

# INFLUENCE OF MOTIVATIONAL STRATEGIES ON LABOUR TURNOVER IN MULTIPURPOSE TRAINING INSTITUTES IN KENYA

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**Abstract:** The purpose of this research was to establish the influence of motivational strategies on labour turnover in the multipurpose development training institutes in Kenya. The target population was 277 academic staff and 193 non-academic staff in the multipurpose development training institutes in Kenya. The total respondents were therefore 470 respondents. Therefore the sample size was 212 academic and non-academic staff in the multipurpose development training institutes in Kenya. The study used stratified random sampling to select the 124 academic staff and 88 nonacademic staff in the multipurpose development training institutes in Kenya. This method helped to eliminate bias. Data was collected using semi-structured questionnaires and drop and pick method. Quantitative data was analyzed using Statistical software (SPSS) by running frequencies, cross-tabulations correlation to generate various relationships, frequencies and comparisons. Qualitative data was transcribed and summarized to backup quantitative data. Data was analyzed using descriptive methods. Data was presented in form of figures, tables and charts. The findings showed that motivational strategies had a positive and significant effect on labour turnover with leadership style and career advancement having a more significant influence. The study further concluded that Leaders use motivational strategies to draw people towards achieving goals and to maximize the results in the organization. The study recommended that multipurpose development training institutes should enact policies like pay rise periodically to motivate employees in the multipurpose training institutions to retain them for longer duration.

**Keywords:** Motivational strategies, Labour turnover and multipurpose training institutions.

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## 1. INTRODUCTION

Labour turnover can be termed as a possible source of competitive advantage to an organization (Ongori, 2011). One of the prime aims of any organization is employee retention after attracting and engaging them (Armstrong, 2006). For employees to choose to whether to leave or stay in a firm, such a decision is influenced by given factors among them motivational strategies. A workable perspective towards retention can aid a firm compete effectively for human resources that are. Minimized turnover of employees helps a firm to attract competent and qualified people, and encourages loyalty from employee.

A Multipurpose Research and Training Center refers to a country's resource and is devoted to operating in league with the KICD in spearheading the objectives of the KICD, through a coordinated approach that is multidisciplinary incorporating both clinical and basic research, continuing education for health care professionals' research training, and relaying information to the public. Multipurpose training institutions in Kenya aim at a projected 4.2 million unschooled adults besides another 2.2 million from the school youth (Population and Housing Census, 2009). Facilitators are trained in the institutions and posted to different counties where adult Basic education is taught. These institutes have over the years been acknowledged as an important element in the country's process of development. The aim is to raise the standards of education among the masses particularly those who had missed the opportunity to go through the normal school situation. They emphasize that older people cannot be written off based on education and further asserted that the society should

contain within itself at all times the means to educate the older generations in line with the changing requirements and values of the society.

## 2. STATEMENT OF THE PROBLEM

Armstrong (2012) outlines turnover of employees as the rate at which people leave an organization, he further holds that turnover is usually costly and disruptive to the organization. A huge number of staff leaving an organization at any given period is detrimental to both the employees and the employer in terms of performance and efficiency. In addition, employee turnover basically results in direct costs such as hiring and training of fresh employees (Amah, 2010) besides indirect costs which include poor results owing to the disturbance of existing routines (Chang & Lu, 2007) as a consequence of departure by crucial employees or depravity of the embedded social capital in workers and their togetherness in the organization. For instance, high loss of employees can make first time employees fresh from college to reduce, give rise to use of casual labour on temporary terms, affect negatively on output and sustainability, and hinders career progression (Mossholder, Settoon & Henagan, 2015).

In Kenya, not only is there a shortage of qualified lecturers in the training institutions, but also lecturers are exiting their teaching occupation and switching to non-teaching engagements. This loss of seasoned trainers from the career hampers Kenya's economic development, especially in the technological, scientific and professional areas. According to Armstrong (2009) employees who are trained in Multi Purposes Training institutes are of great significance owing to their integral role in firms and the knowhow acquired. Therefore, they are a significant investment in human capital (Armstrong, 2009). Hence, if they leave their job, the institutions are likely to loss not only in trainings invested, but also the experience and skills already gained by the employee. This may lower morale on the remaining staff due to overwork. This can contribute to chain reaction turnover. In these institutions the long-tenured employees develop personal relations with the adult learners. Leaving the institutions may therefore have negative consequences on the learners. Employee turnover is therefore essential in the survival of multipurpose adult learning institutions in Kenya. The current study seeks to analyze the influence of motivational strategies on labour turn over in multipurpose training institutions in Kenya.

## 3. OBJECTIVE OF THE STUDY

The general aim of the research was to evaluate the influence of motivational strategies on labour turn over in Kenya's multipurpose training institutions.

### Research Hypotheses

H<sub>1</sub>: There is a significant positive influence of motivational strategies on Labour turnover in multipurpose development training institutes in Kenya.

## 4. LITERATURE REVIEW

The effort that employees put in order to provide a service to the organization is usually rewarded. Recognition and rewards are important factors for attracting and retaining competent employees in the organization. Studies have highlighted there to be a link between rewards and retention (Chew & Girardi, 2008). According to Som (2008) the role of HR is generally seen in ensuring that firms are able to attract, retain, motivate and develop human resources according to current and future requirements this was confirmed by Katua, Mukulu and Gachunga (2014) who found that rewards and recognition strategies play a critical role in changing the effectiveness of bank staff hence greatly influencing the performance of Kenya's financial institutions. In addition the trio proposed that workforce managers should focus on systems of compensation that inspire employees to become better performance and creative.

Financial rewards, together with some level of work challenge, seem to influence an employee's intention to remain in the workforce for a long time (Proper, Deeg & van der Beek, 2009). A relationship that is positive and analytically significant was evidenced in the governing of rewards and incentive insinuating that if rewards being granted to staff members were to be changed, then there would be a relational difference in contentment and work inspiration while the periodic pay rise, bonuses, allowances, fringe benefits and other compensations on constant basis keeps their passion boosted and makes them more contented (Danish & Usman, 2010).

Jilani and Juma (2015) conducted a study on contingent rewards as a strategy for influencing employee engagement in manufacturing companies: case study of Williamson Tea Kenya Limited. According to this study employees that are passionate to their roles and loyal to their employer give companies an edge especially in form of increased productivity and increased employee turnover. The study was conducted at Williamson Tea Kenya Limited (WTKL) in Kericho County and the guiding objectives included, examining how the composition of contingent rewards influence employee engagement, evaluating how implementation of contingent rewards influence employee engagement and establishing the perspectives of contingent rewards and how they influence employee engagement. The study adopted a descriptive approach to research. According to the findings, it was noted that all variables had a strong relationship with the independent variable Employee engagement; however, implementation of the rewards had a stronger relationship with employee engagement variable.

Bartlomiejczuk (2015) conducted a study on how do recognition programs impact employee engagement and how have companies with a large global footprint structured such programs to drive results. According to the study as the war for talent continues to escalate, employee recognition has become a critical component of companies' total rewards and staffing strategies. Employee engagement is now the largest concern of many companies' HR departments and it is widely suspected that recognition has an important role to play in fostering engagement. While recognition is not new, it is finally becoming more strategic as programs align recognition with business objectives and desired behaviors. The study found that recognition programs are becoming powerful avenues for exerting positive change in the workplace.

## 5. RESEARCH METHODOLOGY

This study was guided by the positivist paradigm. The study used cross-sectional survey research design. The total respondents were therefore 470 respondents. Therefore the sample size was 212 academic and non-academic staff in the multipurpose development training institutes in Kenya. The study used stratified random sampling to select the 124 academic staff and 88 nonacademic staff in the multipurpose development training institutes in Kenya. This method helped to eliminate bias. Data was collected using semi-structured questionnaires and drop and pick method. Quantitative data was analyzed using Statistical software (SPSS) by running frequencies, cross-tabulations correlation to generate various relationships, frequencies and comparisons. Qualitative data was transcribed and summarized to backup quantitative data. Data was analyzed using descriptive methods. Data was presented in form of figures, tables and charts. All the statistical tests were conducted at 95 percent confidence level. P-value was used to ascertain the significance of each construct in the regression model. The variables were taken to be statistically significant if the p-value  $\leq 0.05$ .

## 6. RESEARCH FINDINGS AND DISCUSSIONS

The study was a descriptive cross-sectional survey of multipurpose development training institutes in Kenya. The sample size for the study was 124 teaching staff and 88 non-teaching staff totaling to 212 respondents. The questionnaire was administered by trained research assistants to the respective institutes. Out of 212 distributed questionnaires 199 responded by filling and returning the questionnaires. This represented a response rate of 93.87% which was therefore considered adequate for analysis. This study adopted a cut off Cronbach value of 0.7 which is considered a strong measure of reliability consistency. This was confirmation of reliability of the data used to draw conclusions from theoretical concepts.

### Test of Hypotheses

Hypothesis was formed on the basis of the research objective; it was tested using simple regression analysis. The hypotheses was tested at 95 percent confidence level ( $\alpha=0.05$ ), hence decision points to reject or fail to reject a hypothesis were based on the p-values. Where  $p < 0.05$ , the study failed to reject the hypotheses, and where  $p > 0.05$ , the study rejected the hypotheses.

Interpretations of results and subsequent discussions also considered correlations (R), coefficients of determinations ( $R^2$ ), F-Statistic values (F) and beta values ( $\beta$ ).  $R^2$  indicated the change in dependent variable explained by change in the independent variables combined. Further, the higher the F-Statistic, the more significant the model. The negative or positive effect of the independent variable on the dependent (either negative or positive) was explained by checking the beta ( $\beta$ ) sign. The R-value shows the strength of the relationship between the variables, t-values represent the significance of individual variables. The findings are presented along study objectives and corresponding hypotheses.

The hypothesis formulated was that; H<sub>1</sub>: There is a significant positive influence of motivational strategies on Labour turnover in multipurpose development training institutes in Kenya. This was tested through the simple linear regression analysis. The results are presented in Table 1,2 and 3.

**Table 1: Model Summary**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.596a	0.355	0.352	0.8724

The results in the model summary show that R=.596 suggesting that there exists a moderate relationship between motivational strategies and labor turnover. Coefficient of determination R<sup>2</sup>=.355 implies that motivational strategies influence labor turnover by 35.5%. These findings were in agreement with that of Katua, Mukulu and Gachunga (2014) who found that rewards and recognition strategies play a critical role in labour turnover.

**Table 2: ANOVA**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	82.579	1	82.579	108.501	.000b
Residual	149.934	197	0.761		
Total	232.513	198			

The results in Table 2 revealed that the overall model of motivational strategies was significant with labour turnover. The F value is 108.501 and p=0.000<0.05 depicting a significant model. These findings concur with that of Jilani and Juma (2015) who argued that contingent rewards influence employee engagement in manufacturing companies.

**Table 3: Regression of Coefficient**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.408	0.234		6.021	0
Motivational strategies	0.71	0.068	0.596	10.416	0.000

$$Y = 1.408 + 0.710 X_3$$

Where

Y is Labor Turnover

X<sub>3</sub> Motivational strategies

Results of the coefficients shows that a unit increases in motivational strategies will cause 71% increase in labor turnover. This implies motivational strategies are a good predictor of labor turnover and hence the hypothesis that there is a significant relationship between motivational strategies and Labor turnover in multipurpose training institutes in Kenya was accepted. These findings agreed with that of Katua, Mukulu and Gachunga (2014) who found that rewards and recognition strategies play a critical role in labour turnover.

## 7. CONCLUSION AND RECOMMENDATION

The study established that Employees were attracted by merit based pay (Percentage increase in salary based on good performance permanently added on to the salary) and that Bonus pay was satisfactory and commensurate to their effort. Additionally, it noted that all employees are treated fairly and equally on bonus as well as Promotions was done according to performance in their organizations. Cash bonuses has always been the most preferred incentive, hence offering cash bonus exclusively seem to impact much on employees attitude in that those who get the reward are more satisfied than those who do not therefore contributes to lower labour turnover. The study therefore recommends that if it motivational strategies are done without bias but on merit based, employees will be motivated to equally fight for it since the reward they received from their organizations commensurate to their efforts and also that their institutions should offer incentives for outstanding performance.

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