied they are said to be. Human Resource is the back bone for the success in any organization. Since the last two decades Organizations are putting major focus on the issues like employee satisfaction, retention, turnover, Brain Drain, Job enrichment, job enlargement, job design, performance evaluation and other human resource functions in order to keep the employees loyal to the organization.

According to Abassi and Hollman (2000), individuals with high levels of job satisfaction would have healthier physical and psychological records that very likely result in higher productivity and effectiveness in their job performance and willing to stay

longer in organization. Employee job satisfaction has been the focus of research agenda in various developing countries for a long time. Luthans (1998) argues that salaries not only assist people to attain their basic needs, but are also instrumental in satisfying the higher level needs of people.

Most employees are not satisfied with how well they are remunerated. However, the role of money as a motivator is controversial. Providing opportunities for growth and development through training, delegation and promotion may be a good motivator as many people like to grow in skills, capability and experience. Dessler (2001) argues that, many people experience satisfaction when they believe that their future prospects are good. Employees maintain that if people feel they have limited opportunities for career advancement, their job satisfaction may decrease.

Bull (2005) also found out that, most employees were less satisfied with advancement opportunities and pay. Promotional opportunities therefore, have differential effects on job satisfaction, and it is essential that this be taken into account in cases where promotion policies are designed to enhance job satisfaction. The advancement indirectly will change individual's needs. In consequential, it will help individuals to put extra effort to continuously achieve their needs and satisfaction. This can be done through allowing employees to participate in decision making without necessarily referring to the higher authority for instructions.

The motivation strategies though present in Organizations, the literature indicates that most managers delegate tasks and responsibilities but not authority. This is witnessed by long queues by clients as they wait for services from those in authority. To increase employees' job satisfaction, all these factors need to be incorporated in the working process. The relevance of job satisfaction is crucial to the long term growth of any work industry all over the world. This has to do with needs' satisfaction which is essential in the lives of workers because it forms the fundamental reason for working (Olulobe, 2005).

Motivation, along with planning and organizing, plays an important part in the level of performance achieved in any endeavor. Teamwork theorists believe that if teams work well, have a common goal, are autonomous in their decision-making, and have responsibility and support, teamwork becomes a valuable experience for the workers involved. Working in a team empowers people and helps them develop autonomy, which is a source of profound job satisfaction and reduces stress. Working in a team contributes to job satisfaction.

Robbins (2003) emphasizes the importance of employee job satisfaction as a factor influencing, amongst others, employee work performance. He argues that happy workers aren't necessarily productive workers. This argument is in line with Poisat's deduction (2006) that satisfied employees are not necessarily productive employees. Robbins (2003), however, suggests that the opposite might be more accurate that productivity will probably lead to satisfaction. Studies comparing job satisfaction in 1995 to that of 2000 have shown a decrease in satisfaction over the 5 years, despite an increase in economic prosperity.

He claims that this drop in job satisfaction might be because of organizations trying to increase productivity by increasing employee workloads and tightening deadlines. In addition, there has been an increase in employees reporting the feeling that they have less control over their work. Spreitzer and Quinn (2001) touches on the feeling employees have of losing control over their work when they argue that it has become a challenge for organizations to create an organizational culture where all employees would want to work to their full potential, where they can take initiative and act as an owner of the firm. They claim that organizations that can create such a culture will attract and keep the best and the brightest employees, and hence generate an important competitive advantage.

Job satisfaction is one the factors that contribute to people's intention to quit their jobs (Moore, 2002); however, it is important both manager's and the individual's perspective to understand the factors that mediate the relationship between job stress and turnover intention. Although a worker's "intention to leave" is considered a sign of quitting, there are no consistent findings that regard to its value as a predictor of the actual turnover to the workers. Job satisfaction has been repeatedly identified as the main reason why employees leave their jobs (Barak et al., 2001).

The inability of employees to achieve their needs will amount to dissatisfaction. Robin (1989) defined job satisfaction as a general attitude towards an individual's job, and the difference between the amount of reward workers receive and the amount they believe they should receive. It is Robin's opinion that a person with a high level of job satisfaction holds positive attitude toward the job while the person who is dissatisfied with the job holds negative attitude about the job.

This study indicates that job dissatisfaction is widespread and employees are observed to work smart when they are adequately trained and have been on a job long enough to reap the benefits from their training (Beach, 1990). Also satisfied employees are known to show higher level work performance in organizations. By analyzing job satisfaction an organization can possibly increase positive outcomes such as employee satisfaction and performance, and may decrease absenteeism and turnover.

2.8. Employee Motivation

Motivation is the force within an individual that account for the level, direction, and persistence of effort expended at work (Nzuve, 2001). Motivation is a person's active participation and commitment to achieve the prescribed results. According to Antomioni (1999) as cited by Ajang (2010), the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organization prevents them from attaining good outcomes.

Motivation is a basic psychological process. A recent data-based comprehensive analysis concluded that competitiveness problems appear to be largely motivational in nature (Mine, Ebrahimi, and Wachtel, 1995). Along with perception, personality, attitudes, and learning, motivation is a very important element of behaviour. Nevertheless, motivation is not the only explanation of behaviour. It interacts with and acts in conjunction with other cognitive processes. Motivating is the management process of influencing behaviour

based on the knowledge of what make people tick (Luthans, 1998). Motivation and motivating both deal with the range of conscious human behaviour somewhere between two extremes.

Vroom (1964) as cited by Ajang (2010), proposes that people are motivated by how much they want something and how likely they think they are to get it he suggest that motivation leads to efforts and the efforts combined with employees ability together with environment factors which interplay's resulting to performance. Employees not only want good pay and benefits, they also want to be valued and appreciated for their work, to be treated fairly, to do work that is important, and to have opportunities for advancement and involvement in the company. Recognition and rewards play a crucial role in organizational performance by attracting and retaining high-performing employees.

Ventrice and Cindy (2003) assert that a job well done can also be recognized by providing additional support or empowering the employee in ways such as greater choice of assignments, increased authority, or naming the employee as an internal consultant to other staff.

Bartol and Martin (1998) consider motivation a powerful tool that reinforces behavior and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective. As compared to financial resources, human resources have the capability to create competitive advantage for their organizations. Generally speaking, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on, but this paper focuses only on employee motivation, as it has been shown to influence to a significant degree the organizational performance.

As Kalimullah (2010), suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them.

Greater use of motivation enhancing practices such as incentives and other rewards for performance practices satisfy competence and relatedness needs, thus resulting in increased affective commitment. Such practices signal a positive valuation of employees and their efforts by the company (Appelbaum et al., 2000). Task and outcome performance followed by rewards convey signals of competence. Incentive plans create feelings of group and organizational belonging that enhances intrinsic motivation. Individual level meta-analytic research has shown that greater role ambiguity is associated with lower commitment. Thus, incentives that direct and reward desired behaviors and outcomes will reduce such ambiguity and satisfy competence needs, thus increasing commitment. Appelbaum et al.'s (2000) work showed a positive relationship between motivation enhancing practices and individual commitment. Through the emergent process described above, we expect to find this at the collective level as well.

Robison, (2010), also observed that motivated employees feel less stress, enjoy their work, and as a result have better physical and mental health Furthermore; motivated employees are more committed to their institutions and show less insubordination and grievance. They are also more creative, innovative, and responsive to customers, thus indirectly contributing to the long-term success of the institution (MAN forum, 2009). In short, motivated employees are the greatest asset of any institution. Thus, motivation is important in reducing employee turnover in organizations.

Empowerment enhancing practices are expected to satisfy autonomy, competence, and relatedness needs, thus facilitating the development of affective commitment. Organizations that allow employee input into decisions, share information, and treat employees with respect strengthen shared perceptions of congruence between employee and organizational values, increase employees' identification with the firm, and enhance feelings of relatedness, autonomy, and commitment (Meyer & Herscovitch, 2001). Second, the teamwork and social interactions inherent in empowering HR practices strengthen the forces of social cohesion among group members and thus the affective commitment to the organization.

Previous work has shown a positive association between organizations' empowerment-enhancing practices and individual commitment (Appelbaum et al., 2000). Increased individual commitment is expected to aggregate to the collective level via the emergent process described above. Ming (2008) investigated the role of career development practices to turnover intention. He collected the data from four different industries finance, information technology, engineering and education.

He collected the data on five variables using questionnaire technique from 357 Malaysian knowledge workers. He used correlation technique to find out the effect of variables (organizational rewards, career development opportunities, supervisory support, and promotion) on employee turnover. He found the most significant factor which effect the turnover intentions depend the nature of organization practices and these practices enhance the personal goals and motivate the work force and reduce turnover.

Ramlall, (2002) investigated the role of employee motivation theories and their implication for employee retention within organization. He collected data on seven Variables using the questionnaire technique from 1070 workers he used correlation technique to find out the effect of seven Variables (needs of the employees, work environment , responsibilities, supervision, fairness and family, effort and employee development.

He found the most significant factor which effect the employee turnover is work environment supervision and employee development these are the critical factors among the respective motivation theories and the implementation for developing and enhancing the motivation level of employees and developing employee retention practices where as the effect of others variable is not significant. He recommended that organization focus on these variables to enhance motivation. He gave the special importance or significance within organization on retaining its critical employees.

A study carried out by Burney et al, (1991) revealed that the level of performance of employees relies not only on their actual skills but also on the level of motivation each person exhibits. Motivation is an inner drive or an external inducement to behave in some particular way, typically a way that will lead to rewards. Dessler and Harrington (2003) observe that over-achieving, talented employees are the driving force of all institutions so it is essential that institutions strive to motivate and hold on to the best employees.

The quality of human resource management is a critical influence on the performance of the institution. Accordingly, in order to perform well employees need first to have the knowledge and skills that are required for the job. Then, they must understand what they are required to do and have the motivation to expand effort to do so. And last, employees need to work in an environment that allows them to carry out the task, Landy and Conte, (2010) emphasizes the importance of motivation - if motivation is equal to zero.

In order to sustain their competitive advantage, nowadays organizations have to adapt to the latest technologies and to face globalization. As Ford (2005) noticed, the inevitable challenges that organizations face are the economic, social, political and technological changes, all of them taking place in the external environment. Nevertheless, adapting to these changes can be an opportunity and a source of motivation for sustaining the competitive advantage. All these changes have a direct and significant impact on the employee motivation, as the organizations need to invest into getting the most intelligent and committed workers.

However, managers are reluctant to redesigning the work place, as they either distrust the employees, have financial issues or the levels of ambiguity are high. The most used strategies to reduce costs are the implementation of new technologies, cutting down the number of employees and outsourcing. These changes in the internal environment might have a negative impact on employee motivation, as they might feel that the organization is becoming less loyal and dependable to them (Boldman et al, 2003).

Employees want to earn reasonable salaries, as money represents the most important incentive, when speaking of its influential value (Sara et al, 2004). Financial rewards have the capacity to maintain and motivate individuals towards higher performance, especially workers from production companies, as individual may use the money to satisfy their needs. Therefore, pay has a significant impact in establishing employees' diligence and commitment, being a key motivator for employees. Nevertheless, studies have shown that pay does not boost productivity on the long term and money does not improve performance significantly (Whitley, 2002).

Employees can also be motivated through proper leadership, as leadership is all about getting thing done the right way. In order to achieve these goals, the leader should gain the employees' trust and make them follow him. Nevertheless, in order to make them trust him and complete their tasks properly for the organization, the employees should be motivated (Baldoni, 2005).

2.9. Employee Turnover

Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment Abassi et al. (2000). With globalization which is heightening competition, organizations must continue to develop tangible products and provide services which are based on strategies created by employees. These employees are extremely crucial to the organization since their value to the organization is essentially intangible and not easily replicated Meaghan et al. (2002). Therefore, managers must recognize that employees as major contributors to the efficient achievement of the organization's success Abassi et al. (2000). Managers should control employee turnover for the benefit of the organization success.

The emerging trend in today's fast-changing competitive business environment occasioned by globalization has presented evident challenges before the Human Resources professionals. With increasing globalization, there have been enormous and far reaching changes in global organizations. These changes are the result of fierce international competitive pressure faced by enterprises operating in the global place encircled with knowledge driven productive economy (Wokoma and Iheriohanma, 2010).

Organizational commitment, particularly affective commitment, is understood as a "psychological bond" an employee has with his or her employer (Meyer & Allen, 1997). The psychological state of commitment encourages individuals to pursue courses of action that benefit the organization. Primarily, however, the behavioral consequence of affective commitment is continued employment with the organization (Meyer & Allen, 1997; Meyer & Herscovitch, 2001). A number of empirical and theoretical papers have suggested that HR practices affect workforce outcomes differently and can be summarized along three dimensions.

These include: motivation in enhancing practices such as regular performance feedback, individual and group incentives, and merit-based pay that motivate discretionary employee effort and behavior; empowerment in enhancing practices such as information sharing, participation in decision making, and grievance procedures that provide opportunities for employees to contribute to organizational objectives; and skill in enhancing practices such as recruiting, selection testing, and training that affect the type and level of the knowledge, skills, and abilities of the organization's employees either by bringing the skills into the organization or developing the skills of current employees (Subramony, 2009). Instead of clustering similar organizations or summing a set of HR practices, we use the "motivation, empowerment, and skill" framework to describe sets of HR practices along the three dimensions.

Individuals working in organizations are exposed to various structures, events, processes, and HR management practices affecting their individual feelings, interpretations, and degree of commitment. Individuals working as part of a shared organizational structure, such as work groups, are exposed to the same stimuli and management practices resulting in a convergence of commitment levels among the groups' members. Numerous studies have documented the process by which repeated interactions and communication among group members create a common mental model, shared affect, and commitment level (Kozlowski & Klein, 2000; Morgeson & Hofmann, 1999).

A company's incentives should lead to positive attitudes that then lead to retention; greater employee development should increase employees' ability to move from one firm to another thus increasing turnover. Galunic and Anderson (2000) and Baron and Kreps

(1999) both suggested (but did not test) the notion that organizational investments in employees' skills increase commitment, thus reducing turnover, while simultaneously increasing skill levels, thus increasing turnover propensity.

Given that activities functioning to increase the knowledge, skills, and abilities of current and incoming employees increase the value of these employees to both current and outside firms, it stands to reason that greater use of skill-enhancing practices will be associated with greater turnover (Coff, 1997). The empirical evidence that higher skill levels lead to turnover is only indirect. Trevor (2001) proposed the concept of "movement capital" as the individual human capital factor that facilitates mobility. Holding constant pay, job satisfaction, and unemployment rate, employees with greater movement capital were more likely to voluntarily turnover.

Organizations rely on the expertise, knowledge, skills, and capital resource and capacity development of their employees in order to compete favorably and indeed gain competitive advantage in the international market. However, recent studies have shown that retention of highly skilled employees has become a difficult task for managers, as this category of employees are being attracted by more than one organization at a time with various kinds of incentives (Micheal, 2009). This behooves on management to create an enabling and sustainable critical culture and strategies to work out retention systems and structures for their existing core employees in these contemporary organizations. This is pertinent because according to Czkan (2005), the motivational strategies used to attain retention in the past are or may no longer be appropriate to motivate critically talented and mobile employees to remain, thereby increasing the rate of turnover.

Griffeth et al. (2000) noted pay and pay-related variables have a great effect on employee turnover. Management must compensate employees adequately by paying employees based on their performance and in addition they should give employees incentives like individual bonus, lump sum bonus, sharing of profits and other benefits. Hence, if these are put in place they would minimize employee turnover.

An employee leaving a company for whatever reason must have an effect on the organization and the people that compose it. Employee turnover is expensive from a business point of view and Voluntary quits which represents an exodus of human capital investment from organizations and the subsequent replacement process entails manifold costs to the organizations.

These replacement costs include for example, search of the external labour market for a possible substitute, selection between competing substitutes, induction of the chosen substitute, and formal and informal training of the substitute until he or she attains performance levels equivalent to the individual who quit (John, 2000). In addition to these replacement costs, output would be affected to some extent or output would be maintained at the cost of overtime payment. Asides from economic effect, uncontrolled employee turnover can actually have social and psychological effects.

3. Research Methodology

3.1. Research Design

The study used descriptive and explanatory research designs. The descriptive design was adopted because, according to Kothari (2003), descriptive design is a method of securing information concerning an existing phenomenon from all or a selected number of respondents of the concerned universe. Mugenda and Mugenda (2003) also argue that this design gives a clear description of the elements in the study range. Therefore, the design was good for this study as it allowed the researcher to bring out details from the respondents' point of view by focusing only on the objectives of the study.

Explanatory design implies that the research in question is intended to explain, rather than simply to describe, the phenomena studied (Joseph, 2008). Explanatory design was also adopted because the research aimed at collecting information from respondents on their attitudes and opinions in relation to perceived factors affecting employee turnover in Kenya tea development authority: the case of Kiamokama tea factory, Kisii central Sub-County, Kisii County.

3.2. Target Population

According to Mugenda and Mugenda (2003) target population is the complete set of individuals, cases or objects of the study. The study targeted 120 respondents obtained from 9 centres in total each with 2 workers making 18 and the rest were those who work inside Kiamokama tea factory, Kisii central sub-county, Kisii County to determine the perceived factors affecting employee turnover in Kenya tea development authority.

3.3. Sampling Design and Sample Size

Sampling is the process of selecting a few cases from the target population in order to provide information that can be used to make judgment about a much longer number of cases. It is the actual procedure for obtaining a representative sample, Oso and Onen (2006). Simple random sampling technique and purposive sampling were adopted in the study. Purposive sampling is where a researcher decides who to include in the sample and simple random sampling is where the researcher respondents equal chances of participation in the study (Oso and Onen 2006).

A sample is part of the target (or accessible) population that has been procedurally selected to represent it (Oso et al, 2005). In this study, 34 respondents were sampled using simple random sampling and 2 purposively, 34 were those working in other departments within the factory and purposive sampling for one (1) human resource manager and one (1) production manager to respond to the research tools representing 30 percent of the target population according to (Roscoe, 1975) as quoted by Bourgie's book (2009). From a preliminary study, Kiamokama tea factory had 120 workers on average and 30 percent of this yielded 36 workers as a sample size.

3.4. Data collection Tools and Procedure

A Questionnaire was the main instrument of data collection, since it is easier to administer, economical in terms of time and money and also permit a greater depth of response (Mugenda and Mugenda, 1999). A questionnaire with closed-ended and open-ended questions consistent to the objectives of the study was administered to the selected sample.

The researcher personally collected data from the selected sample and in cases where the sampled respondents were unable to answer the questionnaire, the researcher interpreted for them in a local language using the same questionnaire.

Documents analysis was also used to enhance the accuracy of the study. Date and time for administration of the instruments was done in consultation with selected factory's management. Areas of confidentiality and anonymity, intentions of the study and how the information would be used were explained to the respondents.

3.5. Validity and Reliability of Research Instruments

According to Oso and Onen (2006) validity is the concern whether an instrument measures what it was supposed to measure given the context in which it is applied. Validity and reliability was ensured through questionnaires which were composed of carefully constructed questions to avoid ambiguity and to facilitate answers to all the research questions.

The questionnaires were then pre-tested in a pilot study through a sample of 30% of selected sample on the neighboring tea factory (Kenyere tea factory) to avoid respondent contamination (Kothari, 2003), after which corrections and adjustments were done and this ensured reliability. The instrument was presented to supervisors from the department of Entrepreneurship and technology, leadership and management in the college for Human Resource Development JKUAT to ascertain its face validity.

3.6. Pre-Testing of the Instruments

The questionnaires were pre-tested through a pilot study in a sample of 30% according to (Roscoe 1975)) in Bourgie's book (2009) which he notes is representative for piloting in a selected sample of respondents in the neighboring tea factory (Kenyere tea factory) to avoid respondent contamination (Kothari, 2007).

3.7. Data Processing and Analysis

Completed questionnaires were analyzed to ensure accuracy of information, and then the data collected was summarized and classified both qualitatively and quantitatively. Qualitative analysis of opinions was organized into patterns relevant to the research using judge mental method.

Quantitative data was analyzed using descriptive statistics and inferential statistics mainly correlation to ascertain the degree and nature of association between the perceived factors affecting employee turnover in Kenya tea development authority: the case of Kiamokama tea factory, Kisii central sub-county, Kisii County. Frequency distribution tables were used to organize and give a summary of the collected data.

4. Research Findings and Discussions

4.1. Introduction

The study was to establish the perceived factors affecting employee turnover in Kenya Tea Development Authority: the case of Kiamokama tea factory, Kisii central sub-county, Kisii County. Generally, the study was a success as all the respondents answered to the questions on the questionnaire and returned all the questionnaires.

Document analysis was also used to obtain employee turnover trends in the organization. In the study 36 respondents were sampled, 34 sampled randomly lower level employees and 2 purposively sampled and these were 1 human resource manager and 1 production manager.

The collected data was analyzed both qualitatively and quantitatively. Quantitatively, data was analyzed using frequencies and then subjected to a statistical tool to determine the degree and nature of association between the variables at $\alpha=0.05$ significance level. The reason for the qualitative section was to provide more information of the underlying issues pertaining to employee turnover.

The study benefited from a rich qualitative data through key information obtained from informants through a well structured questionnaire and documents available in the organization. The main objective of this section was to use qualitative data within the context of earlier child hood development in order to generate ideas, as opposed to inductive reasoning.

4.2. Presentation of Response Rates

In this study, three factors namely; employee participation, job satisfaction and motivation were studied on how they affect employee turnover in organizations with special reference to KTDA, a case of Kiamokama Tea Factory. The presentation of findings was done through descriptive statistics using frequencies and percentages and inferential statistics using correlational analysis.

It is worthy to note that, all 36 respondents sampled representing 100% agreed that they had changed jobs from one organization to another and therefore, this study was timely to establish the factors that affects employee turnover in organizations.

4.3. Employee Participation on Employee Turnover

The respondents were required to give their opinions regarding employee participation on employee turnover and the results were coded into three groups of Yes, Undecided and No whereby those who were undecided were discarded and tabled in 1

| Aspect | Yes (%) | No (%) |
|----------------------------------------------------------------|-----------|-----------|
| We fully participate in all activities spelt out By management | 02 (5.5) | 33 (91.7) |
| Decision making is done at top management level | 30 (83.3) | 03 (8.3) |
| Our participation influences organizational performance | 26 (72.2) | 04 (11.1) |

Table 1: Employee Participation on Employee Turnover

From the table it is evident that, employees do not participate fully in all activities spelt out by management as 33 respondents representing 91.7% declined their lack of involvement in organizational activities as opposed to 2 respondents representing 5.5% who accepted.

On decision making, only top management employees were involved as 3 respondents agreed that were involved representing 8.3% against 30 respondents representing 83.3% who disagreed. Hence, communication was top-down.

On the influence of participation on organizational performance, 26 respondents, 72.2% agreed to this fact while 4 respondents 11.1% disagreed. Thus, participation is crucial for employee performance, which in turn translates to overall organizational performance.

These findings were in harmony with Walker, (2007) as cited by Ramzan, (2013) who argued that when everyone in an organization participates in the decision-making process, organizational communication is much more effective and everyone produces more efficient results. In addition, Greenfield (2004) as cited by Horsford (2013) noted that within organizations who value an employee's participation, consider listening to what employees have to say as important as setting goals. Listening is always the first step.

Employees want to know that not only are they listened to, but also that their ideas are acted upon where feasible and their participation becomes a staple of the organization's culture. Research indicates that employees with a high level of commitment "perform 20% better and are 87% less likely to leave the organization" (McGungale, 2011).

Other studies indicated that High performance organizations promote employee participation in decision making because the managers understand that employees have the right to participate in a decision that will affect them directly," (McMillan, 2004, p. 256). Employees who are contributing to decisions making and motivated to so create an environment that promotes employee satisfaction and raises performance (Robbins, 1999). Once such a culture is prevalent in the workplace, then it increases the possibility of reducing deviant behavior and turnover in the organization.

| | Yes | No |
|----------------------------------------------------------------|-----|----|
| We fully participate in all activities spelt out By management | 02 | 33 |
| Decision making is done at top management level | 30 | 03 |
| Our participation influences organizational performance | 26 | 04 |

Table 2: Correlation Table between Employee Participation and Employee Participation

The data was subjected to a statistical test (a correlational analysis) to determine the degree and nature of association between employee participation and employee turnover. The correlation coefficient was -0.995 at $\alpha=0.05$ significance level. There was a perfect negative correlation between employee participation and employee turnover. This implied that when employees participate in organizational programmes, there is low employee turnover and vice versa.

This was in agreement to Meyer & Herscovitch, (2001) who established that organization, that allow employee input into decisions, share information, and treat employees with respect, strengthen shared perceptions of congruence between employee and organizational values, increase employees' identification with the firm, and enhance feelings of relatedness, autonomy, and commitment.

4.4. Job Satisfaction on Employee Turnover

The respondents were required to give their opinions regarding job satisfaction on employee turnover and the results were coded into three groups of Yes, Undecided and No whereby those who were undecided were discarded and tabled in 2

| Aspect | Yes (%) | No (%) |
|------------------------------------------------------------|-----------|-----------|
| Our satisfaction increases our productivity | 33 (91.7) | 01 (02.7) |
| Tasks allocated to us give us satisfaction | 25 (69.4) | 08 (22.2) |
| The working environment is conducive | 18 (50) | 12 (33.3) |
| Less supervision gives us satisfaction | 36 (100) | 00 (00) |
| Management's attitude towards employees gives satisfaction | 30 (83.3) | 04 (11.1) |

Table 3: Job satisfaction on Employee Turnover

From the table, it can be seen that all 36 employees sampled representing 100% agreed that less supervision gave them satisfaction in their work. This was attributed to the fact that, when employees are left to work freely, they get an opportunity to be creative and innovative, which not only increases their satisfaction but also their productivity. Also to note was the fact that 18 respondents agreed that their working environment was conducive while 12 were opposed implying that the other 6 were undecided. This implied that the working environment was not a major determinant of turnover.

Other aspects studied, the respondents generally agreed that satisfaction increases productivity, this was when 33 (91.7%) respondents agreed to this fact against 1 (2.7%) respondent who disagreed. Worthy to note is that 2 (5.6%) respondents were undecided. This simply suggests that employees who are satisfied with their jobs are likely to remain with the organization longer than those who are dissatisfied with their jobs.

These findings were in agreement to Al-Hussami (2008) who affirmed that if employees are more satisfied with their job, it will enhance their ability of creativity and productivity. This will in turn impart on their intention to remain in the organization. It also implies that employee retention can be achieved and turnover minimized if management is able to identify and apply appropriate variables that will create job satisfaction amongst employees.

Velnampy (2008), also argues that job satisfaction have positive impact on the performance of the employees as it increase job participation and the higher performance also makes people sense more satisfied and loyal to the organization.

In addition to this, Samuel, (2012), employee job satisfaction has influence on employee turnover in organizations. This implication of this is that the extent to which an organization is able to retain its employees depend on the level of job satisfaction that are made available to these workers. Job satisfaction is known to have positive impact on employee turnover intentions.

Ologunde (2005) found that satisfaction with the nature of work is negatively related to turnover intention in her sample of University Teachers in South-western Nigeria. Koh and Goh (1995) also found that satisfaction with the nature of work was negatively associated with turnover intention in their sample of clerical employees in the banking industry in Singapore.

On tasks allocated and management attitude, 25 (69.4%) and 30 (83.3%) respondents agreed while 8 (22.2%) and 4(11.1%) disagreed respectively. This was due to the fact that, the management does not offer opportunity for employees to progress professionally through in-service trainings.

| | Yes | No |
|------------------------------------------------------------|-----|----|
| Our satisfaction increases our productivity | 33 | 01 |
| Tasks allocated to us give us satisfaction | 25 | 08 |
| The working environment is conducive | 18 | 12 |
| Less supervision gives us satisfaction | 36 | 00 |
| Management's attitude towards employees gives satisfaction | 30 | 04 |

Table 4: Correlation Table on Job satisfaction on Employee Turnover

The collected data was subjected to a correlational analysis to determine the degree and nature of association between job satisfaction and employee turnover. The correlation coefficient was -0.994 at $\alpha=0.05$ significance level. There was a higher negative correlation between job satisfaction and employee turnover. This implied that when employees are satisfied, there is low employee turnover and vice versa. Hence, the findings were in concurrence to earlier studies.

4.5. Employee Motivation on Employee Turnover

The respondents were required to give their extent of agreement regarding employee motivation on employee turnover and the results were coded into three groups of Yes, Undecided and No whereby those who were undecided were discarded and tabled in 3

| Aspect | Yes (%) | No (%) |
|-------------------------------------------------------|-----------|-----------|
| Employees are given a motivation in this organization | 10 (27.7) | 18 (50) |
| Employees are given leaves as a motivation | 28 (77.7) | 03 (8.3) |
| Recognition and reward programs are used | 15 (41.6) | 10 (27.7) |
| Employees are given good pay | 02 (5.5) | 13 (36.1) |

Table 5: Employee Motivation on Employee Turnover

The study established that employees were given weekly and monthly leaves as a motivation. This was witnessed when 28 respondents representing 77.7% answered to the questionnaire that employees were given leaves as a motivation, which was seen as a way of breaking boredom against 3 representing 8.3% who disagreed who viewed the leaves as a sign of inadequate tasks.

It is worthy to note that employees were not satisfied with pay. This was when 2 respondents representing 5.5% agreed that the pay was good against 13 representing 36.1% attested to this fact.

On whether motivation is given to employees in the organization, 10 respondents representing 27.7% agreed while 18 respondents representing 50% disagreed. The study established that the motivational aspect was only enjoyed by top level and middle level

workers of the organization who form the minority which was similar to recognition and reward programs whereby 15 respondents representing 41.6% agreed whereas 10 representing 27.7% disagreed that recognition and reward programs were used.

| | Yes | No |
|-------------------------------------------------------|-----|----|
| Employees are given a motivation in this organization | 10 | 18 |
| Employees are given leaves as a motivation | 28 | 03 |
| Recognition and reward programs are used | 15 | 10 |
| Employees are given good pay | 02 | 13 |

Table 6: Correlation between Employee Motivation on Employee Turnover

The collected data was subjected to a correlational analysis to determine the degree and nature of association between motivation and employee turnover. The correlation coefficient was -0.804 at $\alpha=0.05$ significance level. There was a higher negative correlation between employee motivation and employee turnover. This implied that when employees are motivated, there is low employee turnover and vice versa.

These findings concurred with Galunic and Anderson (2000), who suggested that organizational investments in employees' skills increase commitment, thus reducing turnover, while simultaneously increasing skill levels, thus increasing turnover propensity. This is pertinent because according to Czkan (2005), the motivational strategies used to attain retention in the past are or may no longer be appropriate to motivate critically talented and mobile employees to remain, thereby increasing the rate of turnover.

In addition, the findings were in agreement to a number of researches that had been carried out. For instance, Boxall and Steeneveld (2009) argue that there is no need to prove the relationship between firm critical influence on performance and labour management as it is self evident that the quality of human resource management is a critical influence on the performance of the firm. Concern for strategic integration, commitment flexibility and quality, has called for attention for employees motivation and retention. Given this perception, the principal in an organization feels unable to predict an agent's behaviour in any given situation and so brings into play various measures to do with incentives in other to tie employee's needs to those of their organization.

Antomioni (1999), "the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organization prevents them from attaining good outcomes.

A study carried out by Burney et al, (1991), revealed that the level of performance of employees relies not only on their actual skills but also on the level of motivation each person exhibits. Linz (1990) revealed that several studies have found that there are positive relationship between intrinsic motivation and job performance as well as intrinsic motivation and job satisfaction. This is significant to institutions in today's highly competitive business environment in that intrinsically motivated employees will perform better and, therefore, be more productive, and also because satisfied employees will remain loyal to their institution and feel no pressure or need to move to a different institution.

Robison, (2010), also observed that motivated employees feel less stress, enjoy their work, and as a result have better physical and mental health Furthermore; motivated employees are more committed to their institutions and show less insubordination and grievance. They are also more creative, innovative, and responsive to customers, thus indirectly contributing to the long-term success of the institution (MAN forum, 2009). In short, motivated employees are the greatest asset of any institution. Thus, motivation is important in reducing employee turnover in organizations.

5. Summary, Conclusion and Recommendations

5.1. Summary of Findings

Summary of the study was done along major variables of the study; employee participation, job satisfaction and employee motivation.

5.2. Employee Participation

Employee participation was found to be a crucial aspect in reducing employee turnover. This is because when employees are involved in decision making process and other organizational activities, they own the process and feel recognized which in turn motivates them, hence increasing their productivity that translates to overall organizational performance. On the nature and degree of association between employee participation and employee turnover, there was a correlation coefficient of -0.995 at $\alpha=0.05$ significance level suggesting that if the organization adopts employee participation, the employee turnover will consequently be reduced.

5.3. Job Satisfaction

Job satisfaction was another factor that was studied. The study established that employees were satisfied when less supervised as it allows them to be creative and innovative. This was evident as all the 36 respondents representing 100% agreed to this fact. The correlation coefficient was -0.994 at $\alpha=0.05$ significance level. There was a higher negative correlation between job satisfaction and employee turnover. This implied that when employees are satisfied, there is low employee turnover and vice versa.

5.4. Employee Motivation

The study established that employees were given weekly and monthly leaves as a motivation. This was witnessed when 28 respondents representing 77.7% answered to the questionnaire that employees were given leaves as a motivation which was seen as a way of breaking boredom against 3 representing 8.3% who disagreed who viewed the leaves as a sign of inadequate tasks.

The correlation coefficient was -0.804 at $\alpha=0.05$ significance level. There was a higher negative correlation between employee motivation and employee turnover.

This implied that when employees are motivated, there is low employee turnover and vice versa. This was true as Moeed, 2013) argues that a person with a high level of job satisfaction holds positive attitude towards the job, while an unsatisfied employee holds negative attitude about work. As satisfaction of the employee is the key step to sustain the employee and keep him/her loyal to the organization.

5.5. Conclusion

The study revealed a negative correlation between the variables which was strong which implied a strong association between the variables. Hence, the management should endeavor to reduce employee turnover by ensuring that employees participate highly in organizational activities, are satisfied by their jobs and are motivated to work through reward and recognition programs.

It was also established that top level management were the ones enjoying huge benefits in the organization like rewards, delegation of duties and sponsorship to seminars and workshops. On the other hand, little attention was given to lower level employees. Since employees are the backbone of any business success and therefore, they need to be motivated and maintained in organization at all cost to aid the organization to be globally competitive in terms of providing quality products and services to the society.

The study further established that employees lacked pre-requisite skills necessary for their productivity which in turn affects the organization's productivity. This was due to the fact that the organization had adopted new technology in the production process. Therefore, management should understand that employees in their organizations are to be treated as the most liquid assets of the organization which would make it to withstand the waves of globalization. People seek security and the underlying needs are fundamental to people's existence. After these needs are satisfied, people will focus more on job performance.

People also see social systems, so the sociability aspect of effective organizations cannot be neglected. Personal growth is also important to people, as self-actualization and the need for achievement and growth are vet powerful needs that influence the development of effective organizations. Management should evaluate employee suggestion scheme and use the feedback from the workforce to improve the organizational environment and fulfill their needs and skills. Thus, focusing on employees at every level of the workforce and analyzing each department of the organization will provide detailed accurate information regarding the needs of employees.

A motivated and qualified workforce is essential for any company that wants to increase productivity and customer satisfaction. In this context, motivation means the willingness of an individual to do efforts and take action towards organizational goals. The challenge for any manager is to find the means to create and sustain employee motivation. On one hand, managers should focus on reducing job dissatisfaction, while on the other hand should use motivating factors such as achievement, recognition, responsibility and the work itself.

Employee participation not only enhances efficiency, growth and innovation but also increases employee motivation and trust in the organization. If employees feel appreciated for their work and are involved in decision-making, their enhanced enthusiasm and motivation will lead to better productivity and loyalty.

5.6. Recommendations

The study made the following recommendations: Firstly, the organization should strategize to ensure that employee turnover was reduced to lower levels by factoring the studied factors into the management process. Secondly, the management should share the benefits with all employees in the organization and training of employees is crucial to update them on new technological skills. Finally, the study recommends that these findings can be replicated in other production sectors.

5.7. Areas for Further Study

The study adopted correlational analysis to determine the relationship between independent variables and dependent variable which did not examine the extent to which these independent variables influence employee turnover. A study is necessary to establish the extent through multi-regression analysis.

The study looked at only three factors and their influence on employee turnover. But, there are other factors influencing employee turnover. Hence, the study recommends a study on how organizational structure and culture influences employee turnover in organizations.

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