

INFLUENCE OF CAREER ADVANCEMENT OPPORTUNITIES' 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 career advancement opportunities 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 study further concluded that career advancement opportunities influence labour turnover in the multipurpose training institutions. The study recommended that multipurpose development should use career advancement opportunities like study leaves and other methods like seminars to develop their competencies and skills to retain them for longer duration.

Keywords: Career advancement opportunities, Labour turnover and multipurpose training institutions.

1. INTRODUCTION

Retaining employees for a lengthy time period aids in attracting and retaining the best kind of staff to meet firm's arising needs in organizations (Chang, 2016). 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 sought to analyze the influence of career advancement opportunities 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 career advancement opportunities on labour turn over in Kenya's multipurpose training institutions.

Research Hypotheses

H₁: There is a significant positive influence of career advancement oppportunities on Labour turnover in multipurpose development training institutes in Kenya.

4. LITERATURE REVIEW

Employees' career advancement can be explained as a predetermined endeavor for the accomplishment of requirement of organization workforce - individual career needs balance (Amar, 2014). The increasing awareness showcases that employees can give an upper hand to the organization's marketability. It is nowadays hard for workforce Managers to isolate the developmental strategies in a firm which result in employee loyalty to the firm's vision and values to inspire staff and help the organization to obtain and uphold the competitive advantage (Amah, 2010).

As depicted by findings, firms that endeavor to strengthen their bond with the staff must invest in employee development (Hsu, Jiang, Klein & Tang, 2013). They should avail opportunities of promotion within the company and create training avenues and skill development to add value to their workers (Amar, 2014). Career development is equally important to the firm and its staff (Clarke, 2011). Career development provides mutual advantages because it gives imperious outcomes to both the employer and their staff (Clarke, 2011). To achieve and uphold a competitive edge firm's need gifted and competent staff that as well need career development to inculcate competence (Burke & Ng, 2016).

The 21st century occupational parameters have redefined advancement and career openings. Development is now perceived as acquiring fresh skills and capitalizing on diverse methods of learning that aid employees and the firms alike. Employees benefit by obtaining more contentment about their results achievement capability besides taking responsibility for their profession; the employer benefits by having workers of superior skills hence better results. Access to workforce in terms of capability development platforms and career transfer is the 'key attractor' to companies. If an organization does not recognize the individual's need and desire to grow, then 'development' becomes a primary reason for people leaving occupation (Griffin, 2006).

Development chances provided by firms' reduced turnover endeavors. A firm that intends to strengthen its bond with its staff must invest in the betterment of these staff (Silbert, 2015). By granting career improvement opportunities, firms can assist staff increase their employability entire Labour market (Steel, Griffeth, & Hom, 2012) and raise their own personal competitive edge. Many workers seek for employers who guarantee training and ability development activities that facilitate career improvement. When they receive such opportunities, employees are likely to commit to the organization.

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 ≤ 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

The hypothesis formulated was that; H_1 : There is a significant positive influence of career advancement opportunities 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.

The results in the model summary suggests that there exists a moderate relationship between Career Advancement and labour turnover ($R=.479$). Coefficient of determination $R^2=.23$ implies that Career Advancement influence Labour Turnover by 23.1%. These findings agreed with that of Steel, Griffeth and Hom (2012) who argued that many workers seek for employers who guarantee training and ability development activities that facilitate career improvement. When they receive such opportunities, employees are likely to commit to the organization.

Table 1: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.479a	0.23	0.226	0.95351

Results in Table 4.26 revealed that the overall model of career advancement is significant to labor turnover ($F=49.558$, $p=0.000$). The results shows that the overall model is significant ($F=58.736$, $p<0.05$). These findings agreed with that of Steel, Griffeth and Hom (2012) who argued that many workers seek for employers who guarantee training and ability development activities that facilitate career improvement. When they receive such opportunities, employees are likely to commit to the organization.

Table 2: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	53.402	1	53.402	58.736	.000b
Residual	179.111	197	0.909		
Total	232.513	198			

In addition, the coefficient also shows that career advancement opportunities contributes significantly on reducing labour turnover ($\beta=0.667$, $t=7.664$, $p<0.05$). This implies that career advancement significantly influence labour turnover and therefore the hypothesis that there is a significant relationship between career advancement opportunities and Labour turnover in multipurpose training institutes in Kenya was supported. These findings agreed with that of Clarke (2011) who argued that career development provides mutual advantages because it gives imperious outcomes to both the employer and their staff.

Table 3: Regression of Coefficient

	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	1.532	0.298		5.134	0
Career Advancement	0.667	0.087	0.479	7.664	0.000

$$Y = 1.532 + 0.667 X_4$$

Where

Y is Labour Turnover

X_4 is Career advancement opportunities

7. CONCLUSION AND RECOMMENDATION

The objective of the study was to establish the career advancement opportunities' influence on labour turnover in Kenya's multipurpose training institutes. From the findings, the study established that for most of the surveyed multipurpose training institutes in Kenya, Scholarship and sponsorship were made available for all staff. The study further noted that Individual and Organization and growth needs were matched in these Organizations and that there existed a coaching and mentorship programmes for all employees. Many workers seek for employers who guarantee training and ability development activities that facilitate career improvement. When they receive such opportunities, employees are likely to commit to the organization. Additionally, an employee who is given opportunities of learning is more able to perform in their job hence retention.

The study recommends that institutions should encourage employees, to continuously gain new job-related skills. Additionally, they should offer more than one potential position for promotion with clear promotion criteria. And also encourage career progression/path of employees. Based on these findings, the study further recommends that there should be a great relationship between career advancement opportunities and labour turnover.

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