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THE INFLUENCE OF STAFF TURNOVER IN NON GOVERNMENTAL ORGANIZATIONS IN MOMBASA COUNTY; KENYA

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Abstract

The main purpose of the study was to establish the effects of human resource policies on employees' job satisfaction in local non-governmental organizations with particular reference to Article 19. The general objective of the study was to examine employees' job satisfaction in a local Non-Governmental Organization in Mombasa county Kenya, Article 19 Kenya as an illustrative case. In specific terms, how do reward policy, training and development, promotion policy and occupational health and safety policy affect employees' job satisfaction? The study used descriptive design in collecting data from the respondents because it ensures complete description of the situation, making sure that there is minimum bias in the collection and interpretation of data. The target population was drawn from Article 19 consisting of senior management staff, Human resource officers and the general staff. The study undertook a census survey of the entire target population. The primary data for the study was collected using the questionnaires and interview guides. The study established that human resource policies influence employees' job satisfaction as evidenced by the majority of the respondents who were in agreement that human resource policies influence employee job satisfaction. The study findings established that employees' satisfaction can be measured by their commitment to organization objectives, their performance/productivity, their absenteeism and turnover. Key recommendations of the study were for employers to know the value employees place in their reward system and to formulate strategies that address equitable and adequate reward for their employees. Managers ought to design attractive reward policies and strategies which are clearly understood by employees and embedded in the organization's culture so as to ensure productive employees remain. There is need to offer fair and adequate promotional opportunities to

employee so as to maximize employee job satisfaction and efficiency in work performance. In managing health and safety tasks, there is need for managers to add variety to an employee's existing tasks and their skills in health and safety management hence enabling them to participate in decision making.

Key words: Human resource, staff, performance/productivity, training and development, promotion policy, health and safety management

Introduction

Non-Governmental Organizations (NGOs) are charitable and as established as for the promotion of social welfare, and development in health, relief, agricultural, education, industry and supply of amenities and services (Republic of Kenya 1992). Other terms commonly used in place of NGO include non-profit making, voluntary, charity and civil society. NGOs have become active in a wide range of roles including emergency response, democracy building, conflict resolution, human rights work, cultural preservation, environmental activism, policy analysis, and research and information provision. UNESCO (2013) recognizes NGOs as the principal providers of services in places where the government is either unable or unwilling to fulfill its traditional role.

Willets (2006) argue that NGOs had existed previously though in different forms such as community organizations, cooperative societies and trade associations. In the 1970's and 1980's the UN gave NGOs a momentum by recognizing that they did significantly shape the global agenda (UN-NGLS, 2009). The participation of NGOs in the UN-organized world conventions, in particular, marked a turning point. There then evolved a much larger scale of the NGO presence across the UN system, the more diverse institutional character of the organizations involved, now including national, regional and international NGOs, networks, coalitions and alliances, and the greater diversity of the issues that NGOs seek to address at the UN, according to UN-NGLS (2009).

It is not possible to get the exact number of NGOs in the world considering that what defines an NGO may vary from one expert to another. Some cluster all NGOs with community based Organizations, and Civil Society groups. Additionally, quite a huge number of them are still unregistered (Lewis and Kanji, 2009). The worldwide NGO directory has in its list of international NGOs registered with them thus; North America at 22999, *Western Europe* 3758, *northern Europe* at 4655, *East Africa* at 1143, *North and Central Africa* at about 600. However, *other equally reliable sources put the total number of NGOs including the unregistered to hundreds of millions.* In the US alone, there are over 1.5 million NGOs according to the Human Rights, (2012).

In the African continent, NGOs trace their origin to the pre-colonial era. Forms of civil society organizations in pre-colonial Africa ranged from welfare associations, agricultural work parties, to credit associations (Hopkins 1973). In the post-colonial era NGOs continued to play a vital role in Africa's development. In as much as they were expected to play a time limited role of solving some community problem and then relocate or die off, NGOs have grown tremendously

in Africa (Tandon, 1996). Malunga (2009) argues that NGOs are more advantageous vis-à-vis the government as far as playing these roles.

Kenya has experienced a general increase in the economic importance of NGOs as providers of health, educational, social, and environmental services. The NGO sector grew from about 400 NGOs in 1990 to over 4200 NGOs in 2007, a growth rate of 223 new NGOs every year (Brass, 2000). NGOs also accounted for Ksh 24 billion in expenditures as of 2000. The NGO sector with about 8500 NGOs according to Maracci (2013) employs almost half (43%) as many people as the entire public sector (Jillo, 2009). By same extension, Mombasa County with about 564 NGOs should, on probabilities contribute significantly to Kenya's unemployment. NGOs are therefore, as far as employment creation is concerned, partners in supporting the governments job creation policies.

Staff Turnover in Non-Governmental Organizations

High levels of staff turnover in NGOs are a very common phenomenon in developing countries such that one researcher, Suzuki (1998) terms it a widespread problem in the developing countries. Half (50%) of the professional staff quit their jobs in 18 months in NGOs in Malawi (Malunga, 2009) with sixty percent (60 %) of the staff joining other NGOs as the rest went elsewhere. The average rate of stay in a job in the humanitarian organizations was 16 months according to a similar study in Ethiopian NGOs study by Tirfe (2007).

Loquercio, (2006) as cited by Tirfe, (2007), states that a high staff turnover has negative consequences. There are costs of recruiting new staff, costs of hiring and then training the new employees. There is always fear that quality services given by the new worker may not be as per the standards set by the previous experienced one. Trust between agency and beneficiary may reduce and worse still vital programs may delay or fail altogether due to lack of institutional memory. The loss of a talented and charismatic leader may have a spiral effect of depressing quite a number of other staff and may tempt them to quit.

Statement of the Problem

NGOs alleviate human suffering in times of hunger, wars, and natural calamities and so on by bringing urgently needed relief in form of basic necessities such as medicines, food and shelter. They considerably contribute to the growth of the GDP in a country. They empower the marginalized members of the community. NGOs provide employment opportunities to many people especially in the developing world (Mdindela, 2009; Tirfe, 2007).

An NGO naturally would need dependable and stable workforce for it to offer quality services. Studies by Mdindela, (2009), Debebe (2007) and another by Sajjad *et al.* (2013) among others revealed that salaries are a major cause for turnover. A study by Katamba (2011) and another by Mwangi and Muturi (2013) showed that career prospects had a significant bearing on staff intention to quit. Hwang & Chang (2009) studied and revealed that a relationship existed between management style and staff turnover. From their study, organizations that utilized participative management retained workers more.

In spite of the importance NGOs in the world, the challenge of staff turnover seems to affect them massively when delivering their core functions. Employee turnover therefore becomes an issue worth studying. The essence of the study is therefore to determine the factors influencing staff turnover in NGOs in Mombasa County since no such study in this area has been undertaken.

Purpose of the Study

The purpose of the study was to determine the factors influencing staff turnover in NGOs in Mombasa County.

Objectives of the Study

The study was guided by the following objectives;

1. To examine the extent to which remuneration packages in NGOs in Mombasa County influence staff turnover.
2. To determine the extent to which career progression of employees in NGOs in Mombasa County influence staff turnover
3. To establish the extent to which management styles employed by NGOs in Mombasa County influence staff turnover.

Research Hypothesis

The study sought will be guided by the following questions;

1. H₁: Remuneration packages significantly influence staff turnover in NGOs in Mombasa County
2. H₁: Career progression significantly influence staff turnover in NGOs in Mombasa County
3. H₁: Management styles significantly influence staff turnover in NGOs in Mombasa County

Significance of the Study

The results of this study will be useful to the management of NGOs as employers, the NGO Coordination board in Kenya, donors and government since they are responsible for staff policy formulation and implementation. Other stakeholders such as scholars in the field of project management, organisational behaviour and human resources management can also use the study.

Delimitations of the Study

Scoping serves the purpose of making the research work manageable from a researcher point of view (Mdindela, 2009). A few topics, cadres of employees and geographical zones were omitted for the sake of manageability – it does not mean that there is no need to research them.

The empirical components of the research covered 10% of the NGOs in Mombasa County. According to the NGO Coordination Board, the county has 564 registered NGOs. Mombasa County with an area of 229.7 km² has a population of 939,370 excluding 65 km² of water mass according to National census (2009). It borders County of Kilifito the North, Kwale County to the South West and the Indian Ocean to the East. The study focused on factors that influence staff turnover and this is a limitation on scope. The study specifically centered on voluntary resignation as opposed to dismissal and retirement which is considered as controllable staff turnover.

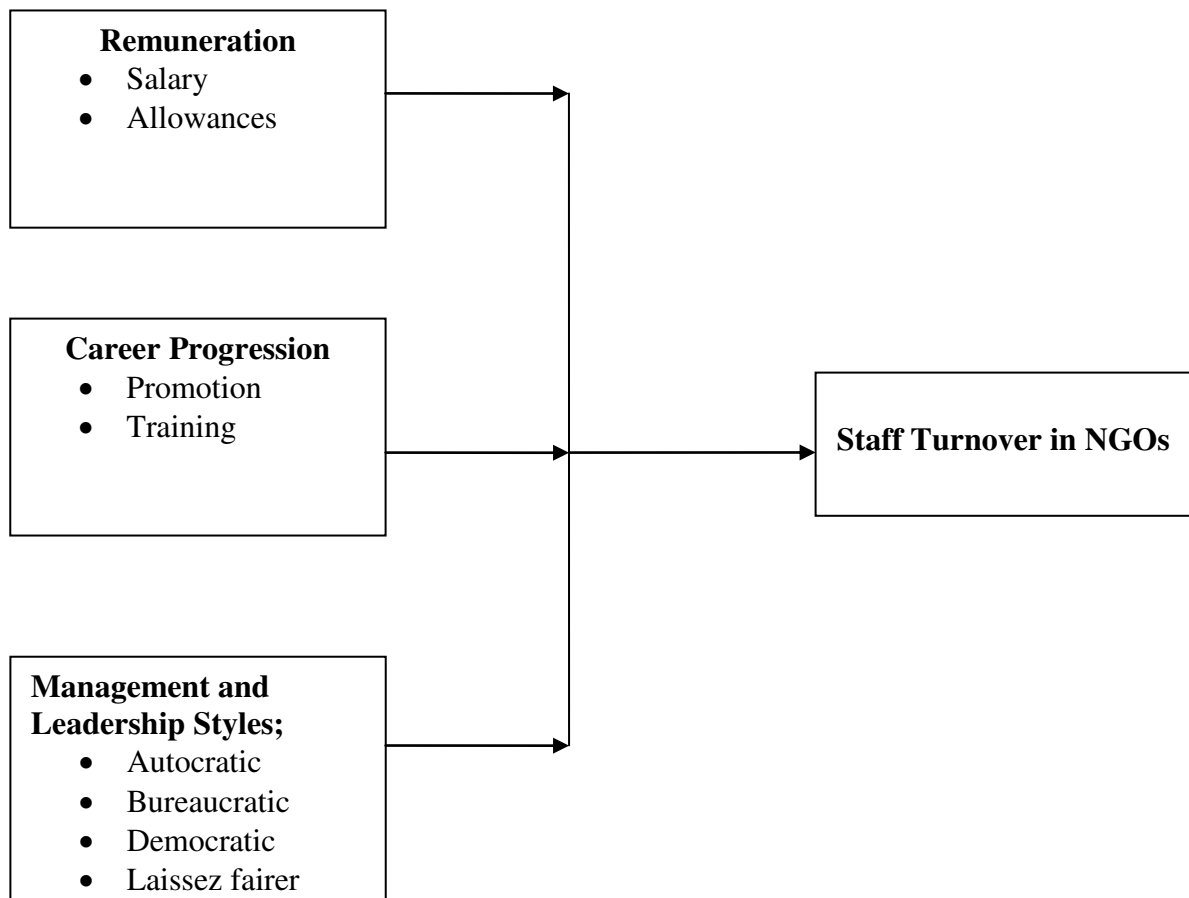
Literature Review

Although it is very difficult to come up with the exact number of operational NGOs in Kenya today (NGO Board, 2009) some quarters give a figure of about 8500 NGOs (Maracci, 2013). They are found in all sectors of the society; Plan International, World Vision and compassion International among other deal with the children issues, Oxfam, ActionAid, Care International and IFRC deal with alleviating human suffering in times of disasters, Amnesty International do pressurize governments on human rights issues. Marie Stopes and Catholic Relief services also help suffering communities in terms of emergency medical attention and related health issues.

Apart from these bodies, there are thousands of international and national organizations in the country providing almost similar services. This created a challenge on duplication of efforts among NGO. According to the NGO Coordination Board website, the board was created so as to undertake such issues of streamlining the registration and co-ordination of NGOs. It was formed after the government recognized the important role NGOs were playing in the overall development of the country. By then, it had become apparent to the government that, for better organization of NGO activities, a separate body, with full powers, to register and co-ordinate their activities was necessary. Before this, NGOs were being registered under different organs of the government making it difficult to effectively and efficiently co-ordinate their activities.

Conceptual Framework

A conceptual framework is typically shown as a diagram which illustrates causal linkages between the key components of a research program and the expected outcomes of interest. The key components of a research program are called independent variables. The dependent variable is considered receptive and is expected to be sufficiently flexible to adjust. Changes in these variables would predict the variations that would occur in the dependent one. The changes in the dependent variable therefore indicate the total influence arising from the total effect arising from the changes in the independent variables. Staff turnover therefore, variations depend on the variables; remuneration, career progression and leadership and management types. The conceptual framework incorporates these variables in a simple one-on-one relationships between the independent and dependent variables.

Independent variables**Dependent variable****Data Analysis, Presentation and Interpretation**

This describes the findings of the study. The findings are discussed in various sub-categories and have been presented by use of tables and graphs.

Descriptive Statistics

Table 1 presents descriptive statistics of mean and standard deviation. Looking at the means we can generally conclude that most of the factors except only three were strongly agreed to, the standard deviations also suggest that there are more agreements among the respondents over the factor. The actual results are presented in the table below;

Table.1: Descriptive Statistics

	Mean	Std. Deviation	Analysis N
Satisfied with current salary	2.8600	1.12504	50
Salary is comparable with other NGOs	2.7200	1.21286	50
Payment is done in time	4.2400	.93808	50
Career prospects are clearly laid down by management	3.3400	1.22241	50
There exist managerial support in career progression	3.6000	1.08797	50
Promotion opportunities are open to all	3.6600	1.08063	50
Training and refresher courses are available	3.8400	1.20136	50
There is freedom for self expression	4.0200	.97917	50
Relationship between employer and employee is cordial	4.0000	.83299	50
Absolutely everything is done by the rules and policy	3.5000	1.14731	50
All authority is with employee; manager does very little	2.8200	1.22374	50

KMO and Bartlett's Test

The KMO measures the sampling adequacy which should be greater than 0.5 for a satisfactory factor analysis to precede. Table 2 shows that the KMO measure is 0.827 and therefore satisfactory. From the same table, we can see that the Bartlett's test is significant. That is, its associated probability is less than 0.5.

Table.2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.827
Bartlett's Test of Sphericity	Approx. Chi-Square	241.411
	Df	55
	Sig.	.000

Communalities

The table of communalities shows how much of the variance in each variable has been accounted for by the extracted factors. For example over 80.9% of the variance in “*All authority is with employee; manager does very little*” while only 51.1% of the variance in “*Training and refresher courses are available*” is accounted for.

Table.3: Communalities

	Initial	Extraction
Satisfied with current salary	1.000	.678
Salary is comparable with other NGOs	1.000	.710
Payment is done in time	1.000	.666
Career prospects are clearly laid down by management	1.000	.581
There exist managerial support in career progression	1.000	.755
Promotion opportunities are open to all	1.000	.598
Training and refresher courses are available	1.000	.511
There is freedom for self-expression	1.000	.653
Relationship between employer and employee is cordial	1.000	.752
Absolutely everything is done by the rules and policy	1.000	.665
All authority is with employee; manager does very little	1.000	.809

Total Variance Explained

Table 4 shows all the factors extractable from the analysis along with their eigenvalues, the percent of variance attributable to each factor, and the cumulative variance of the factor and previous factors. The first factor accounts for 46.351% of the variance, the second 11.452% and a third 9.264%, a total of 67.068% of the total variance. All the remaining each control only small amounts of variance and are not significant but between them account for the remaining 32.932%.

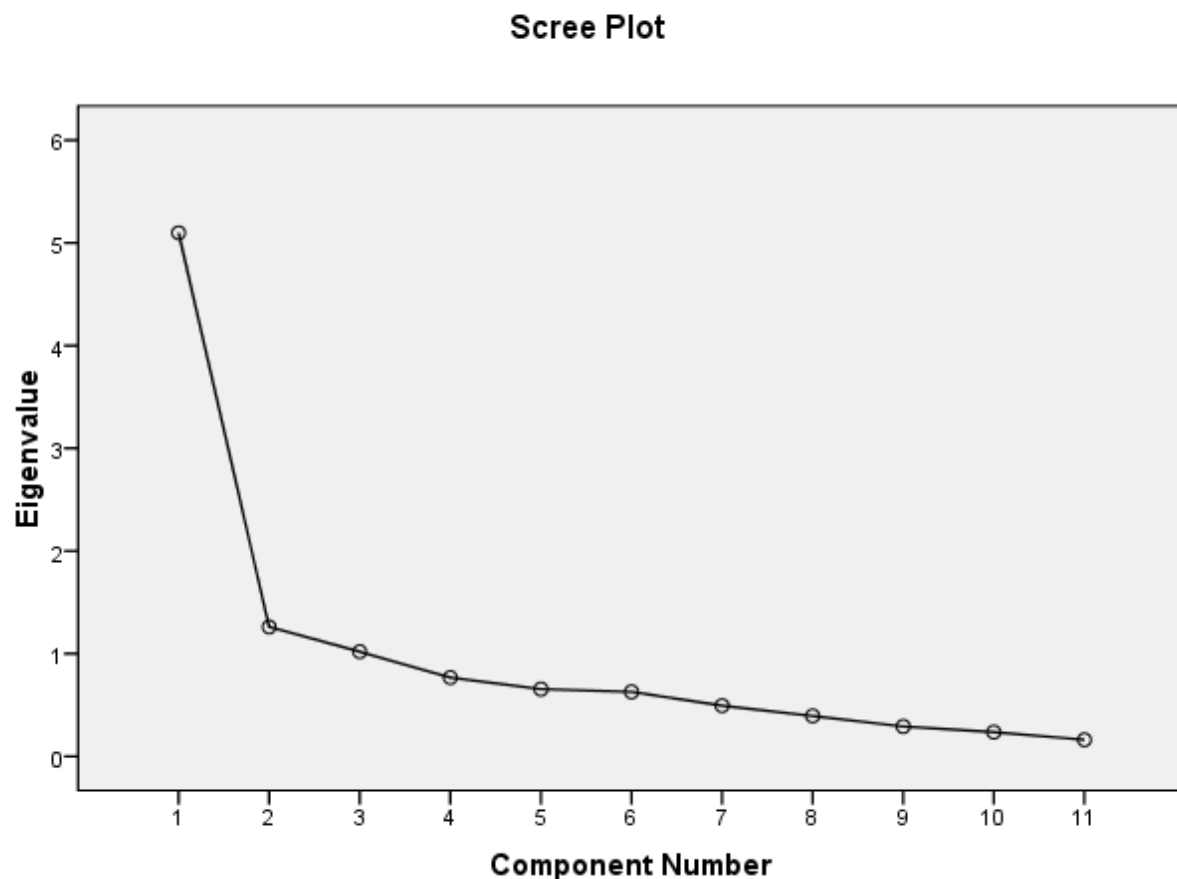
Table .4: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.099	46.351	46.351	5.099	46.351	46.351	3.446	31.328	31.328
2	1.260	11.452	57.803	1.260	11.452	57.803	2.030	18.456	49.784
3	1.019	9.264	67.068	1.019	9.264	67.068	1.901	17.284	67.068
4	.767	6.971	74.039						
5	.655	5.952	79.991						
6	.628	5.705	85.695						
7	.494	4.487	90.182						

8	.393	3.572	93.755						
9	.290	2.640	96.395						
10	.236	2.141	98.536						
11	.161	1.464	100.000						

Scree plot

Figure 1 below shows that the curve begins to flatten between factors 3 and 4, factor 4 has an eigenvalue less than 1 so only three factors have been retained. This is consistent with Kaiser's Rule.



Rotated Component Matrix^a

The component matrix was rotated for clarity and a more differentiated factor loading. Variables concerned with remuneration are heavily loaded on factor 2 while those concerned with career progression are heavily loaded on factor 1; all the remaining variables concerning management

and leadership style are loaded on factor 3. These factors can be used as variables for further analysis.

The 11 variables were reduced to three major factors using the Kaiser's Rule and the scree test. These rotated factors account for 67.068% of the covariance among the variables.

Table .6: Rotated Component Matrix^a

	Component		
	1	2	3
Satisfied with current salary		.748	
Salary is comparable with other NGOs		.842	
Payment is done in time	.798		
Career prospects are clearly laid down by management	.713		
There exist managerial support in career progression	.745	.404	
Promotion opportunities are open to all	.608	.441	
Training and refresher courses are available	.570	.384	
There is freedom for self expression	.608		.513
Relationship between employer and employee is cordial	.640		.559
Absolutely everything is done by the rules and policy	.437	.330	.604
All authority is with employee; manager does very little			.899

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

In summary

Factor 1 appears to measure Career progression (46.351% of variance)

Factor 2 appears to measure Remuneration (11.452% of variance)

Factor 3 appears to measure Management and Leadership style (9.264% of variance)

Summary, Conclusions and Recommendations

The study sought to find out the factors influencing staff turnover in NGOs in Mombasa County. A total of 60 questionnaires were distributed but only fifty were successfully analysed and these forms the finding. Principal Component Analysis, subsequent rotation (Varimax) was conducted on 50 items of a questionnaire. Many correlations were in excess of 0.30 and both KMO and Bartlett's tests produced criteria that supported the application of PCA. Communalities varied from 0.809 to 0.511. Applying Kaiser's Rule and the screen test, three factors were considered

important. Following rotation, factor one was loaded on eight items that reflected Career progression and accounted for 46.351% of the variance. Factor two was loaded on six items one that reflected Remuneration and accounted for 11.452% of variance. The third factor was loaded on four items, accounted for 9.264%, of variance and was referred to as Leadership and Management styles.

Conclusions of the study

Conclusions of the study findings are based on the purpose of the study. From the foregoing summary, it can be concluded that; Remuneration packages, Career progression and Management styles significantly influence staff turnover in NGOs in Mombasa County. This is rejecting the null hypothesis of the study.

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