STRATEGIES TO CONTROL LABOUR TURNOVER IN ORGANISATIONS

(A Case of National Water Conservation and Pipeline Corporation)

NWCPC

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DECLARATION

This dissertation is my original work and has not been presented for any academic award in any other institution.

Signature…… **Date…….**

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We confirm that this dissertation has been presented for examination with our approval as the university supervisors.

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DEDICATION

This dissertation is dedicated to my family members (my loving Husband, Children and Mother) who were an inspiration towards my education and supported me the entire course period. I appreciate their spiritual and material support that they accorded me as I worked on this dissertation. Thank you and May the Almighty God bless you all abundantly.

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I thank our Heavenly Father and his Son Jesus Christ for the gift of life and enabling me to undertake this dissertation. The completion of this dissertation was made possible by great support received from many like-minded people. I will not name them all, I am very grateful to my supervisors Dr. Hellen Mugambi and Dr. Stephen Macharia for their professional guidance, advice, support and with their patience assisting me in selecting the topic and suggesting workable alternatives.

ABSTRACT

Labor 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 strategies to control labor turnover in National Water Conservation and Pipeline Corporation. The study was guided by one general objective and four specific objectives: To establish how employee training, salary structure, and leadership style and employee motivation influence staff turnover in NWCPC. The study adopted descriptive research designs with NWCPC staff being the target population. Simple random sampling was used to select a sample size of 30% of the target population of 461 employees. Self-administered questionnaires were used as data collection instruments. The questionnaires were pre-tested for reliability and validity. Qualitative and quantitative data was analyzed by the help of Statistical package for social scientists' software (SPSS). Data was analyzed using descriptive statistics. The results will be tabulated using frequency distribution tables and pie charts. The study was able to establish possible solutions to the problem of labor turnover. The study also concluded that labor turnover is spread throughout the year and impacts negatively to the organization. A total 54.47% of the respondents agreed that motivation is a factor that determines how long an employee stays in the organization. A total of 69.11% say that the salary structure is not competitive. Non-competitive remuneration leads to labor turnover. A total of 54.47% of the respondents agree that motivation is a factor that determines how long an employee stays in the organization. A total 54.47% of the respondents agree that motivation is a factor that determines how long an employee stays in the organization. In addition to the study established that factors such as training, motivation, transformational leadership as well as salary structure contribute immensely in influencing employee turnover.

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ABBREVIATIONS AND ACRONYMS

HR	Human Resources
HRM	Human Resource Management
NWCPC	National Water Conservation and Pipeline Corporation
SPSS	Statistical Package for Social Scientists
SPU	St Paul's University
WASREB	Water Services Regulatory Board
WSP	Water Service Providers

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DEFINITION OF KEY TERMS

Employee Turnover (sometimes known as labor turnover;' wastage' or attrition) is the rate at which people leave an organization (Armstrong & Taylor, 2014)

Extrinsic Motivation this is what is done to and for people to motivate them (Armstrong & Mulis *et al*, 2009).

Intrinsic Motivation this is derived from the content of the job (Armstrong & Mulis, 2009)

Leadership It is a relationship through which one person influences the behavior or actions of others towards a goal (Gwayuva, 2011)

Strategy is a review of the organizations strategic orientation (its strategic intentions within it competitive environment and a diagnosis of the organization's readiness for change. (Armstrong & Taylor, 2014).

Training is an attempt to improve employee performance on a currently held job or one related to it (Bernardin, 2010)

CHAPTER ONE

1.0 Introduction

This chapter presents a background to the study highlighting the problem that this dissertation paper sought to analyze, followed by the objectives for undertaking this study. The research questions are then presented, followed by the significance of the problem and limitations to the study. The chapter ends with the definition of key terms.

1.1Background of the Study

Human Resource management concerns important messages conveyed such as the need for strategic integration, the treatment of employees as assets rather than costs, the desirability of gaining commitment, the virtues of partnership and participation and the key role of the managers are still valid and are now generally accepted, and the underpinning theories are as relevant today as they are ever. The contextual model of HRM emphasizes the importance of environmental factors by including variables such as influence of social, institutional and political forces that have been under estimated in other models (Armstrong & Taylor, 2014).

Performance is a function of all HR components; selecting people who are the best able to perform the jobs defined by the structure; appraising their performance to facilitate the equitable distribution of rewards, motivating employees by linking rewards to high levels of performance at work as well as to prepare them to perform in positions they may hold in the future. (Mick, & Adrian,2008).

Human Resource performance depends on relative stead which a typically founded upon the assumptive that money is sole motivating force, while time-based systems are more likely to reflect the view that employees have hierarchies of needs, by way of contrast, and therefore reward policies have to be flexible, allowing for cafeteria style benefits and individualized packages. Factors external to the organization such as income policies, taxation systems and the management of the economy and local labor market factors also have an important influence over the choice of appropriate e reward systems (Mick & Adrian, 2008).

Although retention strategies cost money, continuing to throw money at the problems can cause two other problems. First, the expense at times outweighs the cost of turnover. Second, excessive spending can render the entire process ineffective because there are too many solutions with too many activities in place at the same time, combating this situation requires a strategic accountability approach, where only those solutions that can produce the most results are tackled Jack & Adele (2003).

Human resource Development is grounded and based in the practices and principles of training and development as there are considered first. The organizational features of strategic HRD, knowledge management and human discussion about the influence that wider government sponsored features of education and skill development have an individual and organization performance. Instructor based learning activities (both formal and informal) have become increasingly accepted through, for example, team working processes or coaching and mentoring activities (Stephen & Marjorie, 2010).

The degree to which jobs encourage and positive discretionary behavior, very much depends upon the ways in which job holders are led and managed. Managers and team leaders often have

considerable discretion over how jobs are designed, allocate work and how much the delegate and provide autonomy. They can spell out the significance of the work people do. They can give them the opportunity to achieve and develop and provide feedback that recognizes their contribution. Leadership Strategy should concentrate on what line managers have to do as leaders in order to play their vital and immediate part in increasing levels of management. This will include the implementation of learning programs that help them to understand how they are expected to act and the skills they need to use. The programs can include formal training especially for potential managers or those in their first leadership role) but more impact will be made by blending various learning methods such as e-learning, coaching and mentoring (Armstrong, 2009).

Armstrong is a reason for doing something. Motivation is concerned with the strength and direction of behavior and the factors that influence people to behave in certain ways. The term motivation can refer variously to the goals individuals have, the ways in which other try to change their behavior. Motivating other people is about getting them to more in the direction you want them to go in order to achieve a result. Well-motivated employees engage in discretionary behavior in the majority of roles thee is scour for individuals to decide how much effort to exert (Armstrong, 2009). Motivation strategies aim to create a working environment and to develop policies and practices that will provide for higher levels of performance from employees. (Armstrong,*et al*,2009).

1.1.1 Global View

Labor turnover rates vary in UK from region to region and industry to industry. Results from CIPD Recruitment and retention survey (2009) indicate that the aggregate rate of labor turnover from UK was sixteen percent a little lower than in 2008 when it was seventeen per cent. Geographic variations indicate that high labor turnover rates are more likely to occur in the regions where

unemployment is lower, and it is easier for employees to find alternative work. The survey shows that labor turnover rates are higher in private sector where aggregate is around 18% and lowest in the public sector at around 13%. However, these figures hide significant differences between industries and type of jobs (Stephen & Marjorie,2010)

According to Giang (2014). A new Payscale report published on Thursday ranked Massachusetts in United States of America as having the highest turnover rate out of all of the Fortune 500 companies. Average employee tenure was a little over nine months. Other companies with high turnover include Amazon, AFLAC, and Google with employees sticking around for an average of one year. South Africa continues to experience a situation where teachers are resigning from the profession in droves. They are various factors although not exhaustive are amongst some of the fundamental reasons behind the high turnover rate of teachers from the profession (Mampane, 2012) Employee turnover also pose serious challenge to service delivery and economic growth in Limpopo Province, South Africa (Pietersen & Oni, 2014) Local government departments in Limpopo Province, as well as work organizations everywhere in the country, have to compete for talent.

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government departments in Limpopo Province are losing human capital that the province could ill afford (Petersen and Oni, 2014)

Beardwell and Claydon (2007) have also put emphasis on the importance of human resource when they observe that an organization can obtain meaningful and long-lasting success through the correct handling of its human resources. The success of any organization depends on its human resource for the organization to perform effectively and efficiently. It is because of this background, that employees are very critical to the success or failure of any organization for this case the Kenyan public sector Employees who leave the organization request (involving turnover) as well as those who leave on their own initiative (voluntary turnover) can cause disruption in operations in work lean dynamics and unit performance, both types of turnover create costs ton organizations.

Employees are important human capital assets for organizational existence and performance that without them an organization cannot effectively survive in the current highly competitive business environment. Meaghan & Nick, (2002) have observed that Employees are crucial to the organization since their value to the organization is essentially intangible and not easily replicated. Employees are major contributors to the efficient achievement of the organizations success (Abbasi & Hollman, 2000). Moore & Attewell (1991) have observed that human resource can be a deciding factor for an organizations performance and success. Beardwell & Claydon (2007) have also put emphasis on the importance of human resource when they observe that an organization can obtain meaningful and long-lasting success through the correct handling of its human resources. The success of any organization depends on its human resource for the organization to perform effectively and efficiently.

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Excessive turnover can also impact the morale of employees and organization reputation as being a good place to work which makes retention and recruitment move challenging and time consuming(Mello, *et al* 2010).Despite the aforementioned, the social, economic and political developments in combination with the processes of globalization and the space time compression that has come with the development in the area of information and communication technologies have contributed towards the flow of highly skilled individuals from one end of the world to the other (Tettey, 2006).

Consequently, staff retention has become a challenging phenomenon for both public and private organizations. As the labor market has changed open competition for other companies' staff, once a rarity in business is nowadays an accepted fact, and strategic poaching of key employees has become common practice. In the modern world of work, the psychological contract between the employer and employee has changed fundamentally and long-term commitment to an organization is no longer expected by either party (Sutherland, 2004). According to Dibble (1999), one of their

careers, endeavoring to secure the best for themselves. A survey of full time faculty members in the US in 2000 showed that more than 40% of them had contemplated changing careers (Sanderson *et al.*, 2000).

1.1.2 Kenyan Parastatal Industry

Locally, Kenya is no exception to the phenomenon of staff retention which is manifested more in form of brain drain. Kamoche *et al*., (2004) note that Kenya is losing its skilled human resources, especially professional and technical personnel to Europe and America. Further, South Africa and Botswana have become popular destinations for Kenyan academics from major state universities. This is supported by Waswa *et al.*, (2008) who observe that staff have resigned from Kenyan state corporations and secured better paying jobs abroad.

1.1.3 NWCPC Profile

The National Water Conservation and Pipeline Corporation (NWCPC) was established under the state Corporation's Act Chapter 446 of the Laws of Kenya vide legal Notice No. 270 of 24th June,1988 as an autonomous agency under the then Ministry of Water Development. The recent water sector reforms under Water Act 2002 changed the roles of the Corporation from Water service delivery to that of development of state water schemes including construction of dams, canals, dykes for flood control, water recharge facilities and drilling of boreholes.

The Corporation is governed by a Board of Directors headed by a non-executive Chairman. The Management is headed by the Managing Director who is also a member of the Board. The Corporation has 5 departments – Planning & Design; Construction and Electrical-Mechanical, Finance, Corporate and Legal Services, Human Resource & Administration. There are also two distinct units namely; Internal Audit and Business Development Unit.

The mandate of National Water Corporation and Pipeline Corporation include but not limited to Undertake on behalf of the national government, the development of national public water works for water resources storage and flood control; Maintain and manage national public water works infrastructure for water resources storage; Collect and provide information for the formulation by the Cabinet Secretary of the national water resources storage and flood control strategies; Undertake on behalf of the national government strategic water emergency interventions during drought; Advise the Cabinet Secretary on any matter concerning National public water works for water storage and flood control. The vision of the company is "To be the premier authority in water infrastructure development and management in Kenya and beyond". The mission of National Water Corporation and Pipeline Corporation is "Developing and managing national water works infrastructure towards enhancing water security, flood mitigation and storage for multipurpose use."

1.2 Statement of the problem

Despite the costs of labor turnover being significant it remains a measure that is rarely calculated, this is a lost human resource opportunity because a more convincing case for new initiatives could be made if the costs of turnover are presented alongside the costs for retention strategies through proactivity in developing turnover costing models (Stephen and Marjorie, *et al* 2010). Turnover is a serious problem for many government institutions. Many consultants just write it off as part of business. A survey done by Domino Pizza found that most important factor related business success or failure is the quality of store manager to deal with employee turnover.

According to Pillay (2009) High employee turnover if not addressed can impact organizations negatively through loss of highly skills staff, loss of knowledge and experience, established

customer relations and may even result in poor customer satisfaction, poor sales and resultant possible loss of revenue and market share before newly recruited sales representatives can have forged relationships and understand customer needs.

Most studies (Delaney & Huselid,1996) done of the employee turnover sought to establish preliminary indices for employee turnover situations in different subsector hence making many statistics that describes the turnover of employees as abundant. In spite of aforementioned studies undertaken on staff turnover in state corporations, none of the studies have managed to come up with an effective solution on how state corporations should employ effective staff retention strategies, conduct exit interviews, employ effective rewards programs and provide better working environment. This has therefore created a wide knowledge gap on staff turnover management.

State corporation's institutions in Kenya have become vulnerable to losing their highly qualified knowledge workers to well-paid offers from the private sector, and headhunting from other private institutions internationally (Ngobeni & Bezuidenhout, 2011). Over the last two decades, State corporations have been facing a myriad of problems which have affected their ability to motivate and retain their employees (Agoi, 2015). Few studies have been conducted on work engagement and turnover intentions on state corporations. In this regard this thesis sought to establish workable strategies to manage labor turnover a case of National Water Corporation and Pipeline Corporation.

1.3 Objectives of the Study

1.3.1 General objective

The main objective of the study was to establish strategies to control high labor turnover in State Corporation in Kenya, case of National Water Corporation and Pipeline Corporation (NWCPC).

1.3.2 Specific Objectives

i) To determine the effect of leadership style on labor turnover in National Water Conservation and Pipeline Corporation.

(ii) To establish how training affects high labor turnover in National Water Conservation and Pipeline Corporation.

(iii) To determine the role of salary structure on labor turnover in National Water Conservation and Pipeline Corporation.

(iv) To access the role of employee motivation on labor turnover in National Water Conservation and Pipeline Corporation.

1.4 Research Questions

(i) To what extent does leadership style influence labor turnover in National Water Conservation and Pipeline Corporation?

(ii)What are the effects of training on high labor turnover in National Water Conservation and Pipeline Corporation?

(iii) What is the role of salary structure on high labor turnover in National Water Conservation and Pipeline Corporation?

(vi) To what extent does employee motivation influence employee turnover in National Water Conservation and Pipeline Corporation?

1.5 Significance of the Study

The study points out other research areas for possible consideration by other researchers that could contribute to the existing body of knowledge on high employee turnover. The research added to body of knowledge for those researchers who may want to do further research in the same field. It

will act as a source of secondary data to them. The findings could be used by the scholars to champion for strategies to avert high labor turnover.

The state corporations in the country are able to know in advance how to tailor their employees training to harvest optimum benefit in terms of their human resources growth and development. The study exposed possible areas of improvement in managing high labor turnover in state corporations. The results of the study and recommendations assist the policy makers in developing policies that mitigate labor turnover in the country. The recommendations can be used by the government to pass legislations regarding their industrial training policies and procedures that guide both individual employees, government establishments and various corporate bodies in the country.

The findings of this study are valuable to employees working in state corporations as it informs them of the significance of employee retention strategies and corporation performance measurement strategies. The findings of this study enable employees to understand the factors influencing their intention to leave or to proceed working with a state corporation.

1.6 Scope of the Study

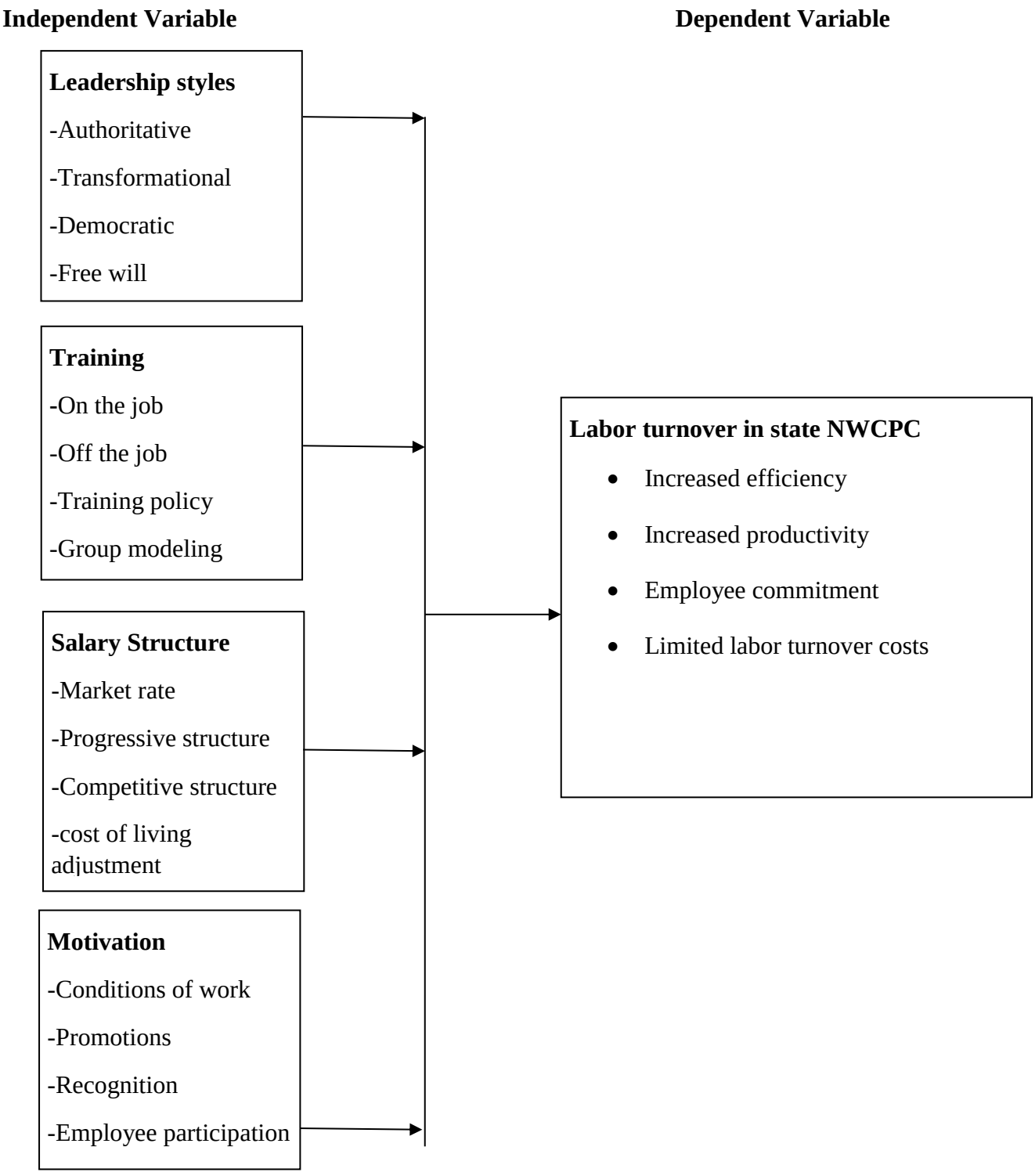
The scope of this study focused on the strategies to control high labor turnover in State Corporation a case of National Water conservation and Pipeline Corporation. The study addressed strategies to control high labor turnover in National Water Corporation and Pipeline Corporation Nairobi headquartered in Nairobi County, Dunga road Industrial area. The target population was 461 respondents which are National Water Corporation and Pipeline Corporation staff and management were the respondents of the study. The staff included top management, middle level management and support staff. The study was carried out in National Water Conservation and

Pipeline Corporation because staff capacity and turnover are pertinent issues that have been raised in studies and regularly in print and electronic media.

1.7 Conceptual framework

The conceptual framework defines and explains the dependent variables and independent variables of this study. The independent variables being motivation, leadership, training and salary structure while the dependent variable being labor turnover.

Figure 1. 1 Conceptual framework



Source: Author (2018)

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presented the literature, summary, conceptual frame and theories supporting this thesis. This chapter presents a review of the related literature on the subject under study. Materials have been drawn from several sources which are closely related to the theme and object of study.

2.1 Theoretical Review

According to Philip, (2003) employee retention involves being sensitive to employee needs and demonstrating the various strategies in meeting these needs and hence the application of relevant motivation theories in this study. This study conformed to the following theories Herzberg two factor theories (1959) Instrumentality Theory Equity theory (1965) Expectancy theory964), Goal Theory (1979), Process theory (1992), and Contingency Leadership theory

2.1.1 Instrumentality Theory

Instrumentality is the belief that if we do one thing it will lead to another. In its crudest form, instrumentality theory states that people only work for money. The theory emerged in the second half of nineteenth century with its emphasis on the need to ratio native work and economic outcomes. It assumes that a person will be motivated to work if rewards and penalties are tied directly to his or her performance. Instrumentality theory has its roots in Taylorism, i.e. scientific management of time, together to get worker to work much harder than average and around then unless they are assured a large and permanent increase in their pay. This is based on the principle of reinforcement as influenced by Skinner's (1974) concept of conditionally the theory that people can be conditioned to act in certain ways if they are rewarded for behaving as required. It is also

called the law of effect. Motivation using this approach has been and still is widely adopted and can be successful in some circumstances. But it is based exclusively on a system of external controls and fails to reorganize of number of human needs. It also fails to appreciate the fact that the formal control system can be seriously affected by the informal relationship exists between workers (Michael Armstrong, 2006) Strategic salary structures for example cost of living adjustment that are timely and periodic buttresses motivation in relation to monetary factors in motivation.

2.1.2 Process Theory

In process theory, the emphasis is on the psychological processes or forces that affect motivation as well as on basic needs. It is also known as cognitive theory because it is concerned with people perceptive of their working environment and the ways in which they interpret and understand it according to Guest (1992) process theory provides a much more relevant approach to motivation than the theories of Maslow and Herzberg, which he suggests have been shown by extensive research to be wrong process or cognitive theory can certainly be more useful to managers than needs theory because it provides more realistic guidance an motivation techniques as explained. Laid down procedure with chain of commands and reporting a structure reinforces the psychological process of motivation especially in grievances procedures.

2.1.3 Expectancy Theory

The concept of expectancy was originally contained in the valiancy instrumentality –expectancy (VIE) theory which was formulated by vroom (1964). Vacancy stands for Value, instrumentality is the belief that if we do one thing it will lead to another and expectancy is the probability that action or effort will lead to an outcome. When an individual chooses between alternatives which

involve uncertain outcomes, it seems clear that his behavior is affected not only by his preference among this outcome but also by the degree to which he believes those outcomes to be possible.

An act will be followed by a particular outcome. Expectancies may be described in terms of their strength. Maximal strength is indicated by subjective certainty that the act will not be followed by the outcome. (Michael Armstrong, 2006) thus, the greater the value of a set of awards and the higher the probability that the receiving each of these rewards depends upon effort, the greater the effort that will be put for in a given situation. A central concept of expectancy theory is the view that other approaches to motivation- such as advocated by Taylor, Mayo or Maslow are based on the assumption that all employees are alike. Thus, there is one best way to motivate the employees, setting out policies on rewards schemes in employment position enhances employee commitment in work places, achievable expectations enhance performance of work force.

Contemporary thinking about motivation suggest that we need an understanding of arrange of theories given the wide variations in factors (string into play Whiddett,2003). Expectancy theory is based on the expectancies that people bring with them to work situation, and the context and way in which these expectations are satisfied (Vroom ,1964). This is not static model and there may well be different sets of expectations at different times. Expectancy theory implies that management needs to demonstrate to employees that effort will be recognized and rewarded in both financial and non-financial terms. Moreover, it helps to explain why employees do not always respond to the desired (Mick & Adrian *et al*, 2009)

2.1.4 Goal Theory

Goal theory are developed by Latham and Locke (1979) states that motivation and performance are higher when individuals have set specific goals, when goals are difficult but accepted and when there is a feedback on performance. Difficult goals must be agreed, and their achievement reinforced by guidance and advice. Finally, feedback is vital in maintaining motivation, particularly in achievement of even higher goals. According to (Arun and Mirza, 1998). this theory as proposed by Edwin Lock suggest that difficult and specific goals that employees accept and commit to and those that are tied to rewards will increase motivation accordingly. Defining clear goals to be achieved in employment job description creates strategic structures on employee retention.

2.1.5 Equality Theory

Equality theory is concerned with the perceptions people have about how they are being treated compared with others. To be dealt with equitably is to be treated fairly in comparison with another group of people (a reference group) or relevant other persons. Equity theory states in effect that people will be better motivated if they are treated equally and demonstrates if they are treated inequality. (Armstrong). Most employees say that they have introduced individual performance related pay in order to motivate employees so assuming an unproblematic causal relationship between pay and motivation (Lewie, 2006). However, Lawler *et al* (1984) suggests that employees tend to behave in whatever way they perceive leads to the rewards they value. This suggests that motivation is more individual affair. Thus, what may motivate one employee may not have effect on another (Lewis et al)

By contrast equity theory (Adams, 1963) suggests that employees weigh up their inputs (effort, performance) against outcomes (rewards) in comparison with workers or peer elsewhere. If they

feel that the employer owes them, the employees may seek to restore the balance (Gerhart, 2008) Goals are a major source of motivation because they indicate what has to be done and how much effort should be exerted. If these goals are specific, the performance of employees would enhance even if goals are difficult, if they are specific and if employees have had active participation in either selling them or accepting the performance levels would be high (Arun and Mirza,1998). Equitable rewards in a work place system encourage a motivated team unlike employee lot that have inequity in motivation structures.

2.1.6 Herzberg Two Factor Theory

Herzberg's two factor theory of motivation was very influential in the 1960's. His research (1966) found that satisfaction and dissatisfaction were not necessarily related and that just because a person did not feel satisfied about a particular aspect of their work it did not mean that they were necessarily dissatisfied. Equally if workers did not feel dissatisfied this did not imply automatic. Bowey & Thorpe (2000) observe that much of this literature was written from upstream evaluations of what happened to organizations following the implementation of a particular idea. Later literature has posted the existence of people as complex animals (Latham, 2006). This doesn't provide us with any automatically universal picture of the employee for as Rollin son (1998) notes the need and values of individuals are highly diverse and organizations in which people work are different Goldthorpe (1968) describe a group of manual works whom they term instrumental who appeared to want little else from work other than money to enable them enjoy life to full outside work place enjoy life to full outside work place. Conditions of work that are always addressed in organization form a strategic move to retain employees.

2.1.7 Contingency Theory of Leadership

Within each approach to the study of leadership described, Scholars developed different types of theories to guide their study of leadership. These theoretical developments have impacted on how global leadership has been studied as well. There are three categorizations of leadership. These theories made by Yukl (2006). Leader versus follower- centered theories, descriptive versus prescriptive theories, and universal versus contingency theories. According to Yulk et al (2006) contingency theories set forth the various conditions that can intervene in leadership attempts that can influence their success or failure and map the relationships between the variables at play in such situations.

Contingency theories can be either prescriptive or descriptive as we 'a descriptive contingency theory may explain how leader behavior typically varies from one situation to another, where as a prescriptive contingency theory may specify the most effective behavior in each type of situations "The only new leadership group to emerge is manager, mangers of business enterprise and of universities of government agencies and of hospitals. (Peter, F. Drunker, 1974) The study seeks to establish the leadership strategies that can be adopted by organizations to avert labor turnover.

2.2 Empirical Review

2.2.1 Leadership styles and labor turnover

Transformational leadership theory has captured the interest of many researchers in the field of organizational leadership over the past three decades. This theory was enhanced by Bass and Avolio (1994) and others. The major premise of the transformational leadership theory is the leader's ability to motivate the follower to accomplish more than what the follower planned to accomplish (Krishnan, 2005). Transformational leadership has four components: idealized

influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1985). Burns postulated that transformational leaders inspire followers to accomplish more by concentrating on the follower's values and helping the follower align these values with the values of the organization. Furthermore, Burns identified transformational leadership as a relationship in which the leader and the follower motivated each other to higher levels which resulted in between the leader and the follower (Krishnan, 2005).

Transformational leadership has been associated with the personal outcomes of the follower as well as organizational outcomes (Krishnan, 2005). Research has shown that transformational leadership impacts follower satisfaction and commitment to the organization. Research has also shown that transformational leadership impacts employee commitment to organizational change and organizational conditions. Due to its impact on personal and organizational outcomes, transformational leadership is needed in all organizations (Bass and Avolio, 1994).

According to (Stephen & Timothy, 2007) Transformation leaders inspire followers to transcend their own self-interest for the good of the organization and are capable of having a profound and extraordinary effect on their followers. Based upon Scholars assumptions and biases regarding how they view leadership research methodologies are constructed and studies are carried out. It is no wonder then that research support for tradition leadership the org is mixed, at best (Yulk, 2006). It would be incorrect to infer the discussion thus far, however that there is complete theoretical or empirical confusion in the field of leadership. Social Scientists have done credible job delineating in detail may sub-processes and components of leadership phenomenon, and much valuable information has been learned and applied to good measure by managers and organizations from the extent empirical and theoretical literature (Mark, Joyce, Allan Oddou and Martha, 2008).

The importance of developing followers to their fullest potential extended the concept of transformational leadership (Bass & Avolio, 1993). Transformational leaders motivate followers by raising their consciousness about the importance of organizational goals and by inspiring them to transcend their own self-interest for the sake of the organization. In their relationships with followers, this theory posits, transformational leaders exhibit at least one of these leadership factors: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Leithwood and colleagues have described and assessed the effectiveness of transformational leadership in schools (Leithwood, 1994, 1995; Leithwood, Dart, Jantzi, & Steinbach, 1993; Leithwood et al., 1996; Leithwood & Jantzi, 1990; Leithwood, Jantzi & Fernandez, 1994; Leithwood, Jantzi & Steinbach, 1999).

As explained in Saowalux and Peng (2007), conceptualizes two factors to differentiate "ordinary" from "extraordinary" leadership: transactional and transformational leadership. Transactional leadership is based on conventional exchange relationship in which followers‟ compliance (effort, productivity, and loyalty) is exchanged for expected rewards. In contrast, transformational (extraordinary) leaders raise followers' consciousness levels about the importance and value of designated outcomes and ways of achieving them. They also motivate followers to transcend their own immediate self-interest for the sake of the mission and vision of the organization.

According to Kotter, (2006) leadership by contrast is about coping with change. Part of the reason it has become 20 important in recent years in that the business world has become more competitive and more volatile. The net result is that doing what was done yesterday, or doing it five percent bather, is no longer a formula for success. Major changes are more and more necessary to survive and compete effectively in this new environment more change always demand more leadership.

Akinyomi (2016) researched about labor turnover; causes, consequences and prevention focusing specific objectives provision of quality leadership, creating conducive work environment, enhanced remuneration packages, provision of career progression opportunities and of training and development opportunities. The study further indicated that employee turnover costs implication to the organization, such costs included but not limited to vacancy advertisement, headhunting fee, interviewing, recruitment and training of new hire loss of productivity, and cost of inefficiency of new staff. Among the various theories of leadership and motivation relating to effective organizational change management, perhaps the most prominent is the transformational-transactional theory of leadership.

2.2.2 Training and labor turnover

Training provides employees with knowledge and skills to perform more effectively. This allows them to meet current job requirements or prepares them to meet the inevitable changes that occur in their jobs. However, training is an opportunity for learning. What is learned depends on many factors, such as design and implementation of training, the motivation and learning styles of the trainees and organization learning climate (Nick and James, 2010)

Career development opportunities and training have a direct effect on employee retention. Career development is a system which is organized and it's a planned effort of achieving a balance between the career needs of individual and the organization's workforce requirement. The challenge for the HR professionals is to develop and identify the career development strategies and train them which would improve the commitment of employee and he or she would feel that they are being given importance. This will help organization to retain employees and they will be more motivated to work hard and enthusiastically which will help the organization to achieve their goals effectively and efficiently.

Training must be need based that is the organization should first conduct the analysis and assessment that whether the training is needed or not. For this performance assessments are required which will give idea to the company that whether the training is required and what the areas which need training are. Training is an important part of various HRM practices, which are used for retention and development of employees due to these different kinds of training given to employees, like on-the-job training, vocational training, general and specific training.

According to Nyakego (2014) in his study an analysis of effects of career path development on employee turnover rates in public sector a case of Kerio valley development authority. The study made the conclusions with special regard to the objectives of the study. The study established that the jobs that the employees were undertaking were challenging. It was also established that the employees were closely supervised and given support. From the study findings it was established that there was no career human resource development policy in place at KVDA and the staff therefore were not aware of career development opportunities within the organization.

The study further established that the organization did not provide opportunities for promotion for staff and that there were no structures in place. It was established that there was no consultation between the employees and top management on career development initiatives hence employees were individually sponsoring them in advancing their careers. From the study it was established that KVDA did not have an office responsible for staff development and training and that there was no training policy in place. From the conclusions the study recommends that,

it is necessary for KVDA to develop a clear career development policy. This will enable the organization to minimize high turnover of employees as most of them are likely to leave when the

is no policy to guide them on their career development. Training will allow employees to get a chance of attending relevant training in their field areas of expertise.

According to Kaufman (2004), organization analysis looks at the variances between their success and failure to ascertain which one's training could help remedy. Functional need – at this level, training managers analyze the specific ability needs determined by job descriptions and job specifications of the jobs in the work area or work unit. A critical review of the methods of training reveals that, although employees learn doing the job, their productivity tends to be low because they do not have the skills and knowledge needed to be effective and efficient. In an on-the-job training method, the emphasis is more on the acquisition of specific, local knowledge in a real situation. Unlike on-the-job method, off-the-job method emphasizes developing an understanding of general principles providing background knowledge and generating an awareness of comparative ideas and practices. The quality of employees and their development through training are major factors in determining log-term profitability and optimum performance of organizations.

To hire and keep quality employees, it is good policy to invest in the development of their skills, knowledge and abilities so that individual and ultimately organizational productivity can increase. Traditionally, training is given to new employees only. This is a mistake as on-going training for existing employees helps them adjust rapidly to changing job requirements.

In the 2005 Annual Human Resources Survey launched, it is clear that Kenya Companies continue to place a premium on staff performance management. In line with the current global trend, organizations are seeking to retain staffs who achieve set objectives and appraisals are the commonest basis for performance management. All except one of the organization surveyed this year, for instance indicated that they carry out formal staff appraisals, with annual appraisals being the commonest method of appraising staff performance. A significant number of respondents in

the survey said they carry out the formal staff appraisals twice a year. Turning to the approach adopted to appraise staff performance, most if the surveyed organization this year indicated that they base their staff performance appraisals on predetermined targets and objectives (Clear performance standards) that were agreed with the respective staff.

Hybrid performance systems that combine set performance standards and personal qualities are also a popular appraisal system with nearly 40% of respondents reporting they applied it. Some respondents indicated they use more than one appraisal system. A survey of performance-based compensation schemes in companies listed at the stock exchange found out that there was a complete absence of share ownership schemes and stock options and therefore companies faced difficulties in aligning compensation with performance. Salary does not depend on performance. Most companies considered experience, of the employees as well as education background when setting compensation scheme. The performance of a company influenced the schemes that the companies applied to compensate their employees with only a small number combining both salaries and bonuses Kiarie (2005) conclude therefore that performance is not a major factor while settling compensation schemes for most quoted companies in Kenya. According to Bradt and Vonegut (2009) the failure of an ineffective induction program results to: new employees showing up for the first day and there is no one to greet them, no place for them to sit, no tools for them to work with, and no manager around to point to them the right direction.

Consequently, new employees may get off on the wrong foot with the people they need to collaborate most closely with. The new employees may feel left to their own devices after day one because the organization has a sink-or-swim approach to initiating new employees. Several authors have identified the main components of the induction program as containing a formal greeting followed by a job specific induction which is better given by the supervisor because it entails how

the job is done. It has the following components: introduction to fellow employees and tour of local facilities; explanation of job procedures, duties and responsibilities; the schedule of training to be received; supervisor and organization expectations regarding attendance, personal conduct and appearance; job standards and production/service levels; performance management criteria; organization and work unit rules, regulations and policies.

2.2.3 Salary Structure and labor turnover

Employers' financial strategy (Hendry, 1994) such an approach ties in well with the human resource management ideal, which sees policies designed around strategic choices rather than simply reflecting environmental pressures. This means that there is unlikely to be a state-of-art one size fits all set for practices suitable for all organizations, and managers have to develop a "fit" between remuneration policies and strategic objectives of the organizations (Brown 2001; Storey, 2007: White and Drunker 2008). However, the extent to which remuneration is used as a strategic tool in practice is more open to doubt. Management tends to assess or reassess one part of the remuneration package but fails to analyze the whole system. The notion of total reward (Thomson, 2002) is more myth and hypes the reality. Furthermore, management tends to have host of objectives for remuneration policy, but these sometimes contradict one another, and their wider implication are not always clearly thought through (Mick &Adrian *et al*,2009)

Interestingly, extant studies about organizational pay structure highlighted that the capability of managers to adequately allocate monetary and non-monetary rewards according to employee contributions may have a significant impact on personal outcomes like job satisfaction (Oriarewo et al. 2013; Aktar et al. 2013; Chepkwony and Oloko 2014) and organizational commitment (Azman et al. 2009b; Nawab & Bhatti 2011). In an organizational behavior perspective, job satisfaction is often defined as individuals' feelings towards their job whether satisfied or

unsatisfied, and this condition may influence their reactions towards the jobs given (Azman et al., 2013; Nawab & Bhatti 2011; Rafiq et al., 2012).

A study by Oshagbemi (2000) confirmed that less satisfied works tends to resign while the more satisfied ones tend to remain in their job. Meanwhile, organizational commitment is defined as the strength of individuals' relationship and their participation organization (Mowdays et al., 1979; Ida Irdawaty & Ali, 2010). It involves an active relationship with the organization such as the willingness of an individual to contribute to increase organizational well-being. Many scholars such as Hemdi & Nasurdin (2006), Walsh and Taylor (2007) and Lee et al. (2012) have found that organizational commitment may reduce costly behavior such as absenteeism and turnover intention.

Within an organizational reward system model, many scholars have stated that adequacy of pay structure, job satisfaction and organizational commitment are different but highly interrelated concepts. For example, the ability of managers to adequately contribute monetary and non-monetary rewards based on employee contributions may lead to enhanced job satisfaction (Oriarewo et al. 2013; Aktar et al. 2013; Chepkwony and Oloko 2014) and organizational commitment (Azman et al. 2009b; Nawab & Bhati, 2011). Even though the nature of this relationship is interesting, the role of adequacy of pay structure as an important determinant variable has been given less attention in the organizational reward system's research literature (Oriarewo et al., 2013; Aktar et al., 2013; Chepkwony & Oloko, 2014; Azman et al., 2009b; Nawab & Bhati, 2011). Many scholars have argued that this situation may be due to previous studies that have over-discussed on the internal features of pay structure, employed a simple correlation method to describe employees' reactions towards the type of pay structure but ignored to measure

the effect of adequacy of pay structure on employee outcomes in the workplace of the pay structure model.

The effectiveness of the reward system is important toward organizations and their employees. There are numerous studies that supported the advantages of reward to both the employees and organizations. For example, Rizal et al. (2014) had confirmed that the effectiveness of the reward system was able to boost employees' performance, hence resulted in an improved organizational productivity and development. This finding is consistent with the study done by Gohari et al. (2013) and Mehta (2014) which have found that job-related activities of an employee and how he/she performs them are very important in determining his/her organization's performance.

According to many scholars like Maimunah (2003), Farah Liyana et al. (2014) and Saqib et al. (2015), the main objectives of the reward system are to attract, retain and motivate competitive employees to achieve organizational strategies and goals. In order to achieve these objectives, many employers nowadays are given more attention to improve the design of pay structures for different job structures in their organizations. Many organizations today have designed pay structures based on external competitiveness and internal adjustment variables. External competitiveness is often related to the organization's size, policies, government, laws and regulation, external economic condition, labour market competition, the cultures and customs of environment. (Milkovich et al., 2014; Rozila, 2013). According to Kline & Yu-Chin (2007), organizations that practice external competitiveness tend to provide better rewards to their employees as compared to their competitors.

Meanwhile, internal adjustment referred to productivity level, type of job, philosophy of management and corporate strategy. Employers are motivated by these variables to design and

manage various types of reward systems (Milkovich& Newman, 2015; Azman et al., 2015). To achieve internal consistency, a firm's employees must believe that all jobs are paid what they are worth. In other words, they must be confident that company pay rates reflect the overall importance of each person's job to the success of the organization. Because some jobs afford a greater opportunity than others to contribute, those holding such jobs should receive greater pay. For pay rates to be internally consistent, an organization first must determine the overall importance or worth of each job. A job's worth typically is assessed through a systematic process known as job evaluation. In general, the evaluations based on informed judgments regarding such things as the amount of skill and effort required to perform the job, the difficulty of the job, and the amount of responsibility assumed by the jobholder (Mathis & John, 2006).

A level of labor turnover can have positive benefits for organizations. Replacement of those who leave organizations brings new blood and new ideas providing the opportunity to reflect on how things are done, to develop new initiatives and implement new ideas. New employees can also bring in new value competencies that can add value to the business. The difficulty lies in deciding at what level labor turnover stops being a benefit and becomes dysfunctional (Stephen and Marjorie et al, 2010). According to Armstrong and Taylor *et al* (2014) survey of resourcing and talent planning found that average rate of turnover (the number leaving as percentage of numbers in UK was 11.9 per cent). It is necessary to measure employee turnover and calculate it’s costs in order to forecast future losses for planning purposes and identify the reasons people leave organizations. Plans can be made to attack the problems causing unnecessary turnover to reduce costs.

According to Ooko, (2015) studied causes of labor turnover in farm industry in Kenya a case of Kapkoros tea factory in Bomet County. He reviewed specific objectives, labor turnover and category of employees that are prone to labor turnover. His findings further indicated that high labor turnover is evident at 43.4% of employees who left the company in the last one year. According to his recommendation he recommended that pay should be reviewed upwards to reflect the market rates, employees are also overworked and not compensated adequately. The recommendation he gave for further research was same study to be done in other parts of the countries and see if similar results could be arrived at.

A level of labor turnover can have positive benefits for Ng'ethe, (2013) studied the determinants of academic staff retention in public universities in Kenya, with specific objectives Leadership style, remuneration on academic staff promotion and personal characteristics. In her conclusion leadership style had strong relationship, training and promotion was indicative of the independence between the determinants. The study further concluded that current trends such as employee branding, employee value proposition and employee choice have not been embraced by Kenya public universities

2.2.4 Motivation and labor turnover

Motivation at work can take place in two ways. First people can motivate themselves by seeking, finding and carrying out (or being given work that satisfies their needs or at least leads them to expect that their goals will be achieved. Secondly, people can be motivated by management through such methods as pay, promotion; praise etc. Extrinsic motivators can have an immediate and powerful effect but will not necessarily last long. The intrinsic motivators, which are Concerned with the quality of work life (a phase and movement that emerged from this concept)

are likely to have a deeper and longer-term effect because they are interest in individuals and not imposed from outside (Michael Armstrong, *et al* 2006).

Many people are motivated to work hard regardless to financial reward, and for some the level of monetary rewards is importantly symbolically as recognition of worth. Clearly there are other benefits from being at work as well as money such as activity, variety, status and social contacts. In recent years there has been a growing emphasis in the literature that reward should be utilized as strategic tool to manage corporate values and beliefs (Lawler, 2009, Kessler 2003, Lewis, 2006) rather than just as a technique to recruit, retain and motivate staff.

Among financial, economic and human resources, the latest are more essential and have the capability to endow a company with competitive edge as compared to others (Rukhmani, Ramesh & Jayakrishnan, 2010). Employee Performance fundamentally depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security and organizational structure, but the area of study is focused only on employee motivation as this factor highly influences the performance of employees. Motivation can generally be equated with action and the understanding of motivation unfolds to be key to the success of any private or public organization. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Oluseyi & Ayo, 2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve; therefore he/she directs its efforts in that direction. Further, motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (Kamalian, Yaghoubi, & Moloudi, 2010).

According to Tealdi and Bruni (2005), retention cannot be achieved without motivation; in order to retain an employee, one needs to be motivated. A key ingredient in both performance and retention is motivation. Retention is not only important just to reduce the turnover costs or the cost incurred by a company to recruit and train other workers but the need to retain talented employees from getting poached. Ryan and Deci (2000) consider intrinsic motivation to be the most important and pervasive motivation. Because it is through this kind of natural motivational tendency that humans develop cognitive, social, and physical abilities. This ingredient should be part of the managers as it is expected to come from self and within. Nicholson (2003) asserts that motivation is not about forcing people to do something, but it is about creating the environment where employees will be motivated. Managers have to internalize that employee performance, productivity and retention are all dependent on their ability to motivate.

Bretta (2014) researched about factors influencing high labor turnover in anti-counterfeit agency Kenya. From her foregoing findings, analysis and conclusion, the following recommendations are hereby made: The study identified the need for the study area and similar organizations to institute human resource policies that will enhance career growth opportunities for employees; improve working conditions, staff ought to be clearly communicated upon, the set goals and targets; provide each staff a specific job description clearly indicating functions, responsibilities and reporting structures in addition to addressing staff issues and suggestions; and improve on the terms and conditions of service, there is need to periodically benchmark and review skilled staff' remuneration packages in line with best practices.

A study on South African doctors' job motivation revealed that overall; doctors were dissatisfied with their work. Among the variables measured, the study cited that doctors are highly dissatisfied

with practice pressures and work setting. Lack of challenge and self-direction is the most common job complaint among the members of educated work force in America. Further findings indicated that among the unmotivated staff, 36% of American workers felt underutilized, 32% believed they are “overeducated “for their jobs, and more than 50% complained about a lack of control over the days they work and their job assignment.

Overspecialized work that is deficient in challenge was a prime cause of lower job motivation and relationship between personality and job motivation. The study also found an inverse relationship between job motivation and turnover intentions. Studies on the effects of needs (based on Maslow’s hierarchy of needs) and organizational factors of kin-M. E. Odukah kindergarten teachers found teachers being most satisfied on the two lower needs (security and social) and least satisfied on higher needs (esteem, autonomy, and self-actualization). Abraham and Wright presented survey evidence that protection against job loss grows with employees’ length of service even after controlling the perceived net value of employees to the firm. While longer service generally translates into addition protection, no evidence supports protection as directly increasing the job motivation level of workers.

2.3Research gap

Nyanjom (2013) studied factors influencing employee retention in State Corporation in Kenya focusing employee empowerment, appraisal, and compensation and employee commitment. From the findings of his study it was established hat employee retention was influenced by employee empowerment, training and career development, employee compensation, performance appraisal

and employee commitment. The study further established that employee retention is influenced by readily available loan facilities, guaranteed job security and stress management programs.

According to his research there was general assumption of applicability of findings staff turnover ratios in all state corporations. Secondly his theses paper his general objectives for cussed on the factors influencing employee retention. In my case my dissertation paper seeks to study a context in detail and holistically a case of National Water Conservation and Pipeline Corporation to establish specific strategies to mitigate staff turnover levels.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter described the method and techniques that was used to conduct the study. It gives a description of the research design, target population, sample design, data collection procedures, instruments used and data analysis method.

3.1 Study Area

The study sought to establish strategies that are used control high labor turnover in NWCPC Nairobi headquartered in Nairobi County, Dunga road Industrial area. The target population was 461 respondents which are NWCPC staff and management will be the respondents of the study. The staff included top management, middle level management and support staff. The study was carried out in National Water Conservation and Pipeline Corporation because staff capacity and turnover are pertinent issues that have been raised in studies and regularly in print and electronic media.

3.2 Research Design

"A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure, "The research design is the conceptive structure within which research is conducted; it constitutes the blue print for the collection, measurement and data analysis. (Kothari,1990). Descriptive research was used to obtain information concerning the current status of the phenomena to describe what exists, with respect to variables or conditions in a situation (Mugenda and Mugenda, 1999). Research designs

are plans and procedures for research that span the decisions from broad assumptions to detail methods of data collection and analysis.

The study adopted descriptive survey research design. It determines and reports the way situation is in describing the possible behavior, attitude, values and characteristics of the respondents while using questionnaires as the appropriate tool.

3.3 Target Population

Target population is the population from which the sample is to be drawn (Ritchie and Lewis, 2009). The target population of the study is the employees' of NWCPC, Nairobi and this added up 461employees.

Table 3. 1 Target Population

Category	Target Population	Sample Size	Percentage taken
Human Resource	9	4	30%
Finance	20	8	30%
Procurement	7	4	30%
ICT	8	3	30%
Marketing	47	19	30%
Engineers	35	14	30%
Drillers	166	67	30%
Support Staff	169	68	30%
Total	461	30%	

Source: Human Resource NWCPC (2018)

3.4 Sample Size and procedure

According to Delbert, Neil and Salkind, (2002) a sample is a set of subjects selected from a population. The goal of sampling is to select a sample where the sampling error (or difference between samples are population characteristics) it minimizes. That way the sample best represents the population of interest and general ability hallmark of science particularly inferential statistics is maximized well.

According to, Piergiorgio (2003) Sampling is the procedure through which we pick out from a set of units that make up the object of study the population a limited number of cases (sample) chosen according to cost of data collection and processing data. Simple random sampling technique and purposive sampling will be 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 respondent's equal chances of participation in the study (Oso and Onen 2006). Simple random sampling procedures taking the form of stratified random sampling was used by dividing the target population in eight strata on the basis of distinctive categories of departments work in the organization namely human resource, procurement, engineering department etc.

Table 3. 2 Sample Size

Category	Target Population	Sampling Size	Percentage (%)
Human Resource	9	4	0.9
Finance	20	8	1.7
Procurement	7	4	0.9
ICT	8	3	0.7
Marketing	47	19	4.1
Engineers	35	14	3
Drillers	151	67	14
Support Staff	149	68	14.7
Total	**461**	**187**	**30%**

3.5 Data Collection Instruments and Procedures

Primary data was collected through structured questionnaire administered to respondents. The independent variables are leadership, training, motivation and work environment while the dependent variable is labor turnover. Therefore, questions in the questionnaire are those relating to the aforementioned variables. These studies operational zed these variables to evaluate the possible strategies to control high labor turnover in State Corporation a case of NWCPC.

3.5.1 Validity of Instruments

According to Joseph (2011) to achieve validity and reliability, the researcher pretests or pilot test the questionnaire using a sample of respondents who have characteristics similar to the target population. Validity will be therefore ensured by carefully constructed questionnaire to avoid ambiguity to enable answers for every research question, validity was a ascertained through adequate coverage of the research objectives, as well through a pilot study that helps to reframe items that solicited ambiguous responses. Gitau, (2008) validity establishes the relationship between the data and the variable or construct of interest. In his study, the researcher was conscious in the selection of case institution, respondents and the type of questions.

3.5.2 Reliability of Instruments

It is the measure of the degree to which a research instrument would yield the same results or data after repeated trials. According to De Vellis (1991) reliability is the proportion of variance attributable to the true measurement of a variable and estimates the consistency of such measurements overtime. In this regard, the researcher used eight questionnaires on two small groups of four each from NWCPC to pretest the questionnaire; the respondents were not included in the final study, after the pretest the questionnaire were corrected before final distribution to target respondents.

3.6 Data Analysis and Presentation

The data was sorted, edited, validated and coded, entered and cleared to detect missing values. Regression analysis was conducted with the help of SPSS. Linear regression was used to help indicate if strategies had a significant relationship with controlling labour turnover and to indicate the relative strength of different independent variables' effects on organizational performance. The Statistical Package for Social Scientists (SPSS) computer software was used specifically for the purpose of analyzing the quantitative data and presenting it inform of table, figures and graphs. Qualitative data analysis method was employed to analyze qualitative data gathered using open ended questions.

Frequency distribution tables and graphs were used as the most appropriate technique in presenting the findings. Bar graph is appropriate since they can be used to present a huge data, are easy to construct, and are attractive and easy to interpret. The focus of this study was to establish the link between labor turnover and micro and strategic variables to control labor turnover. The empirical model was as follows:

$$\mathbf{Y = C + \beta_1 LS + \beta_2 T + \beta_3 SS + \beta_4 MS}$$

Where:

Y = Strategies

C = Constant

$\mathbf{B_1 - \beta_4}$= Co-efficient

LS = Leadership Style

T=Training System

SS = Salary Structure

MS = Motivation System

3.7 Research Ethics

Ethics elements commonly considered important when researchers involve human subjects in their research is addressed (Bruce and Howard, 2014) Participants' welfare should always take precedence over the interests of science or society. Participants should be treated with courtesy and respect, and they should enter into research voluntarily and with adequate information (Monique, Hutter and Bailey, 2011)

Ethics in research refers to the norms for conduct that distinguish between acceptable and unacceptable behavior while conducting research (Resnick, 2012). Therefore, in the analysis of the data collected by the researcher, the interviewees are referred to as respondents, participants or by gender to ensure anonymity for ethical considerations. Respondents' names and identity were not disclosed publicly. Permission to administer the questionnaires was sought from relevant authority. The respondents were not promised any benefits whatsoever in order to participate in the study; participation was voluntary, and all the materials used in any form and citations are acknowledged after the summary of the study in the form of APA referencing.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The chapter discussed analysis, presentation and discussion of collected data from the field. This chapter presents quantitative and qualitative data analysis. The results of the study among the discussed demographic characteristics of respondents, labor turnover and strategic practices namely salary structure, motivation, leadership and training. Research findings comprise integral stage of the research. The analysis and collection of the data is important in enabling phenomenon understating of the study. The findings of the strategies to control labor turnover, a case of National Water Conservation and Pipeline Corporation been presented here in graphs, frequencies, tables and percentages to explain certain points. A total of 139 questionnaires were supplied to the sample derived from the target population target population. Out of all the supplied questionnaires, 123 were filled and received. This realized a response rate of 88%. According to Mugenda & Mugenda (2003) which recommends a response rate of 70% as a good response rate for descriptive statistics.

4.2 Data analysis, presentation and discussion

4.2.1 Response rate

Table 4. 1 Response Rate

Response Rate	Number of Respondents	Percentage (%)
Response	123	88
Non-Response	16	12
Total	**139**	**100**

Source: Author (2018)

The response rate was 88%. This is considered sufficient according to Mugenda and Mugenda, (2003) which recommends 70% as a good rate in descriptive statistics.

4.2.2 Age bracket

Figure 4. 1 Age bracket

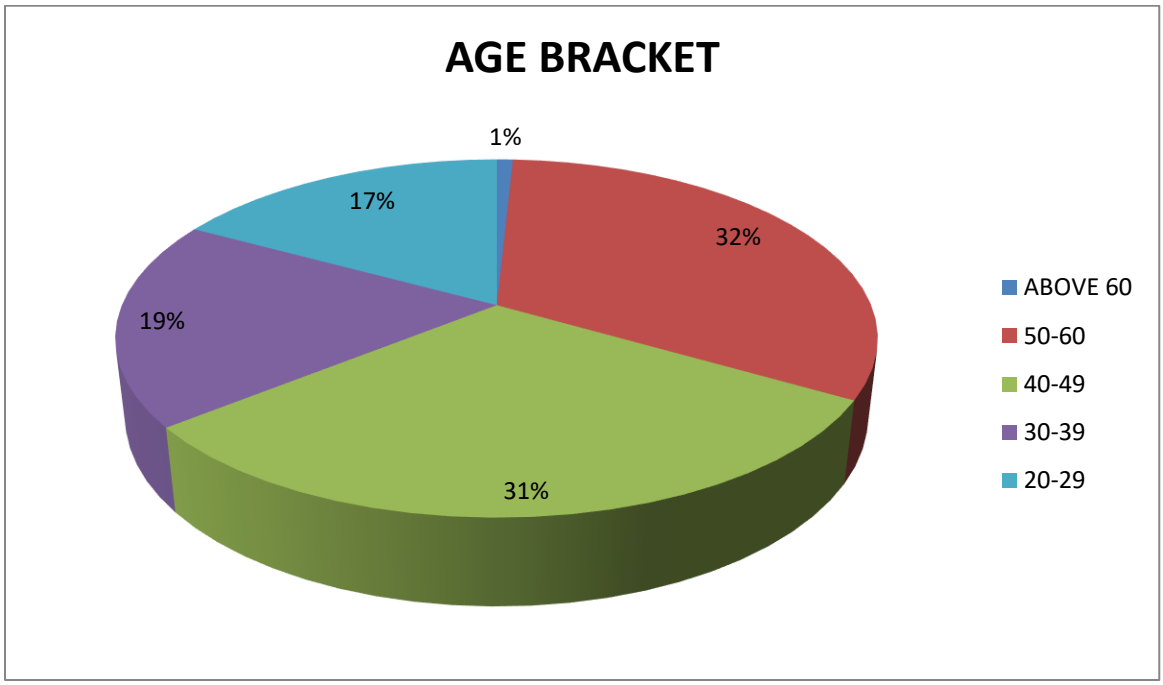


Table 4. 2 Age bracket

Age bracket	Frequency	Percentage (%)
Above 60	1	1
50-60	40	32
40-49	38	31
30-39	23	19
20-29	21	17
Total	123	**100**

Table 4.2 above shows the age brackets of the respondents 32% of the respondents were between ages 50-60, 31% of the respondents were between ages 20-29, 1% were above 60 years of age. The respondents were mature enough to understand and respond accordingly on the strategies to control labor turnover at National Water and Pipeline Corporation.

4.2.3 Gender

Table 4. 3 Gender

Gender	Frequency	Percentage (%)
Male	62	50
Female	48	39
Non response on gender	13	11
Total	**123**	**100**

Source: Author (2018)

According to table 4.3 above, the total number of males who responded were 50% while female response rate was 39%. From the study it can be concluded that the number of males who responded were higher than of female. This indicates that the organization's nature of work attracts male more than female colleagues.

4.2.4 Education level

Table 4. 4 Education level

Education level	Frequency	Percentage (%)
PhD	1	1
Masters	11	11
Degree	43	43
Diploma	43	43
A and O level	20	20
Primary	4	4
Non response	1	1
Total	123	**100**

Source: Author (2018)

Table 4.4 above shows the level of education of the respondents. According to the data analysis, none of the respondents had highest level of education being primary education. 20% of the respondents had secondary level of education,43% had college level of education and 43% of the respondents had university level of education. It can be concluded that majority of the respondents had degree and diploma level education. This shows that employees of National Water and

Conservation were highly educated and were therefore in a position to understand and respond accordingly to matters that were raised in this study.

4.2.5 Years of experience

Figure 4. 2 Experience

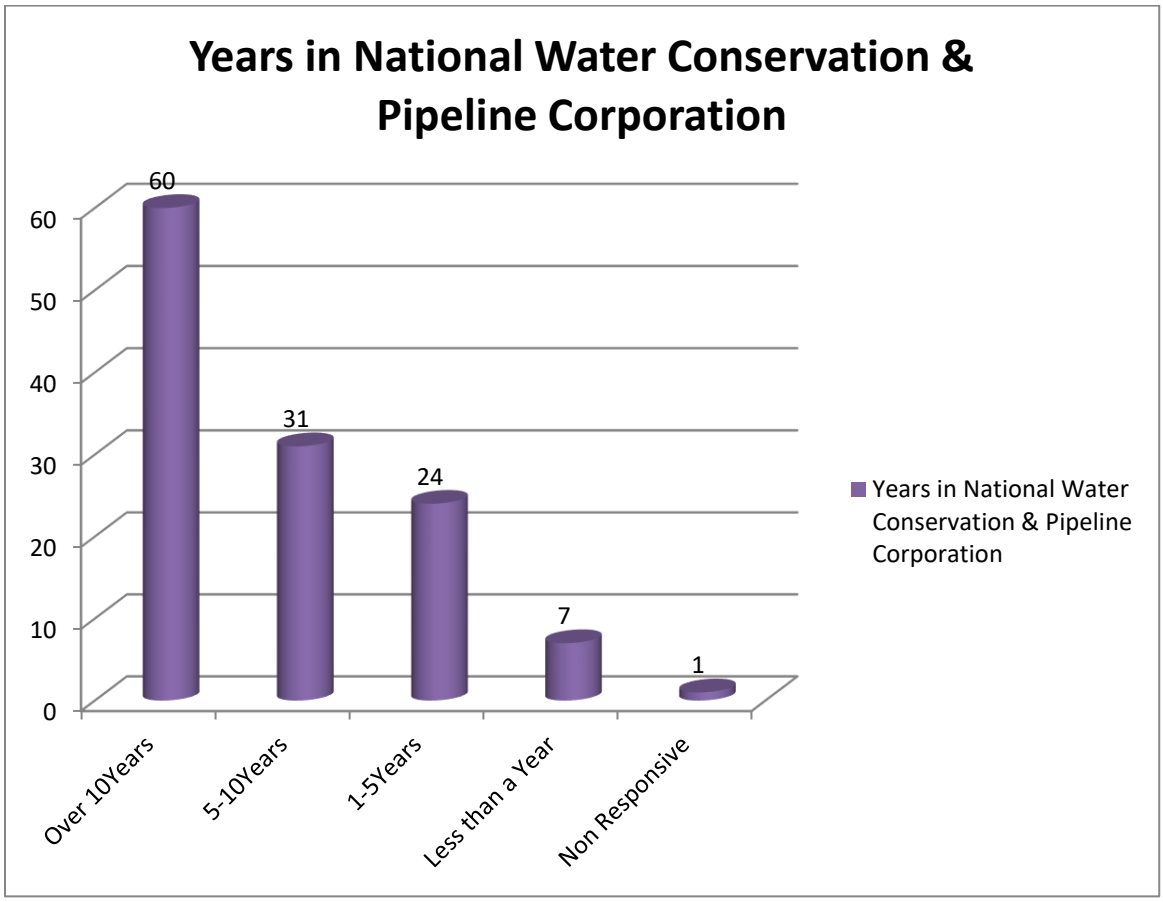


Figure 4.2 above show the number of years of the respondents. According to the data analysis. A total of 49% of the respondents had over ten years' experience, 25% had between 5-10 years' work experience and 19% of the respondents had had between 1-5 years' work experience.6% had less than a year's work experience. It can therefore be concluded that the response came from a majority that have sufficient work experience hence rich data was derived.

4.3 Descriptive analysis

4.3.1 Training

Table 4. 5 Employee training

A-Agree NS-Not Sure D-Disagree SD-Strongly Disagree M-Mean StD-Standard Deviation						
	A	NS	D	SD	M	StD
Training and career development needs are catered for	39%	11%	28%	21%	2.7	1.47
Employees enjoy training and career development programs	39%	12%	25%	22%	2.8	1.06
Employees are satisfied with training programs offered	20%	19%	33%	26%	1.6	1.02
Training controls labor turnover	40%	11%	32%	15%	2.4	0.72
Employees training are linked to career needs	48%	10%	28%	11%	2.2	0.84
Training opportunities make employees stay longer in the organization	39%	19%	23%	15%	1.6	1.14
On the job training is the best in controlling labor turnover	55%	16%	20%	6%	1.8	0.68
Off the job training is linked with controlling labor turnover	24%	34%	29%	11%	1.2	0.92
Training improves job satisfaction	69%	6%	16%	7%	4.1	1.62
Training programs are offered in all categories of employees	23%	11%	37%	28%	1.8	0.86
Total mean 22.2			Average mean 2.22			

Majority (69%) of respondents agreed that Training improves job satisfaction when undertaking training programs, that are conducted improves job satisfaction and this controls labor turnover. Over half (55%) of the respondents also agreed that on the job training is the best in controlling labor turnover the training programs, are relevant to the job needs. The majority of (48%) of respondents agreed that Employees training are linked to career needs while (39%) disagree. Over half of the respondents agreed that during the training process the employees are given an opportunity to seek clarification on any unclear part of the training process. The findings therefore

show that National Water Conservation and Pipeline Corporation had good and workable training systems. The total mean (22.2) and average mean (2.22) indicates that majority of respondents concurred on the issues raised about the training programs signifying that they were satisfied with the training programs used by National Water Conservation and Pipeline Corporation.

Table 4.5 above is an analysis the influence of employee training in controlling labor turnover. A total of 39% agree that training contributes to proper control of labor turnover. According to Nyakego, 2014 from the conclusions of his studies he recommends that, it is necessary to develop a clear career development policy. This will enable the organization to minimize high turnover of employees as most of them are likely to leave when the is no policy to guide them on their career development. Training will allow employees to get a chance of attending relevant training in their field areas of expertise. Nyanjom, (2013) studied factors influencing employee retention in State Corporation in Kenya focusing employee empowerment, appraisal, and compensation and employee commitment. From the findings of his study it was established that employee retention was influenced by employee empowerment, training and career development, employee compensation, performance appraisal and employee commitment. His findings therefore agree with the findings of this study, employee training contribute to controlling labour turnover as well as contributing to employee commitment.

In this regard the study concluded and recommend that every organization should have training programs both on the job training and off the job. Training enables employees to improve their knowledge on duties assigned; this will make employees work in an organization for long and not to quit as a result of incompetence or frustrations.

According to the analysis on the statement training opportunities makes employees stay longer. Table 4.5 above the respondents agree by 39.02% that training controls labor turnover. This

analysis is consistent with the findings of Akinyomi, (2016) creating conducive work environment, and provision of career progression opportunities and of training and development opportunities will make employees work longer for an organization. In addition to Ng'ethe ,(2013) In her conclusion leadership style had strong relationship, training and promotion was indicative of the independence between the determinants. The study further concluded that current trends such as employee branding, employee value proposition and employee choice have not been embraced by Kenya public universities. It is evident therefore that organizations should embrace training and development of employees as a workable strategy to control high labour turnover.

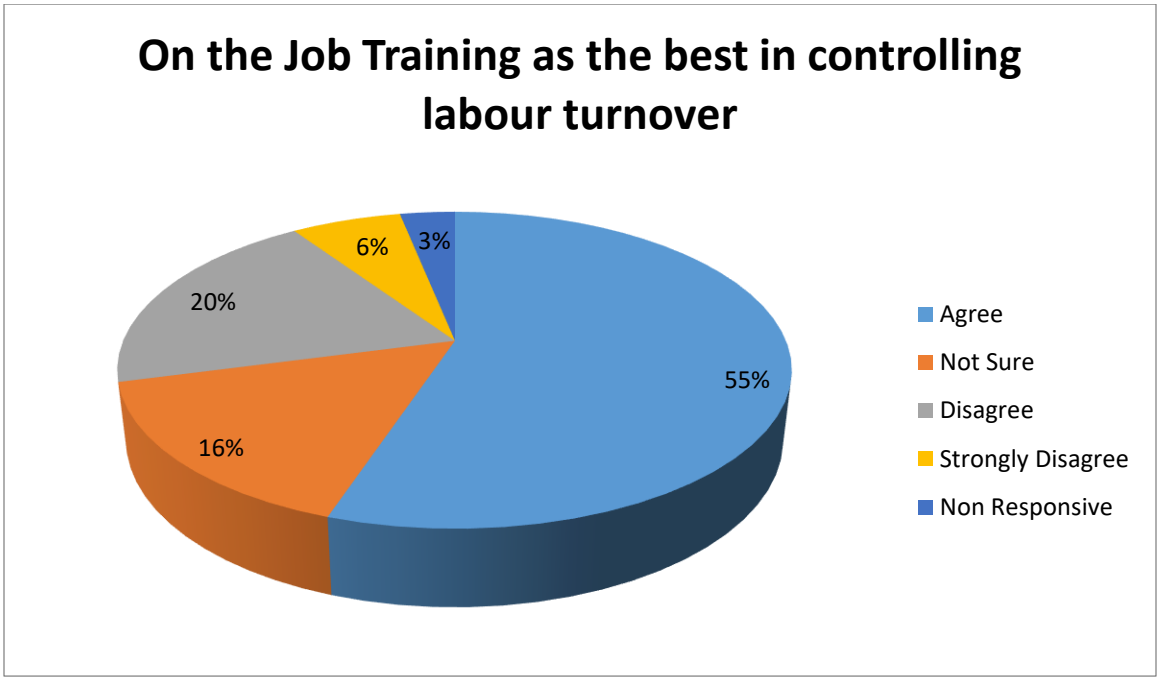


Figure 4. 3 On the job training is the best in controlling labor turnover

4.3.2 Salary structure

Table 4. 6 Salary structure

A-Agree NS-Not Sure D-Disagree SD-Strongly Disagree M-Mean SD-Standard Deviation						
	A	NS	D	SD	M	StD
Salary structure in your organization is competitive	31%	7%	38%	21%	4.2	1.37
Salary structure in your organization is progressive	21%	13%	41%	19%	1.8	1.07
Salary structure in your organization has all categories of benefits	15%	15%	44%	24%	1.7	0.23
Salary structure in your organization is better than the market rate	14%	15%	41%	28%	3.2	0.1
Salary structure of your organization contributes to employee retention.	19%	21%	32%	26%	2.2	1.08
Salary structure in your organization caters for the needs of all categories of employees	12%	17%	42%	24%	2.4	1.01
Salary structure attracts other employees from other to feel like work for your organization	23%	20%	32%	26%	1.8	0.94
Salary structure responds to the output contribute by employees	24%	17%	37%	19%	1.6	1.02
Salary adjustments is a participatory process of all stake holders	21%	15%	40%	22%	3.8	0.72
Salary structure determines how long an employee works for an organization	50%	8%	25%	15%	4.1	0.68
Salary structure of your organization contributes to employee commitment.	45%	18%	21%	14%	1.2	0.04
Total mean	28		Average mean 2.8			

Over (50%) of the respondents indicated that Salary structure determines how long an employee works for an organization. Majority (56%) of the respondents disagreed that Salary structure responds to the output contribute by employees. Majority (59%) of the respondents disagreed that Salary structure in your organization is competitive. Similarly, over half (60%) of the respondents disagreed Salary structure in your organization is progressive. The findings show that (68%) disagreed that the findings show that (66%) disagreed that Salary structure in organization has all categories of benefits management. Salary structure in National Water Conservation and Pipeline

Corporation organization caters for the needs of all categories of employees. The total mean (28) was high indicating that majority of participants disagreed with the items tested. This means that majority of respondents were in disagreement with the salary structures.

According to table 4.6 above 38.21% disagree with the statement that the organization salary structure is competitive. The non-competitive salary structure contributes to labour turnover this is supported by study that was conducted by Ooko (2015) According to his recommendation he recommended that pay should be reviewed upwards to reflect the market rates, employees are also overworked and not compensated adequately. It is therefore evident that competitive salary structures control labor turnover.

According to table 4.6 40% of the respondents disagree, 28% strongly disagree that their salary structure is competitive in the market. This in summary is a total of 69% say that the salary structure is not competitive. Non-competitive remuneration leads to labor turnover according to Bretta (2014) researched about factors influencing high labor turnover in anti-counterfeit agency Kenya. Bretta (2014) recommendation is to improve on the terms and conditions of service, there is need to periodically benchmark and review skilled staff' remuneration packages in line with best practices. When salary structure is one of the best in the market, the notion of search of greener pasture that courses labour turnover is eliminated.

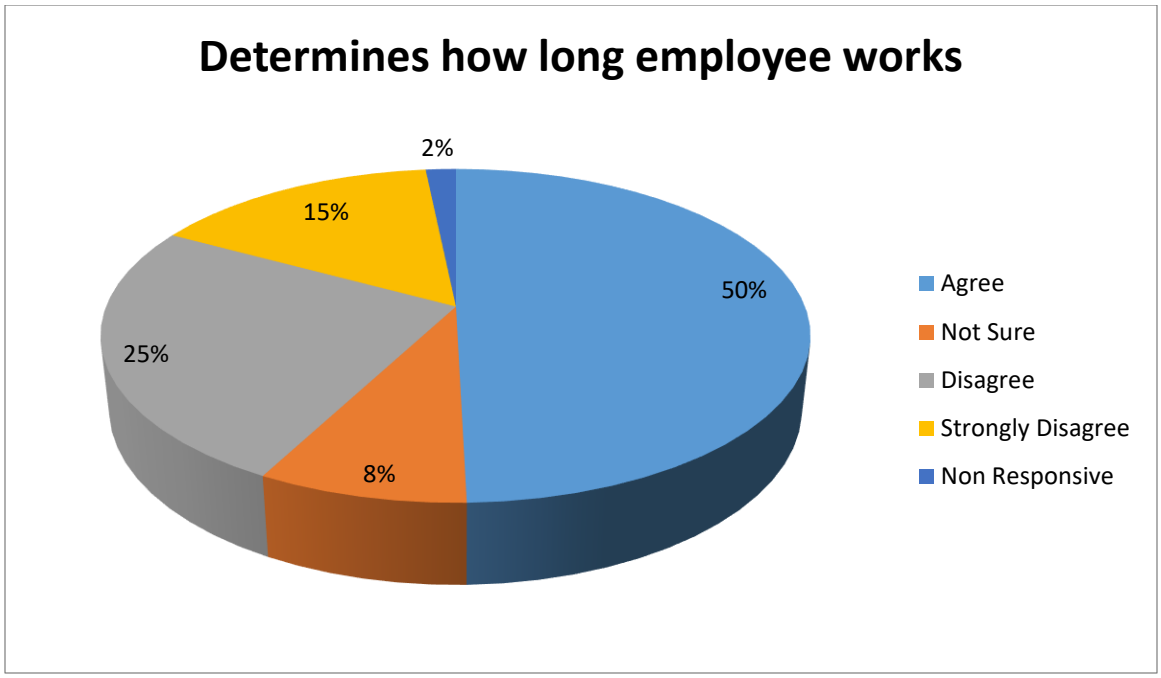


Figure 4.4 Salary structure determines how long an employee works in an organization

4.3.3 Motivation

Table 4. 7 Motivation

A-Agree NS-Not Sure D-Disagree SD-Strongly Disagree M-Mean SD-Standard Deviation						
	A	NS	D	SD	M	StD
Employee motivation needs are catered for	30%	6%	35%	27%	1.4	0.74
Motivation is guaranteed to all categories of employees	16%	11%	41%	30%	2.8	0.1
You always feel motivated	19%	13%	37%	29%	1.7	1.95
Motivation styles should be reviewed	76%	10%	4%	4%	1.1	0.83
Motivation is determining factor on how long an employee works with your organization.	54%	12%	19%	13%	3.9	0.92
There is participatory process of reviewing motivational process in your organization	15%	19%	40%	23%	4.6	1.86
Motivation is a real challenge in your organization	77%	5%	9%	3%	2.2	1.21
Employees should be involved in deciding on motivation factor	30%	15%	41%	11%	1.2	0.67
Shorter working hours is a motivation factor	30%	15%	41%	11%	2.6	1.46

Longer working hours demotivates employee and it's among the reason resign from your organization	41%	10%	31%	16%	1.3	0.52
	Total mean	22.8		Average mean 2.28		

(62%) of the respondents disagree that indicated that Employee motivation needs are catered for in National Water Conservation and Pipeline Corporation. Similarly, 71% of the respondents disagreed that Motivation is guaranteed to all categories of employees. (66%) disagreed on the statement that employees always feel motivated.

However, majority (63%) of the respondents indicated that there is participatory process of reviewing motivational process in National Water Conservation and Pipeline Corporation. Majority (77%) of the respondents also indicated that Motivation is a real challenge in organization National Water Conservation and Pipeline Corporation. The low mean values (<2.28) and low standard deviation (<2) indicate a strong agreement among respondents and convergence of views.

The total mean (22.8) and average mean (2.28) indicates that majority of respondents agreed with statements under investigation. The findings therefore show that National Water Conservation and Pipeline Corporation had a high employee performance but was limited by motivation.

Table 4.7 shows that 54% of the respondents agree that motivation is a factor that determines how long an employee stays in the organization. This is supported by the findings of most employees say that they have introduced individual performance related pay in order to motivate employees so assuming an unproblematic causal relationship between pay and motivation (Lewie et al, 2006). However, Lawleret al (1984) suggests that employees tend to behave in whatever way they

perceive leads to the rewards they value. This suggests that motivation is more individual affair. Thus, what may motivate one employee may not have effect on another (Lewis et al). Motivate employees show commitment in their work, this is coupled with need of achievement in the motivation structure. Employees show commitment and willingness to continue working for an organization, motivation therefore if well managed it controls labor turnover.

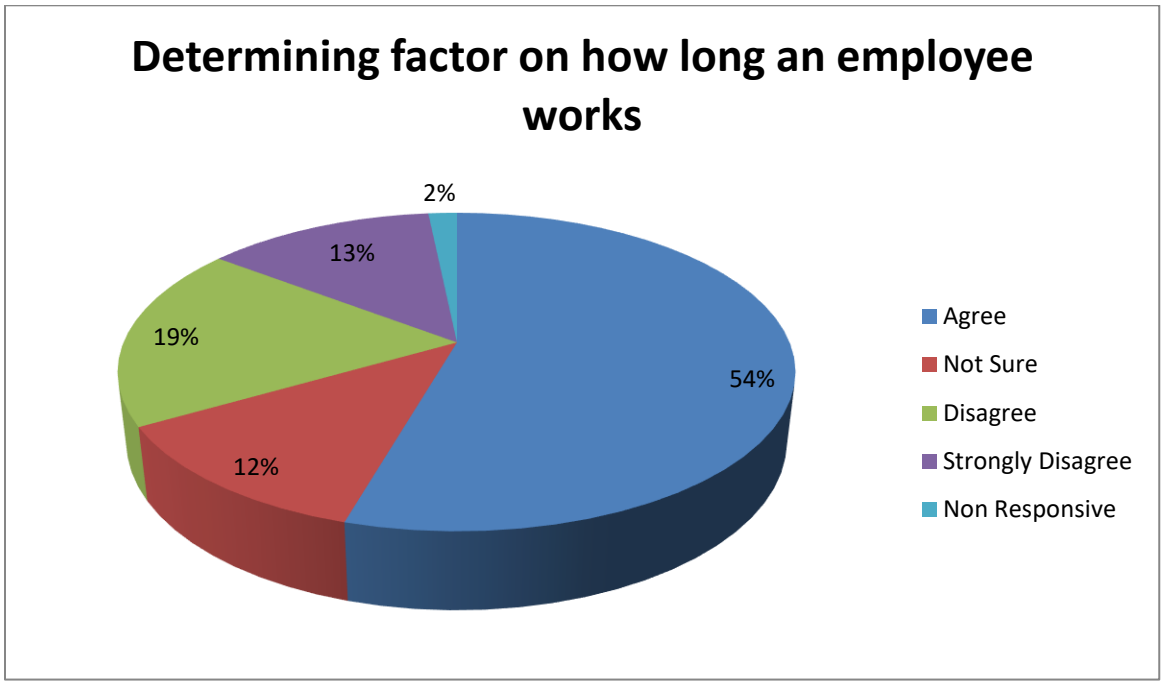


Figure 4. 5 Motivation determines how long an employee works in an organization

4.3.4 Leadership

Table 4. 8 Leadership

A-Agree NS-Not Sure D-Disagree SD-Strongly Disagree M-Mean StD-Standard Deviation						
	A	NS	D	SD	M	StD
Leadership style in your organization improves employee commitment	38%	16%	31%	12%	1.2	0.66
Leadership style in your organization is task oriented	29%	16%	42%	8%	1.5	1.82
Leadership styles should be reviewed	82%	3%	4%	8%	3.8	0.97
Leadership style in your organization improves employee commitment	37%	12%	32%	12%	2.9	1.23
Leadership style in your organization is the best	9%	24%	47%	16%	1.8	0.82
Autocratic leadership is the common style of leadership in your organization	36%	27%	15%	15%	2.4	1.26
Leader ship in your organization should be democratic	72%	8%	12%	3%	1.9	0.78
Leadership style in your organization leads to employee turnover	49%	20%	22%	3%	1.6	1.64
Leadership style does not affect employee retention	20%	14%	44%	16%	2.2	0.36
Transformational leadership in your organization can improve employee commitment and retention	75%	11%	4%	6%	4.8	1.71
Total mean 24.1			Average mean 2.41			

(82%) of the respondents indicated that Leadership style in National Water Conservation and Pipeline Corporation leadership styles should be reviewed. Similarly, 72% of the respondents agreed that leader ship style should be democratic. (75%) agreed that Transformational leadership

can improve employee commitment and retention management and should be embraced. However, (49%) of the respondents indicated that Leadership style organization leads to employee turnover. The low mean values (<2.5) and low standard deviation (<2) indicate a high agreement among respondent's views.

The total mean (24.1) and average mean (2.41) indicates that majority of respondents agreed with items under investigation signifying that there was a high leadership needs. The findings therefore show that National Water Conservation and Pipeline Corporation can control labour turnover but was limited by good leadership.

According to table 4.8, 48% respondents agree that leadership style leads to employee turnover. Jane Ng'ethe, (2013) in her conclusion leadership style had strong relationship, training and promotion was indicative of the independence between the determinants. Social Scientists have done credible job delineating in detail may sub-processes and components of leadership phenomenon, and much valuable information has been learned and applied to good measure by managers and organizations from the extent empirical and theoretical literature (Mark, Joyce, Allan Oddou and Martha, 2008). According to Stephen, Robbins, Timothy & Judge (2007) Transformation leaders inspire followers to transcend their own self-interest for the good of the organization and are capable of having a profound and extraordinary effect on their followers. Transformational leaders make it possible to influence and have a committed work force this is because these leaders ensure that they lead from the front. This makes employees because they help employees to carry out their duties. In this aspect poor leadership would lead to labour turnover.

According to table 4.8 shows that 43.95 of the respondents disagree to the statement leadership does not affect employee retention. According to Yulk et al (2006) contingency theories set forth the various conditions that can intervene in leadership attempts that can influence their success or failure and map the relationships between the variables at play in such situations. In his review of leadership literature, Rost (1993) found that 60 percent of the studies from 1910 to 1990 (satamf no clear statement of definitive for the phenomenon they investigated, leadership. The scholars simply assumed that others shared their assumptions and concepts of leadership. Those scholarships for research purposed have not reached consistent agreement as low best to define the phenomenon. Leadership therefore influences employee retention poor leadership style aggravates labour turnover.

4.4 Regression Analysis

Multiple linear regressions were conducted to establish the workable strategies to control labour turnover in Kenya with reference to National Water and Pipeline Corporation. The findings are summarized in Table 4.9.

Table 4. 9 Regression Output

Table 4.11 Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.858	0.789	0.727	0.447

a. Predictors: (Constant), salary, Leadership, Training, Motivation Needs

Source: Researcher (2018)

The findings show that there is a strong positive correlation (r=0.858) between strategies to control labor turnover of National Water conservation and Pipeline Corporation. R^2 is the proportion of variance in the dependent variable which can be explained by the independent variables; it tells us

the goodness of fit of the model. The R^2 value of 0.789 means that 78.9% of strategies to control labor turnover in National Water conservation and Pipeline Corporation can be explained by the strategies. The adjusted is R^2valueof 0.759 in this study means that about 72.7% of the variability of strategies of National Water conservation and Pipeline Corporation is accounted for by the model, even after taking into account the number of predictor variables in the model (4). The model summary therefore shows that the strategies considered for this study are very important to controlling labor turnover of National Water conservation and Pipeline Corporation as they contribute to great extent to its variation.

The analysis of variance results is shown in Table 4.10.

Table 4. 10 Model Analysis of Variance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	114.061	2	76.141	76.141	.000a
Residual	89.907	120	0.749		
Total	203.968	122			

a. a. Predictors: (Constant), salary, Leadership, Training, Motivation Needs

b. Dependent Variable: Labor turnover.

Source: Researcher (2018)

The findings show that the F value of 81.196 is significant (p=0.00) at 5% significance level. This means that overall; the regression model statistically significantly predicts the outcome variable.

The findings show that leadership style (p=0.018), motivation (p=0.00) and salary structure system (p=0.00) are all statistically significant. Training (p=0.351) was found to be not significant. The coefficients therefore show that training is the most important factor followed by motivation,

salary structure and leadership in that order. The findings show that unit change in training system would result in a 181% increment in organizational performance of National Water conservation and Pipeline Corporation while a unit change in recruitment would result in a 13.4% increment in controlling labour turnover of National Water conservation and Pipeline Corporation

This is in disagreement with Nyanjom (2013) who found that correlation between labour turnover and training. The findings are in agreement with Nyakego (2013) who established that selection strategies have a high influence on labour turnover. The study concluded that reward systems have a high influence on performance. The findings are in agreement with Ngethe (2013) who indicated that training is able to generate a positive and significant effect on staff retention. The findings are also in agreement with Akinyomi (2016) who emphasized that alignment of reward systems with employee values and needs is every bit as important as alignment with business goals, and critical to the realization of the latter.

Table 4. 11: Model Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	.984	.156		6.802	.000
Salary	.262	.104	.178	2.601	.016
Leadership	.121	.146	.082	.832	.346
Training	1.813	.187	.581	9.182	.000
Motivation	.468	.082	.402	3.732	.000

Source: Researcher (2018)

Salary structure had a coefficient of 0.984, leadership styles had a coefficient of 0.262, Training policies had a coefficient of 0.121, and evaluation of motivation needs had a coefficient of 0.468. The positive coefficients of salary structure, leadership styles, Training policies, and motivation

needs shows an increase in these variables will result in improved labor turnover. All the models are significant at 95% since their p-values are less than 0.05. The predictive model developed by the study is $Y = .984 + 0.262X_1 + 0.121X_2 + 1.813X_3 + 0.468X_4$; Where Y is the labor turnover and X is a set of independent variables for research variables which include the salary structures (X_1), leadership styles (X_2), training policies (X_3) and motivation needs (X_4).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction of the chapter

This chapter summarizes the major findings that have been deduced from this research. The chapter includes the summary of the findings, conclusions and recommendations for further research. It summarizes the results which were obtained from the analysis of the questionnaires and interviews.

The purpose of the study was to assess workable strategies of controlling labor turnover a case of National Water conservation and Pipeline Corporation. The key expectation was to reveal the strategies to control labor turnover. This chapter the researcher presents discussions, conclusions, recommendations and suggestions for further research.

5.2 Summary of the study

The general research objective was to establish strategies to control labor turnover in an organization in Kenya with reference to National Water Conservation and Pipeline Corporation. Specifically the study sought to: determine how training programs influences organizational performance at National Water Conservation and Pipeline Corporation, determine how salary structures influences organizational performance at National Water Conservation and Pipeline Corporation, establish how motivation policies influences organizational performance at National Water Conservation and Pipeline Corporation and establish how leadership styles influences organizational performance at National Water Conservation and Pipeline Corporation. The findings of the study are summarized below:

5.2.1 Training

According to the scale 39% Agree, 11% not sure, 28% disagree, 21% strongly agree and 1% non-responsive. A total of 39.84% agree that training contributes to proper control of labor turnover. According toNyakego,2014 from the conclusions of his studies he recommends that, it is necessary to develop a clear career development policy. This will enable the organization to minimize high turnover of employees as most of them are likely to leave when the is no policy to guide them on their career development. Training will allow employees to get a chance of attending relevant training in their field areas of expertise. Nyanjom (2013) studied factors influencing employee retention in State Corporation in Kenya focusing employee empowerment, appraisal, and compensation and employee commitment. From the findings of his study it was established hat employee retention was influenced by employee empowerment, training and career development, employee compensation, performance appraisal and employee commitment.

In this regard the study concluded and recommends that every organization should have training programs both on the job training and off the job. Training enables employees to improve their knowledge on duties assigned; this will make employees work in an organization for long and not to quit as a result of incompetence or frustrations.

The respondents agree by 39.02% that training controls labor turnover. This analysis is consistent with the findings of Akinyomi, (2016) creating conducive work environment, and provision of career progression opportunities and of training and development opportunities will make employees work longer for an organization. In addition to Ng,ethe (2013)In her conclusion leadership style had strong relationship, training and promotion was indicative of the independence

between the determinants. The study further concluded that current trends such as employee branding, employee value proposition and employee choice have not been embraced by Kenya public universities. It is evident therefore that organizations should embrace training and development of employees as a workable strategy to control labour turnover.

5.2.2 Salary structure

This in summary is a total of 69.11% say that the salary structure is not competitive according to likert scale 52% Agree,7% not sure,23% disagree,12% strongly agree and 6% non-responsive. Non-competitive remuneration leads to labor turnover according to Bretta (2014) researched about factors influencing high labor turnover n anti counterfeit agency Kenya. Bretta (2014) recommendation is to improve on the terms and conditions of service, there is need to periodically benchmark and review skilled staff' remuneration packages in line with best practices. When salary structure is one of the best in the market, the notion of search of greener pasture that courses labor turnover is eliminated.

The non-competitive salary structure contributes to labor turnover this is supported by study that was conducted by Ooko, (2015) According to his recommendation he recommended that pay should be reviewed upwards to reflect the market rates, employees are also overworked and not compensated adequately. It is therefore evident that competitive salary structures control labor turnover.

5.2.3 Motivation

A total of 54.47% of the respondents agree that motivation is a factor that determines how long an employee stays in the organization. The likert scale indicating 54% Agree,12% not sure,19% disagree,13% strongly agree and 2% non-responsive. This is supported by the findings of most

employees say that they have introduced individual performance related pay in order to motivate employees so assuming an unproblematic causal relationship between pay and motivation (Lewie et al, 2006). However, Lawler *et al* (1984) suggests that employees tend to behave in whatever way they perceive leads to the rewards they value. This suggests that motivation is more individual affair. Thus, what may motivate one employee may not have effect on another (Lewis et al). Motivate employees show commitment in their work, this is coupled with need of achievement in the motivation structure. Employees show commitment and willingness to continue working for an organization, motivation therefore if well managed it controls labor turnover.

5.2.4 Leadership

On the statement leadership style influences how long, an employee stays in an organization Likert scale indicates 55% Agree,16% not sure,19% disagree,7% strongly agree and 3% non-responsive. According to Yulk et al (2006) contingency theories set forth the various conditions that can intervene in leadership attempts that can influence their success or failure and map the relationships between the variables at play in such situations. In his review of leadership literature, Rost (1993) found that 60 percent of the studies from 1910 to 1990 (satamf no clear statement of definitive for the phenomenon they investigated, leadership. The scholars simply assumed that others shared their assumptions and concepts of leadership. Those scholarships for research purposed have not reached consistent agreement as low best to define the phenomenon. Leadership therefore influences employee retention poor leadership style aggravates labour turnover.

5.3 Summary

5.3.1 Training

A total 54.47% of the respondents agree that motivation is a factor that determines how long an employee stays in the organization. This is supported by the findings of most employees say that they have introduced individual performance related pay in order to motivate employees so assuming an unproblematic causal relationship between pay and motivation (Lewie et al, 2006). In this regard I concluded and recommend that every organization should have training programs both on the job training and off the job. Training enables employees to improve their knowledge on duties assigned; this will make employees work in an organization for long and not to quit as a result of incompetence or frustrations. A total of 39.84% agree that training contributes to proper control of labor turnover. According to Nyakego, (2014) from the conclusions of his studies he recommends that, it is necessary to develop a clear career development policy. This will enable the organization to minimize high turnover of employees as most of them are likely to leave when the is no policy to guide them on their career development. It is evident therefore that organizations should embrace training and development of employees as a workable strategy to control high labor turnover.

5.3.2 Salary structure

A total of 40.65% of the respondents disagree, 28.46% strongly disagree that their salary structure is competitive in the market. This in summary is a total of 69.11% say that the salary structure is not competitive. Non-competitive remuneration leads to labor turnover according to Bretta (2014) researched about factors influencing high labor turnover n anti counterfeit agency Kenya. Bretta (2014) recommendation is to improve on the terms and conditions of service, there is need to

periodically benchmark and review skilled staff' remuneration packages in line with best practices. When salary structure is one of the best in the market, the notion of search of greener pasture that courses labor turnover is eliminated is eliminated

5.3.3 Motivation

A total of 54.47% of the respondents agree that motivation is a factor that determines how long an employee stays in the organization. This is supported by the findings of most employees say that they have introduced individual performance related pay in order to motivate employees so assuming an unproblematic causal relationship between pay and motivation (Lewie et al, 2006).

5.3.4 Leadership

A total 54.47% of the respondents agree that motivation is a factor that determines how long an employee stays in the organization. This is supported by the findings of most employees say that they have introduced individual performance related pay in order to motivate employees so assuming an unproblematic causal relationship between pay and motivation (Lewie et al, 2006). Leadership therefore influences employee retention poor leadership style aggravates labor turnover

5.4 Recommendation

5.4.1Training

The organization has to put in place on the job and of the job training facilities. The training should be linked to the career needs of the employees. Linkage of the training and career needs ensures relevant training is offered. It is further recommended that training needs analysis should be carried out before the actual training to ensure rigor in the target for training. Heads of the departments

should evaluate all the training needs that have been established for all staff in the training programs and ascertain that they are taken through training to enable competitiveness is attained when the labor turnover needs are addressed accordingly and this in return ensures there is effectiveness in controlling labor turnover.

5.4.2 Salary structure

On the issue of salary structure, I recommend that National water conservation and Pipeline Corporation should review the salary structure and come up attractive salary structure for its employees. The salary structure should be competitive in this sector comparatively. This will help mitigate the rampant problem of labor turnover.

5.4.3 Motivation

To motivate employees, it is recommended that the company should introduce incentives like bonus payment and fringe benefits for splendid performances. It is further recommended that the organization is a determining factor on how long employees work for the organization. Therefore, the organization needs to be keen on the handling of the motivation strategy to avert labor turnover. National water conservation and Pipeline Corporation has been growing irrespective of short comings that have been experienced, and there is increased productivity and staff goodwill, they should explore more proactive opportunities to grow their motivation capacity to ensure that there is mitigation of labor turnover and also to increase the level of proactive initiatives that would be developed by the attrition of staff who are currently attracted and employed by the National water conservation and Pipeline Corporation. They need to consider opportunities for recognition of staff and individualistic growth opportunities in addition to.

5.4.4 Leadership

Transformational leadership to be specific should be embraced by the organization. Transformation leadership will guarantee mentorship and learning as the leaders carry out duties. In addition to transformational leadership creates a conducive atmosphere for leader follower to receive and give feedback. From this style of leadership, the organization will be able to avert labor turnover since it has participatory approach.

5.4.5 Further studies

There was need for further research to be carried out on whether state corporations have resources to implement the strategies to control labor turnover highlighted in this study.

Future studies could investigate additional related functions and include the role of Information Technology on controlling labor turnover, which should be undertaken on more institutions that operate in varied fields.

In addition to study should be extended to multiple sectors to cater for diversity, cross cultures and finally additional studies should include other factors such as financial resources and leadership to provide in-depth understanding of the variable relationship.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Dear Sir/Madam

I am a student at St Paul's University carrying out a research on strategies to control labor turnover in state corporation a case of National Water Conservation and Pipeline Corporation as part of the requirement for the fulfillment of the award of a Master's degree in Business Administration therefore humbly request you to spare some of your time and fill in this questionnaire. Please be assured that all information you give here will be strictly for academic purposes and will be treated with great confidentiality.

Thank you for your time

APPENDIX II: QUESTIONNAIRE

SECTION A: respondents background information

In each section **TICK** in the box or fill in your response in the space provided as appropriate Age of Respondent

Above 60[ ] 50-60[ ] 40-49[ ] 30-39[ ] 20-29[ ]

Gender

Male[ ] Female[ ]

Level of Education

PhD [ ] Masters [ ] Degree Bachelor [ ] Degree Diploma [ ] A and O [ ] level Primary [ ] Level

Marital Status

Married [ ] Separated [ ] Divorced [ ] Widowed [ ] Single [ ]

Department……..

Number of years worked with National Water Conservation and Pipeline Corporation

Over 10 years[ ] 5-10Years[ ] 1-5 Years[ ] Less than a year[ ]

Section B: Labor Turnover

	Agree	Not sure	Disagree	Strongly disagree
National Water Corporation and Pipeline has defined strategies to control staff turnover				
If given chance you can resign as soon as possible				
Leadership style is the main reason why employees quit your organization				
Generally employees are committed and motivated to continue working for the organization				
Resignations are rampant in your organization				
Unmet motivation factors contribute to resignations				
Salary structure contributes to labor turnover				
Insufficient training leads to targets not being met hence frustration and resignations				

In your own view kindly state any reasons for employee resignations

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SECTION C: TRAINING

Rate the extent to which each of the statements in the matrix represented below influences employee retention in your organization

	Agree	Not sure	Disagree	Strongly disagree
Training and career development needs are catered for				
Employees enjoy training and career development programs				
Employees are satisfied with training programs offered				
Training controls labor turnover				
Employees training are linked to career needs				
Training opportunities make employees stay longer in the organization				
On the job training is the best in controlling labor turnover				
Off the job training is linked with controlling labor turnover				
Training improves job satisfaction				
Training programs are offered in all categories of employees				

SECTION D: SALARY STRUCTURE

Rate the extent to which each of the statements in the matrix represented below on Salary structure in your organization

	Agree	Not sure	Disagree	Strongly disagree
Salary structure in your organization is competitive				
Salary structure in your organization is progressive				
Salary structure in your organization has all categories of benefits				
Salary structure in your organization is better than the market rate				
Salary structure of your organization contributes to employee retention.				
Salary structure in your organization caters for the needs of all categories of employees				
Salary structure attracts other employees from other to feel like work for your organization				
Salary structure responds to the output contribute by employees				
Salary adjustments is a participatory process of all stake holders				
Salary structure determines how long an employee works for an organization				
Salary structure of your organization contributes to employee commitment.				

SECTION E: MOTIVATION

Rate the extent to which each of the statements in the matrix represented below on employee motivation in your organization

	Agree	Not sure	Disagree	Strongly disagree
Employee motivation needs are catered for				
Motivation is guaranteed to all categories of employees				
You always feel motivated				
Motivation styles should be reviewed				
Motivation is determining factor on how long an employee works with your organization.				
There is participatory process of reviewing motivational process in your organization				
Motivation is a real challenge in your organization				
Employees should be involved in deciding on motivation factor				
Shorter working hours is a motivation factor				
Longer working hours demotivates employee and it's among the reason resign from your organization				

SECTION F: LEADERSHIP

Rate the extent to which each of the statements in the matrix represented below on leadership style in your organization

	Agree	Not sure	Disagree	Strongly disagree
Leadership style in your organization improves employee commitment				
Leadership style in your organization is task oriented				
Leadership styles should be reviewed				
Leadership style in your organization improves employee commitment				
Leadership style in your organization is the best				
Autocratic leadership is the common style of leadership in your organization				
Leader ship in your organization should be democratic				
Leadership style in your organization leads to employee turnover				
Leadership style does not affect employee retention				
Transformational leadership in your organization can improve employee commitment and retention				