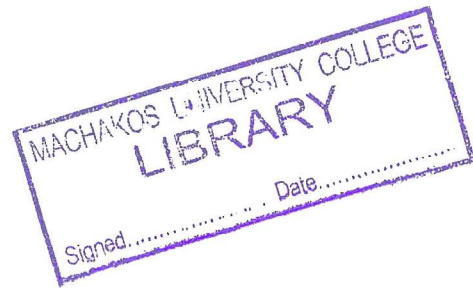
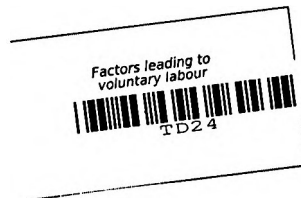


**FACTORS LEADING TO VOLUNTARY LABOUR TURNOVER OF ACCOUNTANTS
IN MICROFINANCE INSTITUTIONS: A CASE STUDY OF KENYA WOMEN
FINANCE TRUST (KWFT)**

NAME: DANIEL N. MWANIKI



**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HUMAN RESOURCE
DEVELOPMENT IN PARTIAL FULFILLMENT FOR THE DEGREE OF EXECUTIVE
MASTERS IN BUSINESS ADMINISTRATION
OF JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY**



JUNE 2011

DECLARATION

This research project report is my original work and has never been submitted for any award in any other university.

NAME: Daniel N. Mwaniki

No. HD334-033-0887/2009

SIGNED: 

DATE: 20/9/2011

This research project report has been submitted for examination with our authority as the university supervisors.

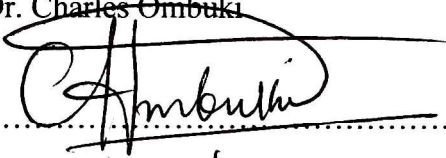
NAME: Paul Sang

SIGNED: 

DATE: 23.08.2011



NAME: Dr. Charles Ombuki

SIGNED: 

DATE: 26/09/11

ACKNOWLEDGEMENT

I express my gratitude to senior management of KWFT, who allowed me to research on their organization. All lecturers that instructed me, as their contribution made the end achievable. My supervisors, Mr. Paul Sang and Dr. Ombuki whom I needed their understanding and support on my project. Finally I acknowledge all the KWFT staff that i relied on their support, encouragement, understanding, and love throughout the study.

DEDICATION

This research is dedicated to my son, Eric. "You are my inspiration in all that I do."

ABSTRACT

Kenya Women Finance Trust for the past years has been suffering from a high level of accountant's turnover. This high turnover rate can lead to substantial negative consequences for the institution. Besides the costs associated with actual separation of the employees and recruiting, hiring and training of new staff, other costs may not be easily measured. The analysis of the number of leavers and the reason why they leave provides information that will indicate whether any action is required to improve retention rates. It can prompt further investigations to establish underlying causes and identify remedies. The study will be of benefit to management of KWFT in understanding the reasons for high Accountants labour turnover and take remedial measures amend certain policies that contribute to high labour turnover which will lead to better service to the clients. The sample of Accountants was selected from a population of all Accountants currently working at KWFT, former Accountants and all the 14 Regional Accountants working in the organization. Proportional sampling method was used to select the sample of current and former accountants to be studied. This ensured that all regions of KWFT were fairly represented in the study. The regions were treated as sub- population frames from where the sample to be studied was selected. Questionnaires were used to collect data for this study. This is because the questionnaire enabled the researcher to get first hand information about the work situation. The data provided in summaries the target population. The data was then presented in graphical formats and percentage terms in tabular format. The study shows that the salary paid to accountants did not match that of competition. The officers also indicated that they would prefer an output based reward system. The majority of those who have left employment or have thought of leaving cite pay as one of the major reasons. In addition the current and former Accountants felt that pay level did not match up well to the workload in KWFT. The study also revealed that the current and former Accountants plus the Regional Accountants felt that training in KWFT is very good and well handled. The study showed that the Accountants did not think they got adequate opportunity for personal development, advancement and promotion opportunities. The managers felt it was adequate. Majority of respondents from the three groups indicated that career development was one of the major causes of labour Accountants' turnover. The majority of the former and present Accountants were also dissatisfied in working long hours. Only a minority of the Accountants cited relationship with supervisor as a reason of leaving or thinking of leaving KWFT employment. One of the recommendations is to introduce an output based reward system for the Accountants and match demand for high performance with equally competitive pay package. In addition, avoid benchmarking competitors pay levels because the Accountant feel KWFT demands more output than its competitors. It will also be necessary to develop a policy for Accountants' career development with a clear career path that is properly defined, communicated and followed. KWFT should also address the Accountants' appraisal system to ensure fairness in promotion. A policy for further education should be developed by either organizing staff to take study leave or giving them financial support to minimize the number of accountants resigning to seek further education. Kenya Women Finance Trust should employ adequate Accountants to cope with the challenges that make the staff work for long hours. Also the need to computerize most of the processes would save on time spent in the office by the accountants. The Accountants' workload should also be addressed by finding out whether they consider it high and relative to rewards they get. Trainings to equip managers with necessary supervisory skills should be conducted regularly. KWFT should also conduct regular salary surveys within the microfinance industry.

ACRONYMYS

KWFT

Kenya Women Finance Trust

DEFINATION OF TERMS

- Turnover - The ratio of the number of employees that leave a company through attrition, dismissal, or resignation during a period to the number of employees on payroll during the same period.
- Training - Organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill.
- Staff development - refers to the processes, programs and activities through which every organization develops, enhances and improves the skills, competencies and overall performance of its employees and workers.
- Reward Policy - Incentive programs or Appreciation programs can assist you in helping your employees enjoy their job a bit more, and happy employees are more productive and work better with each other and your clients.
- On-Job Training -This is training that take place in the normal working environment
- Career development - represents the entire sequence of activities and events related to an individual's career. It encompasses acquiring of educational qualifications and certifications, career path, self-actualization as an individual, shifting of careers and career growth, learning curve, family life, accomplishments and recognitions or felicitations.

TABLE OF CONTENTS

Declaration.....	ii
Dedication.....	iii
Acknowledgement.....	iv
Abstract.....	v
Acronyms.....	vi
List of tables.....	vii
List of figures.....	viii
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 The Statement of the Problem.....	5
1.3 The Objective of the Study.....	5
1.4 Research Questions.....	6
1.5 Justification of the study.....	6
1.6 Scope of the Study.....	7
1.7 Limitation of the Study.....	7
CHAPTER TWO.....	8
LITERATURE REVIEW.....	8
2.1 Introduction.....	8
2.2 Understanding Employee Turnover.....	8
2.3 Reward policy.....	9
2.4 Training.....	11
2.5 Career Development.....	12
2.6 Duration Of Work.....	13
2.7 Inter-relationship with Supervisors.....	14
2.8 Summary and Gap to be filled.....	17
2.9 The conceptual Framework.....	18
CHAPTER THREE.....	19
RESEARCH METHODOLOGY.....	19
3.1 Introduction.....	19
3.2 Research Design.....	19
3.3 Target Population of the Study.....	19
3.4 Sampling.....	19
3.5 Data collection.....	21
3.6 Research Procedure.....	21
3.7 Data analysis.....	21
CHAPTER FOUR.....	23
DATA ANALYSIS AND PRESENTATION.....	23
4.1 Introduction.....	23
4.2 Characteristics of the Respondents.....	23
4.3 Presentation of results Objective wise.....	25

CHAPTER FIVE 41
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS..... 41
5.1 Introduction..... 41
5.2 Summary of Findings..... 41
5.3 Summary as per Research Objectives..... 42
5.3 Conclusions..... 44
5.3 Recommendations..... 45
5.3 Suggestions for Future Research 46

REFERENCES 47

APPENDICES

Questionnaire

LIST OF TABLES

Table 1.1 Turnover Rate Analysis	4
Table 3.1 Sampling Analysis	20
Table 4.1: Inadequate Pay and Benefit.....	25
Table 4.2: Accountant pay	26
Table 4.3: Accountants Pay in Relation To the Job.....	26
Table 4.4: Job Output based reward system	28
Table 4.5: Adequacy of Accountants On-Job Training	29
Table 4.6: The Training Relevance To My Career	30
Table 4.7: Opportunity for Personal Development.....	31
Table 4.8: Accountants Career Advancement and Promotion Opportunities.....	32
Table 4.9: Job Match With Skills,Needs,and Interest.....	32
Table 4.10: Career Development and Accountants Turnover	33
Table 4.11: The Accountants Are Satisfied with the Duration of Work.....	34
Table 4.12: Accountants unwillingly work long hours.....	34
Table 4.13: KWFT Matches accountants pay to working hours.....	35
Table 4.14: Do the supervisors communicate openly honestly	36
Table 4.15: Supervisor Treats Accountants With Dignity and Respect	37
Table 4.16: Supervisor recognizes and Appreciate Accountants Efforts	38
Table 4.17: Accountants have good working relations with their supervisors.....	39
Table 4.18: Other Reasons of Accountants Turnover Intentions.....	40

LIST OF FIGURES

Conceptual Framework Flow chart.....18
Gender distribution.....23
Qualification of respondents.....24

CHAPTER ONE

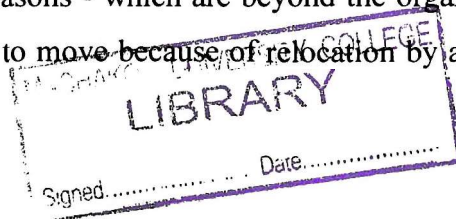
INTRODUCTION

1.1 Background of the Study

It is widely acknowledged in the business community that human resources are a valuable asset to the firm, it is therefore logical to assume that the flow of this valuable asset i.e. employee turnover plays an important role in the performance of an institution. During the economic recovery period like we have in Kenya today, employee turnover represents one of the greatest challenges to any business entity.

“The rate of labour turnover provides a graphic illustration of the turbulence within an organization. High rate of attrition can destabilize a business and demotivate those who attempt to maintain levels of service and output against the background of vacant posts, inexperienced staff and general discontent. Labour turnover may be a function of negative job attitude, low job satisfaction, combined with ability to secure employment elsewhere.” Armstrong (2003).

The academic literature (Dalton. cited in Abelson’s, (1987) suggests that differentiating avoidable and unavoidable turnover (from the organization’s point of view) can help organizations to understand voluntary labour turnover more fully. Avoidable reasons include employees leaving to find better pay or working conditions elsewhere, problems with management or leaving for better career opportunities. Unavoidable reasons - which are beyond the organization’s control - include, for example, an employee having to move because of relocation by a spouse or leaving to fulfill family or caring responsibilities.



If an organization can identify that much of its voluntary labour turnover is unavoidable it may profit better from initiatives that seek to manage labour turnover after the event rather than expend resources on implementing preventative measures. On the other hand, if the bulk of turnover is avoidable this offers the potential for targeted intervention. However, if managers assume the turnover problem to be largely unavoidable, they may fail to recognize turnover as a symptom of underlying problems within the organization.

Another step towards understanding turnover within an organization is to determine whether retention difficulties are caused by internal or external factors. While the role of labor market conditions in causing turnover may preclude the use of targeted human resource strategies, this information may be useful in analyzing to what extent turnover is due to outside factors. However, although tight labor markets affect an employer's ability to attract and retain staff, looking outwards at the local labor market cannot be a substitute for understanding what is going on within the organization (IDS, 2000)

Vida, (1997) in study conducted in Public Libraries in Ghana stated that turnover could be classified as voluntary or involuntary. Within these classifications, it falls into four categories. Voluntary turnover is the first and uncontrollable category. The employee who leaves the organization has the option to remain with the present employer. However, the individual decides to move to another location not within commuting distance, stays home to care for children or relatives, becomes a housekeeper, accepts a job elsewhere or decides to change careers entirely or returns to school. The second is involuntary but uncontrollable. It consists of retirement, disability and death. The third is involuntary but controllable. This occurs when an employee is discharged for poor performance, for unacceptable conduct, or for a pattern of attendance involving lateness or absenteeism. The fourth category is voluntary and controllable. In this instance, the employee resigns for any number of reasons.

In this study we are interested with voluntary and controllable turnover that is "losing people or employees who management did not want to lose and did not expect to lose them".

Vida, (1997) in study conducted in Public Libraries in Ghana found out there was excessive turnover among trained graduate librarians of the Ghana Library Board (GLB). All too often, the ones who left are not the ones that management, as well as colleagues, wishes would leave. An acceptable reason from the management point of view is that they leave to accept a position with higher pay. Management found comfort in this explanation. Nevertheless, research proved that employees leave for a number of reasons, besides money. The trained graduate librarians who leave the GLB are no exception.

The research conducted on the link between dissatisfaction with pay and voluntary turnover appears to be inconclusive. Mobley (1979) concluded that results from studies on the role of pay in turnover were mixed but that often there was no relationship between pay and turnover. Griffeth (2000) noted pay and pay-related variables have a modest effect on turnover.

Martin (2003) detected a complex relationship between turnover and training. He suggested that establishments that enhance the skills of existing workers have lower turnover rates. However, turnover is higher when workers are trained to be multi-skilled, which may imply that this type of training enhances the prospects of workers to find work elsewhere. The literature on the link between lower turnover and training has found that off-the-job training is associated with higher turnover presumably because this type of training imparts more general skills (Martin, 2003).

Hegney (2001) in a study of the factors influencing the recruitment and retention of nurses in rural and remote areas in Queensland found that overall work-related factors were considered to be more important in decisions by nurses to leave rural and remote nursing practice.

Mobley (1979) concluded that a number of studies offered moderate support for a negative relationship between satisfaction with supervision and turnover (i.e. the higher the satisfaction with supervision, the lower the turnover).

There appear to be few characteristics that meaningfully predict turnover, the exceptions being age and tenure. Age is found to be negatively related to turnover (i.e. the older a person, the less likely they are to leave an organization). Tenure is also negatively related to turnover (the longer a person is with an organization, the more likely they are to stay). Mangione in Mobley(1979) concluded that length of service is one of the best single predictors of turnover.

According to KWFT brochure, Kenya Women Finance Trust (KWFT) is a microfinance institution founded in 1981 to facilitate access of sustainable financial and non-financial services to economically active, low-income women entrepreneurs. The institution has a countrywide network of sixteen Regional Offices and a hundred and eighty field offices. This enables the

institution to achieve its overall objective of promoting viable business to improve the economic and social status of Kenyan women.

KWFT human resource policy manual shows that Kenya Women Finance Trust's success depends on how well staffs perform on their duties. Any problem that weakens this performance becomes a concern to the institution. The institution relies heavily on Accountants to appraise loans, process payments, input the data, do reconciliations, and hence generate reports.

According to KWFT human resource records 350 Accountants had been recruited by 2009, but by the end of the year 130 of these had voluntarily left employment. This high turnover rate has lead to substantial negative consequences for the institution according to KWFT internal audit report.

Below is a table that shows the background information that demonstrates that indeed accountant's turnover has been an issue in KWFT.

Table. 1.1 KWFT ACCOUNTANTS TURNOVER RATE ANALYSIS

ENTRY YEAR	ORIGINAL Number	Drop out	Cumulative Drop out	Turnover rate %
2004	49	3	3	6
2005	68	4	7	6
2006	84	8	15	10
2007	107	12	27	11
2008	260	38	65	15
2009	350	65	130	19

Source: KWFT human resource records 2009

The Table above illustrates that Kenya Women Finance Trust had a turnover of as low as 6 % in 2004 and this has grown to as high as 19% in 2009. Considering that the institution promotes Accountants into management position three year after recruitment, there is a danger if the institution doesn't developing a large enough pool for future and experienced managers. For Kenya Women Finance Trust to remain competitive, it must have better understanding of how and why the Accountants are leaving employment. The researcher wanted to know whether there are steps KWFT can take to prevent the loss of Accountants. As a result, this study tried to find the underlying factors that lead to voluntary Accountants turnover. The researchers' goal was to determine what these factors are and how they influenced staff staying or leaving the institution. The factors influencing the voluntary turnover of Accountants in Kenya Women Finance Trust have not been investigated and this study was aimed at identifying and analyzing these factors.

1.2 Statement of the Problem.

Kenya Women Finance Trust for the past years has been suffering from a high level of accountant's turnover. This high turnover rate can lead to substantial negative consequences for the institution. Besides the costs associated with actual separation of the employees and recruiting, hiring and training of new staff, other costs may not be easily measured. These additional costs may lead to reduction in quality of service given to customers, loss of business to competitors, a tendency for remaining employees quitting as well (snow ball effect) and lack of talented employees who can take future leadership positions.

1.3 Objective of the Study

The main objective of the study was to find out the factors influencing accountant's turnover in Kenya Women Finance Trust. The study was based on the following specific objectives:

1. To establish the effect of reward policy on the voluntary labour turnover of Accountants in Kenya Women Finance Trust.
2. To identify the effect of training on voluntary labour turnover of Accountants in Kenya Women Finance Trust.
3. To determine the effect of career development on voluntary labour turnover of Accountants in Kenya Women Finance Trust.

4. To assess how duration of work affect voluntary labour turnover of Accountants in Kenya Women Finance Trust.
5. To analyze how the inter-relationship with supervisors affects voluntary labour turnover of Accountants' in Kenya Women Finance Trust.

1.4 Research Questions:

1. How does the current Kenya Women Finance Trust reward policy impact on Accountants voluntary labour turnover?
2. How does training on Accountants affect voluntary labour turnover in Kenya Women Finance Trust?
3. How does career development affect Accountants voluntary labour turnover in Kenya Women Finance Trust?
4. How does duration of work affect Accountants voluntary labour turnover in Kenya Women Finance Trust?
5. How does inter-relationship with supervisors affect Accountants voluntary labour turnover in Kenya Women Finance Trust?

1.5 Justification of the Study

The analysis of the number of leavers and the reason why they leave provides information that indicates the actions that are required to improve retention rates.

It can also prompt further investigations to establish underlying causes and identify remedies.

The study was of benefit to management of Kenya Women Finance Trust in understanding the reasons for high Accountants voluntary labour turnover. This would help in making remedial measures and amend certain policies that contribute to high voluntary labour turnover which will lead to better service to the clients.

The findings of this study are also of benefit to academicians and researchers interested in voluntary labour turnover in organizations because it would contribute to exiting body of knowledge.

1.6 The Scope of Study

The scope of this study was Kenya Women Finance Trust. The institution had sixteen Regional Offices spread over seven administrative provinces of the Republic of Kenya. The study covered 50% of all Accountants currently in employment in all the regions. The institution has a total population of 1347 employees out of which 220 are Accountants. The study was limited to this cadre of employees who support the institutions core business and are in direct contact with the institutions clients on a daily basis.

1.7 Limitation of the Study

Due to limitation in time and cost it was not possible to cover all the staff in KWFT and therefore this research is in reference to Accountants only.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This section covers the literature relevant to this study. It is specifically concerned with previous studies relating to the factors affecting motivation of employees.

2.2 Understanding Employee Turnover

The extent of the impact of turnover on an organization cannot be fully understood if there is no attempt to quantify the costs. The more complex approaches to costing turnover give a more accurate and higher estimate of the costs. Such approaches often take into account the costs associated with lost productivity (i.e. the productivity of a new employee during their first few weeks or months in the role and that of designees' during the notice period) and the effect on morale of the remaining workforce.

One such framework is that proposed by Tziner and Birati (1996) which builds on the earlier Cascio model of separation costs, replacement costs and training costs. The authors demonstrate how their conceptual framework can be translated into a formula and applied in practice. The Tziner and Birati framework includes:

- a) Direct costs incurred in the replacement process (recruiting, hiring, training and socializing new employees, including the extra effort by supervisors and co-workers to integrate them.
- b) Indirect costs and losses relating to interruptions in production, sales and the delivery of goods to customers.
- c) Financial value of the estimated effect on performance as a result of the drop in morale of the remaining workforce following dysfunctional turnover.

While such approaches are arguably more accurate in that they cover all the costs associated with turnover, in practice these can prove too complex and time-consuming for many organizations. The UK Chartered Institute of Personnel and Development (CIPD) suggests that because of the difficulties involved in estimating and quantifying some of the indirect costs many organizations

prefer to take a 'not less than' approach in attempting to cost turnover. According to the CIPD (2004), it is possible to compute a 'not less than' figure by working out what it costs on average to replace a leaver with a new starter in each major employment category. This figure can then be multiplied by the crude turnover rate for that employee group to calculate the total annual costs of turnover. The CIPD suggests that the major turnover costs are:

- a) Administration of the resignation (including exit interviews)
- b) Recruitment costs (including advertising)
- c) Selection costs
- d) Costs of cover (temporary employees or overtime) during the vacancy period
- e) Administration of recruitment and selection process
- f) Induction training for new employees.

2.3 REWARD POLICY

The research conducted on the link between dissatisfaction with pay and voluntary turnover appears to be inconclusive. Mobley, (1979) concluded that results from studies on the role of pay in turnover were mixed but that often there was no relationship between pay and turnover. Other studies found no significant relationship.

On the other hand Champion (1991) cited in Tang suggests that the most important reason for voluntary labour turnover is higher wages/career opportunity. Martin (2003) investigates the determinants of labor turnover using establishment-level survey data for the UK. Martin indicated that there is an inverse relationship between relative wages and turnover (i.e. establishments with higher relative pay had lower turnover).

Griffeth, (2000) noted pay and pay-related variables have a modest effect on turnover. Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they leave. They cite findings from Milkovich and Newman (1999) that where collective reward programs replace individual incentives, their introduction may lead to higher turnover among high performers.

Taplin, (2003) conducted a large-scale turnover study in the British clothing industry. Two factors emerged as the most significant reasons for employees leaving the industry. One was the low level of wage rates in the clothing industry relative to other manufacturing sectors. The other reason referred to industry image with staff leaving because of fears relating to the long-term future of clothing manufacture in the UK. In this study, turnover rates were highest among the most skilled workers.

The study also examined the role of payment systems in turnover. The researchers found that where there were flat-rate payment systems alone, average turnover exhibited a statistically significant difference from the industry mean (i.e. they were 4.5 per cent lower). However, most firms in the clothing industry adhered to piece rate payment systems finding it to be the most effective way of regulating the effort-bargain. This is, in the authors' view, despite anecdotal evidence that many skilled workers dislike its unpredictability and new entrants to the workforce lack the skills to maximize their earnings potential.

For some individuals pay will not be the sole criterion when people decide to continue within an existing job. In their study of mental health professionals, Tang (2000) examined the relationship between attitudes towards money, intrinsic job satisfaction and voluntary labour turnover. One of the main findings of this study is that voluntary labour turnover is high among employees who value money (high money ethic endorsement), regardless of their intrinsic job satisfaction. However, those who do not value money highly but who also have low intrinsic job satisfaction tended to have the lowest actual turnover. Furthermore, employees with high intrinsic job satisfaction and who put a low value on money also had significantly higher turnover than this second group. The researchers also found that placing a high value of money predicted actual turnover but that withdrawal cognitions (i.e. thinking about leaving) did not.

Ing-Chung. (2003) in their study found out that retention is longer when pay (compared with external or internal rates) is higher, and when a worker is recognized as honored employee. They also found that when an employee was promoted faster than his/her colleagues, his/her retention was shorter. In general, then, they speculate that firm-specific human capital might encourage employees to remain in their current positions, wages might significantly influence choices

regarding place of employment, and promotion speed might act as a signaling mechanism to employees themselves – and to the labor market – with regards to workers' competence and ability. Wage levels were found to have a significant influence on retention length. Indeed, competitive wages should be considered separately, both within and outside of the firm. Market equivalent wages may be taken as a systematic factor which sets up general pay levels for firms and workers, and which reflects a worker's general productivity. If a worker's pay is lower than market level, it may imply that the firm underestimates the worker's contribution or lacks the resources to match market growth. In either case, the firm is in danger of losing competent workers. On the other hand, comparable internal pay may be taken as a non-systematic factor, reflecting employees' relative contributions to the firm. In this case, it could influence workers' perception of the fairness of their treatment – and, by extension, their intentions to stay with the firm. If a worker garners higher comparable pay, it could mean that he or she is considered relatively important to the firm, thus encouraging that worker to remain with his or her current firm. In summary, monetary compensation remains a powerful motivator for workers. A well-organized pay system, e.g. skill-based or merit-based system, will have a strong influence on retention of human capital.

2.4 Training

Martin (2003) detected a complex relationship between turnover and training. He suggested that establishments that enhance the skills of existing workers have lower turnover rates. However, turnover is higher when workers are trained to be multi-skilled, which may imply that this type of training enhances the prospects of workers to find work elsewhere. The literature on the link between lower turnover and training has found that off-the-job training is associated with higher turnover presumably because this type of training imparts more general skills.

Shah and Burke (2003) reviewed some of the literature on the relationship between turnover and training. In a British study examining the impact of training on mobility, Green et al (2000) concluded that, in aggregate, training has on average no impact on mobility. However, training that is wholly sponsored by the individual (or their families) is on balance likely to be a prelude to job search. In contrast, when employers pay for training the downward effect on mobility is more likely.

Lynch (1991, 1992) concluded that both on-the-job and off-the-job training have a significant effect on job mobility. While formal on-the-job training reduces the likelihood of mobility, particularly for young women, off-the-job training increases the likelihood of mobility. In a study of six local labor markets in Britain, Elias (1994) found that women who received employer-provided and job-related training had a lower probability of changing employer or making the transition to non-employment, but for men training made no significant difference to this type of turnover.

In a study examining the effect of apprenticeships on male school leavers in the UK, Booth and Satchell (1994) found that completed apprenticeships reduced voluntary job-to-job, voluntary job-to-unemployment and involuntary job termination rates. In contrast, incomplete apprenticeships tended to increase the exit rate to these destinations relative to those who did not receive any training. Winkelmann (1996) reported that in Germany apprenticeships and all other types of vocational training reduce labor mobility in spite of the fact that the German apprenticeship training is intended to provide general and thus more transferable training.

2.5 Career Development

Chang (1999) examined the relationship between career commitment, organizational commitment and turnover intention among Korean researchers and found that the role of career commitment was stronger in predicting turnover intentions. When individuals are committed to the organization they are less willing to leave the company. This was found to be stronger for those highly committed to their careers. The author also found that employees with low career and organizational commitment had the highest turnover intentions because they did not care either about the company or their current careers.

Individuals with high career commitment and low organizational commitment also tend to leave because they do not believe that the organization can satisfy their career needs or goals. This is consistent with previous research that high career committers consider leaving the company if development opportunities are not provided by the organization. However, this group is not apt to leave and is likely to contribute to the company if their organizational commitment is increased. Chang found that individuals become affectively committed to the organization when they

perceive that the organization is pursuing internal promotion opportunities, providing proper training and that supervisors do a good job in providing information and advice about careers. Simon, (2007) in their study stated that labor turnover is related to employees' level of "development and career building satisfaction". In stores they conducted the study the employees were satisfied with their career development and there was on average, higher labor turnover. Once again, therefore, the direction of the relationship runs counter-intuitively. They expected that in stores where employees are satisfied with their career development, they stay because they believe they have a long-term future with the company. However, it was also conceivable that the increased levels of labor turnover were a consequence of the selection process of suitable employees for development opportunities. They actually expect that as satisfaction increases, there is a much clearer picture for employees in the company as to whether they have future promotion prospects. These employees are thus likely to leave in order to work for a company with which they can have a future. An alternative explanation was that as satisfaction increases, the skills and training provided prior to the promotion makes employees more marketable in the labor market. In addition to the development opportunities enhancing employee confidence, the additional skills release more opportunities outside as well as inside the company. In the resultant comparison of the employment conditions, the firm compares poorly as these employees then choose to leave.

2.6 Duration of Work in a Day

Hegney (2001) in a study of the factors influencing the recruitment and retention of nurses showed that nurses were highly affected by working long hours. It was found that overall work-related factors were considered to be more important in making decisions on where to work. The five major factors influencing decisions whether to work long hours were management practices, emotional demands of work, workable communication, management recognition of work and family responsibilities.

The findings regarding lifestyle factors appear to be mixed. On the one hand, 'duration of work' was ranked as the third most important factor for staying in a certain company and, similarly, 'sense of belonging to the community' was ranked fifth. However, when respondents were asked to identify the most important factors that influenced them to leave their jobs, almost 40 per cent

of respondents cited issues related to the duration of work as one inducement for them to resign. Other issues included traveling long distances to basic social and commercial activities, distance from family, friends and medical specialists, the comparatively high cost of living and a lack of communication facilities such as the Internet, which would mitigate personnel and professional isolation.

The employment difficulties of non-metropolitan life were also a contributing reason for nurses' decisions to leave practice. For example, unavailability of suitable employment or career development opportunities for their spouse was cited by 21 per cent of respondents. Some respondents with children (16 per cent) also identified access to suitable education, childcare facilities and specialist medical expertise, which are not usually available outside densely populated areas, as factors influencing leaving decisions.

2.7 Inter-relationship with Supervisors

Vida (1997) in study conducted in Public Libraries in Ghana observed that dissatisfaction was expressed for the present organizational structure, which was described as “a deadwood” and incapable of lending itself to future changes which are vital to the success and continued existence of the organization. In fact, the structure is what the organization is. It sets the tone for all the organizational processes such as interactions, communications and transactions between people. If there was need for change to be effected, the structure must be such that it could be negotiable. The present nonnegotiable structure was, therefore, viewed with great concern. Consequently, management style was described as bad and poor communication was cited as its first problem. The need was expressed to make the management style more participatory. It was also reported that management was partial and appears to be seeking “shared personal interests” rather than the overall interests of the library board. It was again described as “weak and malicious” since it does not appear to show a sincere concern about the high incidence of turnover among professional librarians and also Para-professionals. Making judgments about the data, turnover at the GLB is admittedly high. The data further suggest that the organizational structure and management style are the major causes of the turnover problem. It is therefore postulated that professionals do not have any problem with the organization *per se*. Some of them would have loved to return to the board and work if the problems of discontentment were

removed. Another inference that was made is that turnover can be symptomatic of various problems and, therefore, definite efforts must be made to uncover the reasons behind it.

Ian, Taplin (2007) concluded that, “qualitative case study research will always have limits to its generalization. But this is often offset by the exploration of rich contextual factors not permitted by survey research. This study is a case in point since we were able to explore the interactive effects that other studies either overlook or merely allude to without substantiation. Most existing studies of turnover and retention focus upon worker profiles and the mediating affects of work/family conflicts, whereas this study focuses upon why similar firms in the same industry reveal divergent patterns of such activity. By exploring how managers shape the creation of social norms within the workplace and how these interact with workers' economic motives, it is easier to discern how workers individually construct logics of action that balance these sometimes contradictory exigencies.

In order to keep turnover low, it appears that managers must create the conditions for:

Young workers to acquire the necessary skills to perform efficiently; and

Enable older skilled workers to maximize their earnings.

This means investment in training and appropriate support mechanisms to facilitate the transition from a training wage to a production wage. When skilled workers complained about pay it was often because the work process was poorly organized and they were left idle for periods of the day. Since labor turnover by skilled workers is more problematic for firms than turnover among unskilled workers, this is an important work organizational issue that managers need to address. The fact that they have in some instances, reaffirms the importance of managers in shaping instrumental aspects of work.

Second, a supportive and considerate work environment appears a crucial feature of firms with low rates of turnover. Having managers who are sympathetic to, and understanding of, worker's domestic constraints can, as we have seen, mediate the overall worker concerns of low wages endemic to the industry. Not only had low turnover firms facilitated and encouraged informal inter-personal networks and friendship-based work groups, they also created a culture of mutual

trust with their predominantly female workforce. Managers' role here is significant because they were cognizant of the problematic aspects of work in this industry (pay, status, work pressure) and sought to ameliorate this as much as possible.

The third, and similarly expressive function of managers, refers to the salience of friendship attachments at work. Many workers view working with friends as crucial to maximizing their individual production effectiveness and this can significantly reduce the utility of leaving. The longer the tenure at work, the closer the friendship bonds and ensuing attachment to the work place. Specifically how leadership (management style) conditions employment relations in ways that pro-actively structure job embeddedness to deter turnover.

Finally, perhaps the low turnover firms in our sample are the exception rather than the rule in this industry. Evidence from other studies (Taplin 2003) indicate that too many managers remain captive of extant operational paradigms in which high turnover is seen as normative with little to be done to rectify the problem. This passive acceptance was in stark contrast to low turnover firms where managers were more pro-active in creating a workplace culture to minimize such an occurrence. If this is the case and the majority of firms display managerial intransigence, we need a better understanding of why a few deviate from this norm. Furthermore, if some firms have low turnover rates, why do more firms not emulate their practices – assuming that information flows throughout the industry in normal competitive ways?

We recognize the need for more research that explores the underlying causes of the different outlooks indicated above. In the face of heightened competitive pressures, why don't more managers foster a work environment based upon information sharing, training and skill development and symbolic empowerment that appears in the low turnover firms of this study to harness worker motivation and build organizational commitment? And why are managers who replace their work force annually and face costly recruitment reluctant to address these organizational shortcomings in a more penetrating fashion? If we are to find answers to these questions we need to focus attention upon management behavior as an explanatory feature of turnover and retention rather than focusing exclusively on workers. Employment relations are complex and interactions at work often tenuous but only by pursuing the complex dynamic of

work organization can we move beyond moribund notions of satisfaction and dissatisfaction in explaining worker behavior.

2.8 Summary and Gap to be filled

This study contributes to the body of knowledge on the factors that influence voluntary labour turnover in Kenya Women Finance Trust. Previous studies have concentrated on voluntary labour turnover in general but none has specifically dealt with voluntary labour at Kenya Women Finance Trust.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out the research methodology that was adopted so as to meet the objective stated in chapter one of this study. The research setting, population of interest, sample design and data collection instruments as well as data analysis techniques are discussed below.

3.2 Research design

This was a descriptive study. The major purpose of descriptive research design was to describe the state of affairs as it was. It provided the data of the population that was being studied. It is normally used when the objective is to provide a systematic description that is a factual and accurate as possible. It provides the number of times something occurs, or frequency, therefore lends itself to statistical calculations such as determining the average number of occurrences or central tendencies. This assisted the researcher to study the current state of affairs regarding the accountants' voluntary labour turnover in Kenya Women Finance Trust. The areas of interest were to do analysis of factors leading to voluntary turnover of Accountants at the Kenya Women Finance Trust.

3.3 Target population of the study

The population of the study consisted of 220 current Accountants, 14 Regional Accountants and 53 Accountants who have since left Kenya Women Finance Trust between 2004 and 2009.

3.4 Sampling

Proportional sampling method was used to select the sample to be studied on current accountants. A sample of 50% was selected randomly from each of the sixteen regions in KWFT. The regions were treated as sub- population frames from where the sample to be studied was selected. The number of elements in the selected sample from each sub-population frame was proportional to the study population. This enabled varied responses, since different employees were motivated by different factors. Due to the fact that the number of regional accountants was small, all of the 14 Regional Accountants were involved. This ensured that all regions of Kenya Women Finance

Trust are fairly represented in the study. Of all eligible 130 former Accountants, contacts of 53 Accountants were established and a sample was randomly selected from a list of all the 53 Accountants arranged per region. The population was representative as it covered all geographical areas the institution operates in.

SAMPLING

Table 3.1 SAMPLING ANALYSIS

Region	Accountants			Former accountants			Regional Accountants		
	Total	Sample	%	Total	Establishe	sample	Total	Sample	%
Central Rift	12	6	50	3	2	1	1	1	100
South Rift	16	8	50	2	1	1	1	1	100
North Rift	14	7	50	10	5	2	1	1	100
Nairobi									
Central	16	8	50	12	6	2	1	1	100
Nairobi									
North	16	8	50	12	3	1	1	1	100
Mt. Kenya			50						
West	14	7		11	4	3	1	1	100
Mt. Kenya			50						
East	13	7		8	2	1	1	1	100
South			50						
Nyanza	14	7		10	3	1	1	1	100
Central			50						
Nyanza	12	6		12	5	2	1	1	100
Eastern			50						
Nyanza	12	6		7	4	2	1	1	100
Western	16	8	50	10	4	2	1	1	100

Eastern	12	6	50	7	3	2	1	1	100
Lower Eastern	13	7	50	8	4	2	1	1	100
South Coast	14	7	50	4	2	1	1	1	100
North Coast	12	6	50	6	3	2	1	1	100
Transzoia	14	7	50	8	2	1	1	1	100
Total	220	110	50	130	53	25	1	1	100

3.5 Data Collection

Questionnaires were used to collect data for this study. This is because the questionnaire enables the researcher to get first hand information about the work situation. The questionnaire also provides an opportunity for anonymity since this is a rather sensitive subject. In this way the respondent were encouraged to give truthful information. The questionnaire was divided into two parts; the first part covered information about the respondent such as age, and gender. The second part asked questions that were aimed to get answers for the research questions. The responses of the questionnaire were set in Likert scale with respondents given the option of for example strongly agreeing, disagreeing, strongly disagreeing and being neutral.

3.6 Research procedures

The instrument was sent to selected accountants in each of the sixteen regions with a deadline on when they were expected back to the researcher. The instrument together with a self addressed envelope was sent directly to the selected Accountants marked private and confidential .This was done using the institution mailing system which gets mail to various KWFT offices every morning and the respondent was requested to respond to questionnaire on their own and sent it back to the researcher by use of same mailing system by the date that was communicated. This was of great help to reduce the problem of non response.

3.7 Data analysis

Data was analyzed using descriptive statistics. This enabled the basic feature of the data in the study to be described. The data provided summaries about the target population. The data was

then presented in tables and percentage terms in tabular format. This enabled the reader to be able to draw conclusion from the frequency of occurrences of each response.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction

This chapter gives the procedures and results of the analysis of the data collected in the study. The researcher has presented results from the data collected from the Accountants currently under employment, those who left employment in the years 2004 and 2009 and the Regional Accountants who are their immediate supervisors. The three groups were asked questions relating to labour Accountants turnover in KWFT. The results from the three groups helped the researcher to draw comparisons and come up with an informed conclusion. The results have been summarized and presented in tables showing percentage and frequencies of the responses.

The study was successful with a high response rate. A total of 102 responses were received from a sample of 110 Accountants currently working in KWFT which is a 93% response rate. Out of the 14 Regional Accountants, 14 responses were received which is a 100% response rate and of the eligible 130 former Accountants, contacts of 25 was established and 19 of these responded which gave a response rate of a 76%.

4.2 Characteristics of the Respondents

Of the Accountants working in KWFT who responded, 47 (46%) were males and 53 (52%) were females while 2 (2%) did not indicate gender. This was shown on the pie-chart below.

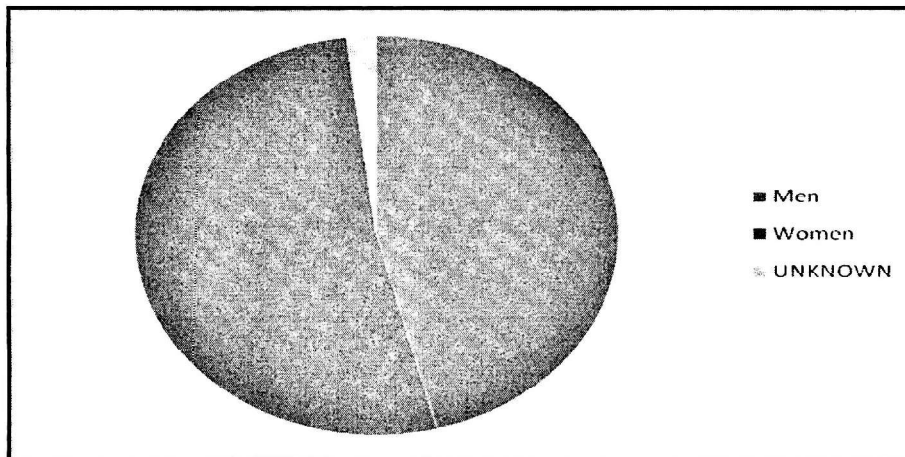


Fig 4.1 Gender distribution

Out of this group 70 (69%) were single and of those who were married, 20 (63%) were living with their spouses. Of these respondents, 83 (81%) were below CPA Part 2 in qualification, 8 (8%) CPA Part 2 holders and 11 (11%) were CPA (K) holders. Of these Accountants 72 (71%) has worked with KWFT for less than 2 years. This is as shown in the table below.

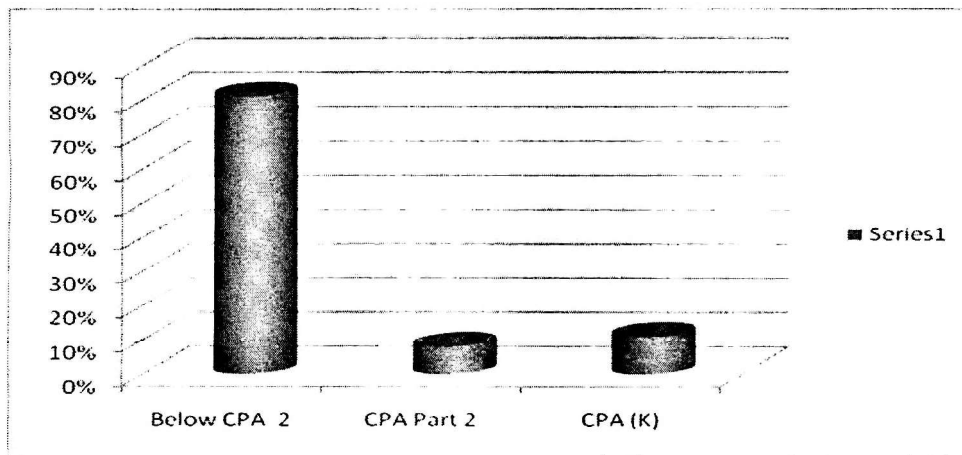


Fig. 4.2 Qualification of respondents

As shown above most of the respondents had not attained CPA part 2 while few were either in CPA part 2 or CPA (K) totaling to 19%. Of the Regional Accountants who responded, the average age was 29 years (ranging from 25 years to 34 years) and 6(43%) were males and 8 (57%) females. The percentages shows that a big number of women responded compared to men.

Out of this group, 5 (36%) were CPA (K) holders, 7 (50%) were CPA Part 11, and 2, (14%) were below CPA Part 11 holders. The percentages shows that most of the Regional accountants had attained CPA part 2, while few of them were below CPA part 2 qualifications.

Of these respondents, 8 (57%) have worked with KWFT for between 2-5 years, 2 (14%) less than 2 years and 4 (29%) between 5 – 10 years. The Accountants who left KWFT in year 2004 and 2009 were of average age of 29 years (ranging from 25 – 36 years) and of these 10 (53%) were males and 9 (47%) females.

Of these 10 (53%) were married and the rest single. Out of this group 8 (42%) were CPA (K) holders, 8 (42%) CPA Part 11 holders, 1 (5%) below CPA Part 11 and 2 (11%) did not indicate. Twelve (63%) of this group left employment after working for 2 to less than 5 years, 4 (21%) less than 2 years, 2 (11%) 5 to less than 10 years and 1 (5%) between 10 to less than 20 years.

4.3 Presentation of Results Objective wise

4.3.1 Reward Policy and Accountants Turnover

The respondents were asked questions to determine their opinion on whether inadequate pay and benefits (reward policy) could cause Accountants to leave employment. The responses were as shown in the table 4.1 below.

Table 4.1 Inadequate Pay and Benefits.

	Current Accountants		Former Accountants		Regional Accountants	
	Frequency	%	Frequency	%	Frequency	%
To a great extent	21	20	2	11	8	57
To some extent	45	44	9	47	4	29
To a little extent	13	13	4	21	1	7
To no extent	23	23	4	21	1	7
Don't know	0	0	0	0	0	0
Total	102	100	19	100	14	100

From the above, sixty six (64%) of the Current Accountants, 11 (58%) of the former Accountants and 12(86%) of the Regional Accountants said that inadequate pay and benefits were one of the contributing factors to Accountants turnover. The percentage of former accountants was very high compared to the rest, and this explains one of the major reasons why the accountants left KWFT.

The respondents were asked questions to determine what they felt about the current KWFT Accountants reward policy. The responses were as shown in the table 4.2 below.

Table 4.2 Accountants' Pay Was As Good As Or Better Than That Offered By Other MFIs.

	Current Accountants		Former Accountants		Regional Accountants	
	Frequency	%	Frequency	%	Frequency	%
Strongly Agree	15	15	4	21	0	0
Agree	26	25	5	26	5	35
Neutral	34	33	5	26	5	36
Disagree	27	26	5	26	4	29
Total	102	100	19	100	14	100

As shown on the table there is a no significant difference among the three groups of respondents on their opinion on whether accountants pay was a good as or better than that offered by other MFIs. A sixty one (59%) of the current accountants, 10 (52%) of the former accountants and 9 (65%) of the Regional Accountant think it's not.

The respondents were asked whether accountants pay was fair in relation to job done and the responses were as shown in the table 4.3 below.

Table 4.3 Accountants' Pay Is Fair In Relation To The Job.

	Current Accountants		Former Accountants		Regional Accountants	
	Frequency	%	Frequency	%	Frequency	%
Strongly Agree	18	18	3	16	1	10
Agree	32	31	3	16	6	43
Neutral	28	27	3	16	3	21
Disagree	24	23	10	53	4	26
Total	102	100	19	100	14	100

There is no significant difference among the three groups of respondents on their opinion on whether the accountants pay is fair in relation to the job. 50 (49%) of those in current

employment, 6 (32%) of the former accountants and 7 (53%) of the Regional Accountants felt it was fair.

Respondents were also asked whether KWFT matches accountants pay to their performance and the responses were as follows, 46 (45%) of the current Accountants, 5 (26%) of the former Accountants and 6 (43%) of the Regional Accountant felt it does. There is no significant difference among the three groups of respondents on their opinion on whether KWFT matches Accountants pay to their performance,

On whether the employment benefits given to the Accountants were as good as those offered by other MFIs, 69 (68%) of the Accountants in employment, 13 (69%) of the former Accountants and 12 (84%) of the Regional Accountants indicated they were and there is no significant difference among the three groups of respondents on this factor. There seems to be an agreement that KWFT was doing well compared to other MFIs.

When asked whether the benefits should be reduced to increase the basic pay, 76 (76%) of the current Accountants, 14 (74%) of the former Accountants and 11 (78%) of the Regional Accountants said it should not. There is no significant difference among the three groups of respondents on this factor.

Respondents were asked whether they preferred a reward policy based on output and the results were as shown in the Table 4.4 below.

Table 4.4 Job output based reward policy.

	Current Accountants		Former Accountants		Regional Accountants	
	Frequency	%	Frequency	%	Frequency	%
Strongly Agree	52	51	13	68	7	52
Agree	27	26	4	21	4	29
Neutral	13	13	1	5	2	12
Disagree	10	10	1	5	1	7
Total	102	100	19	100	14	100

As shown above ,79 (77%) of the current Accountants, 17 (89%) of the former Accountants and 11 (81%) of the Regional Accountant would prefer the method of remuneration that is job base. The high number of respondents agreeing with that statement shows that reward policy based on the output would lower the rate of turnover if implemented. There is a no significant difference among the three groups of respondents on their opinion on whether the Accountants preferred a reward policy that is based on output.

4.3.2 Employee Training and Accountants Turnover

The respondents were asked a variety of questions in relation to how they viewed Kenya Women Finance Trust Accountants' training in terms of its adequacy and relevance to the work.

The respondents were asked whether the Accountants were inducted well upon joining KWFT. 78 (76%) of the current Accountants, 12 (63%) of the former Accountants and 11 (76%) of the Regional Accountants agreed; however there is no significant difference among the three on this factor.

The respondents were asked whether on job training was adequate and the results were as shown on the table 4.5 below

Table 4.5 Adequacy of Accountants On-Job Training.

	Current Accountants		Former Accountants		Regional Accountants	
	Frequency	%	Frequency	%	Frequency	%
Strongly Agree	43	42	7	37	4	25
Agree	45	44	6	32	8	60
Neutral	8	8	6	32	1	8
Disagree	6	6	0	0	1	7
Total	102	100	19	100	14	100

As shown above, there is a highly significant difference among the three groups of respondents on their opinion on whether the Accountants on-job training was adequate. Eighty eight (86%) of the current Accountants, 13 (69%) of the former Accountants and 12 (85%) of the Regional Accountants indicated it was adequate.

Also, there was a significant difference among the three groups of respondents on their opinion on whether the training given to the Accountants in KWFT was regular, 67 (66%) of the current Accountants, 11 (58%) of the former Accountants and 13 (96%) of the Regional Accountants said it was regular. This meant that KWFT was conducting trainings more often to Regional accountants compared to accountants.

Respondents were also required to indicate whether the training done was relevant to their career and the following were the results as shown by the table 4.6 below

Table 4.6 The Training Relevant To My Career.

	Current Accountants		Former Accountants		Regional Accountants	
	Frequency	%	Frequency	%	Frequency	%
Strongly Agree	43	42	8	42	6	43
Agree	43	42	6	32	7	50
Neutral	13	12	3	16	1	7
Disagree	3	3	2	11	0	0
Total	102	100	19	100	14	100

The table shows that there was no significant difference among the three groups of respondents on their opinion on whether the Accountants' training was relevant to their career. Eighty six (84%) of the current Accountants, 14 (74%) of the former Accountants and 13 (93%) of the Regional Accountant felt the training was relevant. Therefore relevance of the training would not be the main cause of accountants turnover in KWFT.

The respondents were asked whether the Accountants were satisfied with the way the training was conducted in KWFT. 74 (73%) of the current Accountants, 14 (73%) of the former Accountants and 11 (77%) of the Regional Accountants indicated that it was satisfactory and there is a no significant difference among the three groups of respondents on their opinion on this issue.

On whether training caused the Accountants leaving KWFT employment, 77 (75%) of the Current Accountants, 16 (84%) the former Accountants and 12 (84%) of the Regional accountants said it was not one of the contributing factors.

4.3.3 Career Development and Accountants Turnover

The respondents were asked various questions on their views on Accountants' career development in KWFT. Upon being asked how the supervisors assisted the Accountants with their career development, 73 (72%) of the current Accountants, 7 (37%) of the former Accountants and 13 (96%) of the Regional Accountants indicated that it was satisfactory but there was highly significant difference among the three groups of respondents on their opinion on the issue.

Respondents were also supposed to indicate whether there were opportunities for personal development. The following table 4.7 shows the results of their response

Table 4.7 Opportunity for Personal Development

	Current Accountants		Former Accountants		Regional Accountants	
	Frequency	%	Frequency	%	Frequency	%
Strongly Agree	19	19	2	11	1	10
Agree	33	32	6	32	8	60
Neutral	28	27	1	5	3	19
Disagree	22	22	10	53	2	12
Total	102	100	19	100	14	100

The above table shows that 52 (51%) of the current Accountants, 8 (43%) of the former Accountants and 9 (70%) of the Regional Accountants indicated it was adequate, however, there is a highly significant difference among the three groups of respondents on this. Most of the former accountants felt that there were no opportunities for personal development and this may be one of the main reasons why they left.

Respondents were asked whether they were given advancement and promotion opportunities and the results were as shown on the table 4.8 below.

Table 4.8 Accountants Career Advancement and Promotion Opportunities.

	Current Accountants		Former Accountants		Regional Accountants	
	Frequency	%	Frequency	%	Frequency	%
Strongly Agree	13	13	1	5	4	30
Agree	31	30	3	16	7	50
Neutral	37	36	3	16	1	8
Disagree	21	21	12	63	2	10
Total	102	100	19	100	14	100

The respondents view on whether the Accountants were given adequate opportunities or advancement were varied with 58 (57%) of the current Accountants, 15 (79%) of the former Accountants and 3 (18%) of the Regional Accountants indicating it was not adequate. There was a highly significant difference among the three groups of respondents on this with former accountants expressing their dissatisfaction with career advancement and promotion opportunities.

The table 4.9 below shows the results of the respondents on whether their job matched their skills, needs and interest.

Table 4.9 My Job Was Well Matched With My Skills, Needs and Interest.

	Current Accountants		Former Accountants		Regional Accountants	
	Frequency	%	Frequency	%	Frequency	%
Strongly Agree	38	37	5	26	2	14
Agree	44	43	8	42	6	45
Neutral	15	15	1	5	4	31
Disagree	5	5	5	26	2	10
Total	102	100	19	100	14	100

There is a highly significant difference among the three groups of respondents on their opinion on whether their job was well matched with skills, needs, and interest. Among the current Accountants, 82 (80%), 13 (68%) of the former Accountants and 8 (59%) of the Regional Accountants indicated it was compared to their skills, needs and interest. This was a strong indication among the current Accountants on how well KWFT matched skills to the job allocated. However this was not the case with Regional Accountants and Former Accountants.

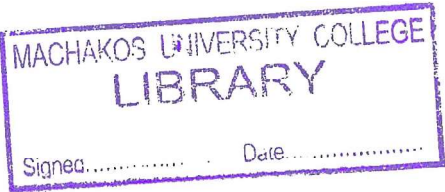
The three groups were asked to express their views on whether the Accountant’s job matched what KWFT told them upon joining employment. Of the current Accountants, 84 (82%) said it did, 13 (69%) of the former Accountants and 10 (69%) of the Regional Accountants indicated it well matched. There was however a high significant difference of opinion among the three groups of respondents on this factor.

Respondents were also asked to indicate whether Career development could cause them to leave employment and the results were as per the table 4.10 below

Table 4.10 Career Development and Accountants Turnover.

	Current Accountants		Former Accountants		Regional Accountants	
	Frequency	%	Frequency	%	Frequency	%
To a great extent	40	39	12	63	3	21
To some extent	26	25	3	16	7	47
To a little extent	12	12	2	11	2	16
To no extent	24	23	2	10	2	16
Don’t know	0	0	0	0	0	0
	102	100	19	100	14	100

As shown above 66 (64%) of the current Accountants, 15 (79%) of the former Accountants and 10 (68%) of the Regional Accountants claimed career development to be a contributing factor of their leaving KWFT. There is no significant difference among the three groups of respondents on their opinion on whether career development could cause them to leave employment.



4.3.4 Duration of work in a day and Accountants Turnover

The respondents were asked whether they were satisfied in duration of work. The answer was as per the table 4.11 below.

Table 4.11 The Accountants Are satisfied with the duration of work.

	Current Accountants		Former Accountants		Regional Accountants	
	Frequency	%	Frequency	%	Frequency	%
Strongly Agree	4	4	0	0	1	10
Agree	5	5	2	10	3	20
Neutral	16	16	3	17	0	0
Disagree	77	75	14	73	10	70
Total	102	100	19	100	14	100

The table above shows that, 77 (75%) of the current Accountants, 14 (73%) of the former Accountants and 10 (70%) of the Regional Accountants indicated that Accountants are dissatisfied in the duration of work. There's no significant difference among the three groups of respondents. The results showed how dissatisfied the staffs were on working long hours.

Respondents were also asked whether they were willing to work long hours and the statistics were as per the table 4.12 below.

Table 4.12 Accountants unwillingly work long hours

	Current Accountants		Former Accountants		Regional Accountants	
	Frequency	%	Frequency	%	Frequency	%
Strongly Agree	4	4	0	0	1	10
Agree	5	5	2	10	3	20
Neutral	16	16	3	17	0	0
Disagree	77	75	14	73	10	70
Total	102	100	19	100	14	100

As shown on the table above, 77 (75%) of the current Accountants, 14 (73%) of the former Accountants and 10 (70%) of the Regional Accountants indicated that Accountants are dissatisfied and unwillingly work for long hours. There was no significant difference among the three groups of respondents.

There was need to get the respondents opinion on whether KWFT matched Accountants pay to working long hours and the results were as per the following table 4.13

Table 4.13 If KWFT matches accountants pay to working hours

	Current Accountants		Former Accountants	
	Frequency	%	Frequency	%
Strongly Agree	13	13	4	21
Agree	7	7	5	26
Neutral	22	22	2	11
Disagree	60	59	8	42
Total	102	100	19	100

As shown above 20 (20%) of the current Accountants and 9 (47%) of the former Accountants claimed KWFT matches Accountants pay to working hours, the difference is highly significant. The above results shows that the current accountants are being overworked compared to the time the former accountants were under KWFT employment. However there was a general feeling that KWFT didn't match pay to working hours.

On whether duration of work caused Accountants to leave KWFT employment, 82 (80%) of the Current Accountants, 13 (69%) of the former Accountants and 7 (53%) of the Regional Accountants said it was one of the contributing factors, however there's a significant difference among the groups of respondents on this factor.

4.3.5 Inter-relationship with Supervisors and Accountants Turnover

The respondents were requested to express their views on the quality of supervision the Accountants received. They were asked whether the supervisors welcomed suggestions for

improvement from the Accountants. Eighty one (79%) of the current Accountants, 10 (52%) of the former Accountants and 14 (100%) of the Regional Accountants said supervisors welcomed suggestions. However there was a highly significant difference in opinion among the three groups of respondents.

Respondents were asked whether the supervisors communicated openly and honestly to them and the results were as shown on the table 4.14 below.

Table 4.14 Do the Supervisors Communicate Openly and Honestly.

	Current Accountants		Former Accountants		Regional Accountants	
	Frequency	%	Frequency	%	Frequency	%
Strongly Agree	44	43	5	26	9	64
Agree	34	33	2	11	5	36
Neutral	14	14	4	21	0	0
Disagree	10	10	8	42	0	0
Total	102	100	19	100	14	100

From the above table, 78 (76%) of the current Accountants, 7(37%) of the former Accountants and all the Regional Accountants felt that supervisors communicated openly and honestly. However, there's a highly significant difference among the three groups of respondents. Most of former accountants felt that there was no open and honest communication between the supervisors and accountants.

Also respondents were asked to indicate on whether supervisors treated them with dignity and respect. The results were as per the table 4.15..

Table 4.15 Supervisor Treats Accountants with Dignity and Respect.

	Current Accountants		Former Accountants		Regional Accountants	
	Frequency	%	Frequency	%	Frequency	%
Strongly Agree	43	42	6	32	7	48
Agree	37	36	3	16	6	45
Neutral	14	14	4	21	1	7
Disagree	7	7	6	32	0	0
Total	102	100	19	100	14	100

The table above shows that 80 (78%) of the current Accountants, 9 (48%) of the former Accountants and 13 (93%) of the Regional Accountants indicated that supervisors treated accountants with dignity and respect. However there's a highly significant difference among the three groups of respondents. Most of former Accountants felt that supervisors didn't treat accountants with dignity and respect and thus might have been the reason why they left KWFT. On whether the supervisors empower the Accountants to do their work, 84 (82%) of the current Accountants, 7 (37%) of the former Accountants, and 14 (100%) of the Regional Accountants indicated that it was done. However, the three groups showed a highly significant difference in opinion on the issue.

When the respondents were asked whether the supervisors gave regular feedback to the Accountants on their performance, 85 (83%) of current Accountants, 10 (52%) of the former Accountants, and 14 (100%) of the Regional Accountants indicated that it was done. However there's a highly significant difference among the three groups of respondents.

Respondents were required to indicate whether supervisors recognize and appreciate Accountants efforts. The following table 4.16 shows how the results were.

Table 4.16 Supervisor Recognizes and Appreciates Accountants' Efforts.

	Current Accountants		Former Accountants		Regional Accountants	
	Frequency	%	Frequency	%	Frequency	%
Strongly Agree	40	39	5	26	9	67
Agree	34	33	2	11	4	26
Neutral	19	19	2	11	1	7
Disagree	9	9	10	53	0	0
Total	102	100	19	100	14	100

According to the table above, 74 (72%) of the current Accountants, 7 (37%) of the former Accountants and 13 (93%) of the Regional Accountants believed that supervisors recognized and appreciated accountants efforts. However there's a highly significant difference among the three groups of respondents especially where most of former accountant disagreed and they actually felt that supervisors didn't recognize and appreciate their effort.

On whether the supervisors appreciated and recognized the Accountants' work, 73 (72%) of current Accountants, 7 (37%) of the former Accountants and 13 (93%) of the Regional Accountants indicated that the supervisor appreciated and recognized Accountants work. However there's a highly significant difference among the three groups of respondents.

The respondents were then asked whether the supervisors explained what was expected of the Accountants, 84 (82%) of current Accountants, 11 (58%) of the former Accountants and 14 (100%) of the supervisors indicated that it was done; there's a highly significant difference among the respondents on this factor.

It was necessary to understand whether accountants had a good working relationship with their supervisors and the results were as shown on the table 4.17 below.

Table 4.17 Accountants have good working relations with their supervisors.

	Current Accountants		Former Accountants		Regional Accountants	
	Frequency	%	Frequency	%	Frequency	%
Strongly Agree	46	45	7	37	9	62
Agree	40	39	3	16	5	38
Neutral	13	13	3	16	0	0
Disagree	4	4	6	32	0	0
Total	102	100	19	100	14	100

As shown above, 86(84%) of the current Accountants, 10 (53%) of the former Accountants and 14 (100%) of the Regional Accountants indicated that Accountants had a good working relations with their supervisors. However a big number of former accountants felt that there was no good working inter-relationship with their supervisors hence a highly significant difference among the three groups of respondents.

When the three groups were asked whether they considered inter-relationship with the supervisor as the cause of the Accountants leaving KWFT employment, 77 (75%) of the Current Accountants, 13 (63%) the former Accountants and 13 (95%) of the Regional Accountants said it was not one of the contributing factors. There's no significant difference among the groups of respondents on this factor.

4.3.6 Other Reasons of Accountants Turnover

The three groups of respondents were asked whether there were other reasons that could have caused the Accountants to leave or want to leave KWFT employment and they gave the following reasons as shown on the table 4.18.

Table 4.18 Other Reasons of Accountants Turnover Intentions.

Reasons	Current Accountants	Former Accountants	Regional Accountants
	Frequency		
High workload	17	3	5
Lack of transfer to join spouse	5	2	4
Manual systems	9	1	0
Not able to take annual leave	4	3	0
Job security due to short contracts	2	4	0
Internal marriage policy	5	0	0
Health issues	4	1	0
Total	52	18	10

From the above table, most of the current Accountants and Regional Accountants felt that high workload was a major concern while former accountants took job security as one of the major factors that made them to leave KWFT employment. Health issues and internal marriage policy didn't seem to be a major contributing factor in making Accountants leave KWFT.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of findings and shows whether answers were provided to the research questions that were set out. Based on these, conclusions are drawn and recommendations given.

5.2 Summary of Findings

The findings showed that KWFT employed Accountants after college with the group in the study being an average age of 27 years. It also showed that 69% of these accountants were single and of those who are married 64% live with their families. The study also showed that 71% of the current Accountants had been under KWFT employment for less than two years. Out of the Accountants who left employment, 63% had worked for between 2 to 5 years.

Research showed that 59% of the current Accountants, 52% of the former Accountants in the study and 65% of the Regional Accountants felt that the KWFT pay was low compared to the competition.

It was also clear that 77% of the current Accountants, 89% of the former Accountants and (81%) of the Regional Accountants indicated that output based reward policy should be introduced.

The results of the study showed that Accountants who left KWFT employment 58% and those who had intentions of leaving employment 54.5% cited pay and benefits as one of the major reasons.

The findings indicate that the 73% of former and current Accountants and 77% of Regional Accountants had high regard of the KWFT training and indicated that it was well conducted. The responses received showed that 57% of the current Accountants, 79% of the former Accountants and 12% of the Regional Accountant felt that the Accountants did not get an adequate opportunity for personal development, advancement and promotion opportunities.

The findings of the study showed that 64% of the current Accountants, 79% of the former Accountants and 68% of the Regional Accountants felt that career development was one of the major reasons of Accountants leaving employment.

The majority of the Accountants that is 75% of the current Accountants and 73% of the former Accountants and 43% of Regional Accountants indicated that they were dissatisfied and unwilling to work long hours.

Results from the findings showed that only 20% of the current Accountants, 47% of the former Accountants felt that KWFT matches Accountants pay to working hours. The study showed that 84% of the current Accountants, 53% of the former Accountants and 100% of the Regional Accountants felt that good inter-relationship exist between Accountants and the supervisors. The findings however showed that former Accountants in general felt that the supervisors were not doing proper supervision although they did not indicate it as the main reason of leaving KWFT employment.

5.3 Summary as per research objectives

The study sought to find out the factors influencing Accountants' labour turnover in Kenya Women Finance Trust.

The first research objective sought to find out to what extent reward policy influenced Accountants' labour turnover. The study shows that the salary paid to them did not match that of competition. The Accountants also indicated that they would prefer an output based reward policy. The majority of those who have left employment or have thought of leaving cite pay as one of the major reasons. In addition the current and former Accountants felt that pay level did not match up well to the workload in KWFT.

The second research objective was on how employee training impacted on Accountants' labour turnover. The study revealed that the current and former Accountants plus the Regional Accountants felt that training in KWFT is very good and well handled. Only a small minority of Accountants who have left employment or have thought of leaving cited it as the reason.

The third research objective was how career development influenced Accountants' labour turnover. The study showed that the Accountants did not think they got adequate opportunity for personal development, advancement and promotion opportunities. However the managers felt it was adequate. Majority of respondents from the three groups indicated that career development was one of the major causes of Accountants' labour turnover.

The fourth research objective was on how working long hours influenced Accountants labour turnover. The majority of the former and present Accountants were dissatisfied in working long hours. Most of them cited it as a reason for leaving or thinking of leaving employment.

The fifth research objective was to establish how inter-relationship with supervisors influenced Accountants labour turnover. The study revealed that the Accountants who were currently in KWFT employment were happy with supervision while those who left had felt employment indicated that it was generally below standard. However the Regional Accountants felt they were doing a good job. Only a minority of the Accountants cited inter-relationship with supervisor as a reason of leaving or thinking of leaving KWFT employment.

5.4 Conclusions

These findings lead to the following conclusions:

Accountants would prefer an output based pay policy. They value the fringe benefits and would prefer it to be left intact. The Accountants also feel Kenya Women Finance Trust Accountants pay does not match what is offered by competition. They further indicated that their pay is not well matched to the workload.

The Accountants rate training in KWFT highly but while this is positive it makes them more marketable to alternative employers as this increases their ability to change jobs easily. The majority of the Accountants felt that KWFT does not give them adequate opportunity for personal development, advancement and promotion.

Working long hours is a serious concern and this was a major reason of them leaving or thinking of leaving KWFT. The respondents felt that supervision was good; however the former Accountants differ with this view though they do not indicate inter-relationship with supervisors as the key reason for them leaving KWFT employment.

KWFT is losing Accountants at a very early stage of 2-5 years after employment and that is why the majority of the current Accountants in employment have been in the organization for less than two years.

5.5 Recommendations

To address the Accountants' labour turnover, Kenya Women Finance Trust Management should implement the following recommendations:

As regards reward policy and accountants turnover objective, most of the respondents felt that the accountants pay was not fair in relation to the job. They also indicated that they would prefer a method of remuneration that is job based. Therefore, KWFT human resource should introduce an output based reward policy for the Accountants and also match demand for high performance with equally competitive pay package. Still on this objective, a marginally big percentage of the respondents felt that their pay was good or better than what the competitors offer, however there was a reservation that it didn't match the job demanded. On this case KWFT should avoid benchmarking competitors pay levels with other competitors because the Accountant feel KWFT demands more output than its competitors.

In relation to Career development and accountant's turnover objective, the human resource should liaise with the head of finance and develop a policy for Accountants' career development with a clear career path that is properly defined, communicated and followed. KWFT should also address the Accountants' appraisal system to ensure fairness in promotion. A policy for further education should be developed by either organizing staff to take study leave or giving them financial support to minimize the number of Accountants resigning to seek further education.

As regards Duration of work in a day and accountants turnover objective, Kenya Women Finance Trust should employ adequate Accountants to cope with the challenges that make the staff work for long hours. Also the need to computerize most of the processes would save on time spent in the office by the accountants. The Accountants' workload should also be addressed by finding out whether they consider it high and relative to rewards they get.

In relation to Employee training and accountant's turnover objective, Human resource in conjunction with relevant departmental heads should conduct trainings regularly in order to equip managers with necessary supervisory skills.

5.6 Suggestions for Future Research

Kenya Women Finance Trust employs Accountants as well as Business Development Officers. This research concentrated on Accountants only and therefore future research should concentrate on factors leading to voluntary labour turnover of Business Development Officers.

REFERENCES

- Armstrong, M (2005) Human Resource Management Practice. 10 Th Edition. Kogan page co. uk.
- Chang E. (1999), 'Career commitment as a complex moderator of organizational commitment and turnover intention', *Human Relations*, vol. 52 (10), pp.1257-1278.
- Chartered Institute of Personnel and Development (2004), Fact sheet on employee turnover and retention.
- Griffeth R. W., Hom P. W. & Gaertner S. (2000), 'A Meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research Implications for the next millennium', *Journal of Management* vol. 26(3), pp.463-488.
- Hegney D., Rogers-Clark C., Gorman D., Baker S. & McCarthy, A. (2001), *Factors influencing the recruitment and retention of nurses in rural and remote areas in Queensland*, department of Nursing, University of Southern Queensland.
- Ian M. Taplin, The importance of management style in labour retention, Volume 27 Number 2007 pp. 5-18.
- IDS (2000), Improving staff retention, *IDS Studies* No. 692, July 2000.
- IDS (2004), Improving staff retention, *IDS HR Studies* No. 765, Jan 2004.
- Ing-Chung H, Hao-Chieh L, Chih-Hsun C, Constructing factors related to worker retention. Volume 27 Number 5 2006 pp. 491-508.
- Lee T. W. & Mitchell T. R. (1994), 'An Alternative approach: The unfolding model of labour employee turnover', *Academy of Management Review* vol.19 (1), pp.51-89.
- Martin C. (2003) 'Explaining labour turnover: Empirical evidence from UK establishments', *Labour*, vol.17 (3), pp.391-412.
- Mobley W. H., Griffeth R. W., Hand, H. H. & Meglino, B. M. (1979)'Review and conceptual analysis of the employee turnover process', *Psychological Bulletin* vol. 86 (3), pp.493-522.
- Simon B, Kristian H. Labour turnover in the retail industry Volume 35 Number 4 2007 pp. 289-307.

- Shah C. & Burke G. (2003), Labour mobility: demographic, labour force and education effects and implications for VET, Report to ANTA, Centre for the Economics of Education and Training, Monash.
- Tang T. L. P., Kim J. W. & Tang D. S. H (2000), 'Does attitude toward money moderate the relationship between intrinsic job satisfaction and voluntary turnover?' *Human Relations*, vol. 53(2), pp.213-245.
- Taplin I. M., Winterton J. & Winterton R. (2003), 'Understanding labour turnover in a labour intensive industry: Evidence from the British clothing industry' *Journal of Management Studies*, vol. 40 (4), pp.1021-1046.
- Tziner A. & Birati B. (1996), 'Assessing employee turnover costs: A revised approach' *Human Resource Management Review*, vol. 6(2), pp.113-122.
- Vida M, Staff retention in public libraries in Ghana, Volume 18 Number61997pp.286-294.

QUESTIONNAIRE FOR ACCOUNTANTS

--	--

Questionnaire Number:

Name of Region -----

Date of Interview:

--	--	--

1.	SOCIO DEMOGRAPHIC CHARACTERISTICS	
101.	How old are you?	Years <table border="1" style="display: inline-table; vertical-align: middle; width: 60px; height: 20px; margin-left: 10px;"></table>
102.	What is the highest you completed at that level?	a. <input type="checkbox"/> Certificate b. <input type="checkbox"/> Diploma c. <input type="checkbox"/> Degree
103.	How long have you worked in KWFT.	d. <input type="checkbox"/> less than 2 years e. <input type="checkbox"/> less than 5 years f. <input type="checkbox"/> less than 10 years g. <input type="checkbox"/> less than 20 years
104.	Indicate your gender?	a. <input type="checkbox"/> Male b. <input type="checkbox"/> Female

105.	Indicate your marital status?	a. <input type="checkbox"/>Married b. <input type="checkbox"/>Single c. <input type="checkbox"/>Widowed d. <input type="checkbox"/> Divorced
106.	If you are married do you live with your spouse?	a. <input type="checkbox"/>Yes b. <input type="checkbox"/>No
107.	Do have children?	a. <input type="checkbox"/>Yes b. <input type="checkbox"/>No
108.	If you have children what are their ages?	a. <input type="checkbox"/> 0 to 5 years b. <input type="checkbox"/> 5 to13 years c. <input type="checkbox"/> 13 to 18 years d. <input type="checkbox"/> Above 18 years

2	KNOWLEDGE ABOUT THE WORKPLACE	
201	I have a clear understanding of the goals and objectives of my Unit.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
202	I have a clear understanding of the goals and objectives of my Region.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral

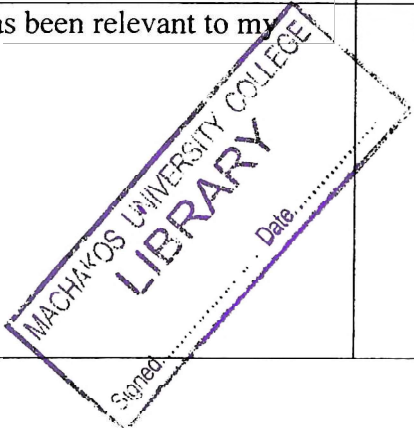
		d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
203	I have a clear understanding of the goals and objectives of the Institution.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree

3	ABOUT MY IMMEDIATE MANAGER/SUPERVISOR.	
301.	Welcomes suggestions for improvements	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
302.	Communicates openly and honestly	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
303.	Treats people with dignity and respect	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral

		<p>d. <input type="checkbox"/>.....Slightly Disagree</p> <p>e. <input type="checkbox"/>.....Disagree</p>
304.	Empowers people to do their jobs well	<p>a. <input type="checkbox"/>.....Agree</p> <p>b. <input type="checkbox"/>.....Slightly Agree</p> <p>c. <input type="checkbox"/>.....Neutral</p> <p>d. <input type="checkbox"/>.....Slightly Disagree</p> <p>e. <input type="checkbox"/>.....Disagree</p>
305.	Helps me with my career development	<p>a. <input type="checkbox"/>.....Agree</p> <p>b. <input type="checkbox"/>.....Slightly Agree</p> <p>c. <input type="checkbox"/>.....Neutral</p> <p>d. <input type="checkbox"/>.....Slightly Disagree</p> <p>e. <input type="checkbox"/>.....Disagree</p>
306.	Gives me regular feedback about my performance.	<p>a. <input type="checkbox"/>.....Agrcc</p> <p>b. <input type="checkbox"/>.....Slightly Agree</p> <p>c. <input type="checkbox"/>.....Neutral</p> <p>d. <input type="checkbox"/>.....Slightly Disagree</p> <p>e. <input type="checkbox"/>.....Disagree</p>
307.	Recognizes and appreciates my efforts	<p>a. <input type="checkbox"/>.....Agree</p> <p>b. <input type="checkbox"/>.....Slightly Agree</p> <p>c. <input type="checkbox"/>.....Neutral</p> <p>d. <input type="checkbox"/>.....Slightly Disagree</p> <p>e. <input type="checkbox"/>.....Disagree</p>

308.	Clearly explains what is expected of me.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
309.	I have good working relations with my supervisor.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree

4	TRAINING AND CAREER DEVELOPMENT.	
401.	I have received adequate training since joining KWFT.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
402	The training offered in KWFT has been regular	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
403	The training offered in KWFT has been relevant to my career.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/> Disagree



404	I am satisfied with the way the training has been conducted	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
405	I am have been given adequate opportunity for personal development.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
406	I have been given adequate advancement and promotion opportunities.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
408	My job well matched with my skills, needs and interest.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
409	My job matches what KWFT told me when I first hired.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree

5	REWARD POLICY	
501.	My pay is as good as or better than that offered by other MFIs.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
502.	My pay raise is fair in relation to my job performance.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
503.	I value the medical scheme given by KWFT.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
504.	I would prefer a performance based pay policy.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
505.	The benefits paid by KWFT are good compared to other MFIs.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral

		d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
506.	KWFT matches employees pay to performance.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree

6	WORKING DURATION	
601.	I am satisfied in duration of work.	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
602.	Willingly work long hours	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree
603.	KWFT matches employees pay to working hours	a. <input type="checkbox"/>Agree b. <input type="checkbox"/>Slightly Agree c. <input type="checkbox"/>Neutral d. <input type="checkbox"/>Slightly Disagree e. <input type="checkbox"/>Disagree

7	LABOUR TURNOVER INTENTIONS					
701.	Have you ever considered leaving current employment?	a. <input type="checkbox"/>Yes b. <input type="checkbox"/>No				
	If yes to Q 701 indicate the most appropriate response.	To a Great Extent	To Some Extent	To a Little Extent	To No Extent	Don't Know
702.	Inadequate pay and benefits.					
703.	Lack of training.					
704.	Career development.					
705.	Working in long hours.					
706.	Poor relationship with supervisor.					5

