

## Determinants of Employee Turnover in The Selected Kenyan Public Universities.

Andeyo Lily Mugove<sup>1</sup>, Mukanzi Clive<sup>2</sup>

1(Entrepreneurship and Technology Leadership and Management, Jomo Kenyatta University of Agriculture Technology, Kenya)

2(Entrepreneurship and Technology Leadership and Management, Jomo Kenyatta University of Agriculture Technology, Kenya)

Corresponding Author: Andeyo Lily Mugove

---

**Abstract:** Years of engaging workers in work settings are vanishing except for entrepreneurs holding their own establishment. Employees are moving in and out, retiring earlier due to scratchy concerns in establishment. Employee turnover has grown has affected the management of public universities leading to budgetary costs. Kenyan public universities are experiencing poor service delivery due to turnover of the employee. Due to scarce literature on determinants of employee turnover, this study focuses on the determinants of employee turnover in the selected Kenyan public universities. The main objective of the study was to determine the determinants of employee turnover in the selected Kenyan public universities with the aim of investigating the effect of Job satisfaction on employee turnover in the selected Kenya public universities, establishing the effect of working environment on employee turnover, determine the effect of supervisory support on employee turnover and assess the effect of work flexibility on employee turnover. The study was carried out in three selected Kenyan public universities of Masinde Muliro University, Maseno University and Kibabii University. The study targeted a total population of 2274 correspondents comprising of teaching and non-teaching staff. The study employed descriptive research design where stratified random sampling was used to group the universities and purposive sampling used to identify the correspondence with the required information. To avoid biasness, random sampling was used to identify the sample. A sample of 340 correspondence obtained using Yamane's formula was used in the analysis. Pilot study was carried out in Mt. Kenya University where a valid measure of 0.5 spearman correlation coefficient was acceptable as a valid measure and 0.7 Cronbach's alpha value was accepted as reliable value. Questionnaires and interviews were the main instruments of data collection. The data was analyzed using SPSS where descriptive statistics of frequencies, charts, percentages and means and inferential statistics of chi-square and regression analysis where the null hypothesis was tested at 5% level of significance. The results showed that for every unit increase in job satisfaction there was a corresponding increase in employee turnover by 1.070, work environment, is important in predicting of Employee turnover as indicated by significance value=0.000 which is less than 0.05 level of significance ( $p=0.000<0.05$ ). For every unit increase in work flexibility there was a corresponding increase in employee turnover by 0.803. The findings of the study will help Public University management board and the Government in managing employee turnover in public universities and Human resource practitioners in identifying and implementing better terms in public universities.

**Keywords** – Turnover, job satisfaction, work support, determinants

---

Date of Submission: 15-10-2018

Date of acceptance: 25-10-2018

---

### I. Introduction

Totally, with the existing development in the world, establishments are facing shift demands, dynamic settings, increasing rivalry and technological progressions, are generating employees turnover amongst its workforces (Benn, Dunphy & Griffiths, 2014). Nyamubarwa (2013) in his studies determined that turnover has developed To be major subject of concern with professors, human resource management, and social researchers. Mughal (2015) proved further that turnover has established major hesitation of employees, management and society's currently where employee turnover is supported around up with satisfactory determining variables. Human resource is believed to give a competitive advantage to firms because in invention related capacities it takes human capital into justification. However, Danish and Usman (2010) classifies that employees are important assets in working setting as they contribute to its development and success of achieving its stated goals and objectives. According to Gangaram (2016) shows that ditching of employees from some establishment indicates that the establishment have griefs though its speeded up by certain extensive characteristics but examining on them can reduced turnover. Turnover is a thoughtful

realization of employees to explore for other alternative jobs in other allied or non allied societies (Aondoaver & Onyishi, 2012). Allen (2013) found that employee turnover is a resilient predictor of actual turnover in a working environment of an organization, where there is a probability that an individual will leave the current job. Park et al. (2014) ascertains that various studies prefer to have an employee turnover as a substitution of actual turnover. Employee's consequently have an assessment of turnover in institutes all through their working age when they intellect that they are not realizing their need. According to Armstrong (2010) observations employee turnover is the normal rate of movement of workers in and out of society in any working sector. Siddiqi (2013) defines that pulling out is a process of feelings of job pursuit behavior heights and turnover on that precedes actual turnover. The early turnover progression approach was familiarized by March and Simon 1958 as recommended by (Hom, 2012). Employees who are dissatisfied with their jobs owing to certain key aspects that develop both negative and positive attitudes to their jobs both to stay or quit (Davoudi, Pourbrahimi & Rastgar, 2012). When employees start considering resources of capability they develop turnover intentions either to quit and find another job elsewhere or stay, of which will likely position in for turnover. Iravo (2012) in his studies stressed that progressive learning in higher institutions have a bulk number of students undertaking higher education minus the reliable upsurge in manpower leading to employee turnover among staff. Saeed (2014) maintains that developing countries like Pakistan unemployment level is higher and such organizations cannot decrease rate of employee turnover to 0%. Hassan (2014) pressures that regardless of having a large context of the literature on turnover, workers freely terminate their services in work location, which has suffered sturdy economic, social, political scientific problems towards employers. Puni (2013) further, describes that characteristics determining turnover can be considered in three distinct sets which contains external environmental, individual and structural. Employee turnover has been studied by some scholars in private organizations to endeavor for excellence in future (Choi et al., 2012). Tiwari (2012) evidences that staff who work for an organization that has extreme dynamic characteristics can create change and elasticity in a firm. Krishnan and Umamaheswari (2015) uphold that inspiration of employee one employee turnover includes; job satisfaction, work environment, supervisory support, work flexibility, financial, non financial factors, leadership style, amongst others. Previously, studies suggest that an encouraging working environment outside the prevailing firms will effect employee turnover among employees who work in a work environment that has unsatisfied physical work environment (Kim, Matz & Woo, 2014).

According to Ada et al. (2012) recommends that engaging employees who are competent and skillful with uncompetitive recompense packages, deprived work environment and unsatisfactory research opportunities will end with mass exit of the employee. Worker's necessity is to develop in their line of profession development as they labor and be compensated healthy to maintain them in their current jobs. Oludayo et al. (2015) studied employee turnover among administrative employees in private higher education institutes in Nigeria and found that there is a significant link among fringe benefits and employee turnover which is moderately intervened motivation in the direction of education fees and work environment. Galena, Hitherto and Liyange (2011) investigation on determinants of turnover of sewing machine operators in a leading attire company in Sri Lanka found that there is a significant link between, respect, workload, work flexibility balance and employee turnover. Alalyoubi (2017) observes the prompting of employee turnover in the local firms in Egypt and proved that job involvement has a negative significant relationship between job involvement and turnover, whether it's actual or turnover. Arif and Farooqi (2014) coxswained studies on impact of work life balance on job satisfaction and organizational commitment among university teachers in Pakistan proves that work and life jiggles employee's satisfaction. Job satisfaction is the gracious of satisfaction of employee's sense with their job content (Nishide & Puangyoykeaw, 2015). According to Satinder (2013) employers have attempted to consider job satisfaction in their survival of their organizations that has some relationship with the turnover. Satisfied workers contribute well and have a positive attitude towards their job in an organization. Recently, Suifan et al. (2016) examined the influence of work flexibility and turnover in private hospitals with the mediating role of work life conflict in Jordan. The study proved a significant relationship among work life conflict and turnover. Moreover, Khanin (2013) encourages that an organization that constructs employee turnover among its employee's the outcomes damages of its technical know how to equivalent competitors. According to Nishide (2015) workers who are satisfied with their job are likely not to quit. Mostly, researchers believe that job satisfaction arouses output, employee turnover, skiving, loyalty, motivation, stress among others. Though, research studies have identified that job satisfaction may be the most important dimensions in trying to understand employee turnover. Agyeman et al. (2016) strains that poor supervision shapes the employee loyalty to stay or quit. Al Salemi, 2013 and Martin et al. (2010) fair procedures will to framework the result they have in their companies and unfair procedures and structures will end to the removal of the complete systems in the firms. Employee ought to be treated fairly during handling of management issues that relate to their job. The researcher Ng'eno (2015) considers that workers are appreciated, given self determination of making a decision in a job allied field and mentorship by the supervisor

creating positive inspiration towards an employee to stay in the establishment and offers attribute of supervisor employee relationship.

Medina (2012) supports that job satisfaction has a stronger impact on turnover on young employee than old employees. Musiega, Mutua and Orute (2015) asserts in their study that supreme employees agree that behavior of each suit with the assignment they do and if they also have the chance to do the extreme while they expect progress and career growth. Employees who are satisfied are more likely to be committed to their organizations and lessening the intention to quit job. According to Tews et al. (2014) strengthens that when work environment has an employee recognition, employee turnover decreases. Suifan et al. (2016) claims that work-flexibility is viewed as a win situation in which both employees and their families gain from a better stability between work and life. Lack of management support, work socialization, and employee involvement creates turnover among employees, which results in lower productivity and effectiveness (Math & Slevitch, 2013). Bauer (2012) advises that struggle of employee from turnover can be abandoned through employee appreciation from their immediate supervisors. High employee respect encourages employee so stay within the establishment where they are motivated which increases job satisfaction (Bhatnagar 2014, Gorizia & Periods, 2012; Wan et al., 2012). Supervisors who bids openings or development, fair supervision, and self sufficiency, employees will be appreciative and work hard to recompense manager's with higher levels of innovation and trust (Rastgar et al., 2012). However, Ibrahim et al (2013) confirms that the influx of employee in an organization is perceived as accession while the seepage of employees from an organization can be regarded as quitting, leaving, discharging among others. According to Balunos, Castro, Reyes, Sabino and Taino (2015) it was noted that Harris et al (2005) in his studies assumed that employees leave their jobs for a variability of aspects, where consistent research indicated that voluntary turnover could be more explained by employees' intention to leave the society. Several survey in literature have indicated that the connection of different determinants such as job satisfaction, worklife balance, supervisory support to the employee turnover. Studies confirm that as long as employees are satisfied with their job and are committed, they will reduce the turnover and vice versa.

## **II. Literature Review**

### **2.1.1 The Spillover – Crossover Model**

This model is to safeguard an employee to flourish and negotiate a stability in his or her work and her family life to escape the incapacity that results of turnover. The SCM model, studies and theories have been combined, ensuing in a model that suggests that services in the working area spills over to the family area (Balunos et al. 2015). Most, studies have brought about consequences that uphold the SCM. However, study efforts are mostly devoted to studying the negative spillover and crossover. According to Bakker, Demerouti and Voydanoff (2010) concludes that work performance is affected with the personal roles when work capacity and emotional weights increases in societies.

According to Balunos et al. (2015) the level of demands at home which comprises; personal roles, family roles, overload of housework tasks among others result to negative behaviors of the employee, in which the employee experiences higher levels of exhaustion at work place. Taino et al. (2015) describes that positive spill over is where employees affiliations with individual environment and family life positively effects the level of satisfaction at work. While the negative spill over is where an employee individual environment with domestic problems, nervous relationship encourages pressure on his job. Sabino et al. (2015) indicates that an employee who is out to an encouraging surrounding in his working life will diminish the burden of intent to quit but where he or she has difficulties in his individual life and in organization work environment this would ultimately leads to quitting from job. The theory is to give an employee a flexible work and individual environment at the workplace and reduce employee turnover.

### **2.2.2 Expectancy Theory**

Employees have individuals various sets of aims and can be driven if they have positive expectations. This theory is about choice (Victor Vroom's expectancy theory (1961), Expectancy theory considers that the strength of a leaning to act in a certain way relies on the strong grounds of an expectancy that the act will be tailed by a given outcome and pulling of the outcome to the individual. This theor includes three variables namely, attractiveness, performance- reward linkage and effort -performance linkage. Thus, whether one has the desire to produce at any given time relies on one's specific aims and one's insight of the relative worth of performing his duty as a trail to the realization of those aims. The theory has generally four stages. First, what are the purported benefits does the job offer to the employee. The benefits may be good such as pay, security, work flexibility, conducive work environment, opportunities to use skills among others or negative such as no communication, harsh supervisory support, treat of dismissal corruption among others. Secondly, In what way does an individual consider these benefits as attractive? The individual who finds a certain benefits attractive; that is positively appreciated will prefer attaining it. Thirdly, what conduct must the employee display in order

to accomplish these outcomes? The outcomes are not likely to have any effect on the individual employee's conduct unless the employee understands openly and unmistakably, what must he/she do in manner to realize them. Lastly how does the employee assess the probabilities of undertaking what is expected of her? More further, the employee considers his / her own skills, and ability to control that variable that will determine her achievement, what possibility does he/she consider on positive attainment? The theory subsequently pressures on payouts, or expenses. As employees have to trust that that the recompenses the institute is offering align with their wants. It is a theory based on self-interest, that is, an individual seeks to make the most of his or her expected satisfaction. A major concern here hence is the appeal of the compensation; hence there is need for knowledge and understanding of what worth the individuals put on managerial remunerations so that employees can be satisfied with the things they positively value.

Consequently, according to the theory, how stirred an employee is exposed on the link between effort and performance; the link between performance and result and the link between result and individual wants. According to Gupta (2011) the theory highlights that motivation is based on the amount of effort required, the rewards or returns and the value the individual gives to the rewards. When an employee does not receive the motivation from expected rewards job satisfaction is affected. The theory states that individuals base decisions on their expectations that one or another alternate behavior is more likely to lead to needed or desired outcome (Jackson and Mathis, 2004). Basic to this theory is the notion that people join organization with expectations and if these expectations are met they will remain members of the organization and if not met they will exit (Daly & Dee, 2006). Turnover and retention context established from this theory assert that choice to stay or leave an institute can be clarified by observing the link between turnover with, psychological and

physical environmental variables. Johnsrud and Rosser,(2002), Volkwein and Zhou, (2004), Daly and Dee, (2006) employed a model of employees intent to stay that is based on expectancy theory which includes physical, environmental and psychological variables. Organizational variables include work environment, work flexibility, supervisory support, and workload. Psychological variables include job satisfaction, administrative satisfaction and organizational commitment while the environmental variables include availability of job opportunities. If these are aligned to employee's expectations, then the employee develops loyalty and commitment to the organization and tends to stick with it.

### **2.2.3 Equity Theory**

The theory has been indorsed by Adams, S. J.in 1963. Clarification of this theory has been clarified by (Mamah et al., 2015) among others. The theory's expectations are built on the symptom that in addition to being satisfied for their performance, employees normally would want also those return of their services to be fair and just fairly to what other similar employees with similar status and in similar firm's stake. The theory discovers four tools for job satisfaction and dissatisfaction as; First, employees pursue to generate best use of their outcomes. Secondly, groups can maximize pooled recompenses by increasing accepted systems for equitably distributing compensations and costs among workers. Systems of equity will develop within groups, and members will attempt to prompt other members to accept and adhere to these systems. Thirdly, when workers discover themselves involving in biased relationships with the employers, they develop dissatisfaction. The theory explains that in this situation, both the person who gets higher and the person who gets lower feel dissatisfied. The employee who receives higher may have an imprint of being a shamed or guilt and the employee who receives lower may feel irritated. Lastly, Employees who perceive that they are in a partial relationship efforts to removing their dissatisfaction by restoring equity could be complete by either by corrupting inputs, outputs, or employee's quitting the organization. The need for just handling is therefore the basis for equity. Equity theory concerns pay as an end result. The argument is that people generally work well when they view the recompense given to them is fair (Armstrong, 2012). Further, the description states that employees struggle hard to achieve and maintain a state of equity or fairness in order to sustain an internal psychological stability. The individuals, in this situation who are employees, must trust that in terms of pay and other kinds of return they are get equal/ or fair or just to what such additional to the process that brings the payments. Totally, the theory is of the view that individuals remark what they get from job condition in relation to what they put in and then relate the outcomes ratio -inputs ratio to be equal, approximately, with that of the others related with the comparison is (Adams, J. S., 1978). When this is done positively, a state of equity would consider to exist. The existences of the two positions might end to job satisfaction, and a will for individuals to stay with the current institute at one point, and job dissatisfaction/unwillingness to stay away from the organization at the other point.

### **2.3 Job Satisfaction**

Generally, institutions develop competitive packages of better pay and benefits for good creation of employee loyal with the employer to generate job satisfaction. Borah (2012) referred job satisfaction as a pleasurable or positive emotional feeling of an employee whereas Gupta and Sethi termed job satisfaction as a

response of an individual towards work (Gupta & Sethi, 2012). According to (Pandey, 2012) job satisfaction is an important tool in the field of organization behavior. Job satisfaction and turnover is initiated by the antecedents that are in the withdrawal development that forecast voluntary employee turnover (Du Plooy & Roodt, 2010). Employees with high altitudes of job satisfaction have optimistic attitudes towards their jobs, while those with job dissatisfaction have destructive attitudes towards their job (Mbundu, 2011). Calisir et al. (2011) asserts that salaries and incentives are the most important determinants of job satisfaction of an employee that can reduce turnover. Job satisfaction is the level of satisfaction workers feel with their current jobs or the content of their job with any organization (Nishinde, et al., 2015). Most studies have identified that job satisfaction can influence employee turnover, absenteeism, life satisfaction, pay satisfaction among others. According to Nishinde et al.(2015) noted that Lopa et al.,( 2001) cited in their studies that job satisfaction may be the most construct in attempting to understand turnover. Job satisfaction is a compensation that an employee wishes as a result of productive activity apart from his income (Noraani, 2013). Job satisfaction is a constructive attitude and behavior at workplaces and can determine employees commit with their job conditions. It is not about the self- satisfaction, pleasure or self- satisfaction but the satisfaction on the job.

#### **2.4 Work Environment.**

Oludayo and Omonijo, (2013) strained that the significance of human resources in any work environment is to value and consider employees to reduce the intentional turnover among staff both private and public industries. When employees are valued and their importance is considered in organization they will have the intention to stay. Barkov et al. (2014), indicates that varied research have various working samples that show perceived work conditions may have positive and negative impact that effect employee turnover among employees. Conditions of the workplace play an important role to employees in whether they want to keep working in the organization. A safe work environment can attract new candidates into the pool to apply for the positions that still need to be fulfilled. The work environment plays an important role as people want to work in a safe workplace. In a work environment we have supportive and physical work environment that determine can turnover as cited the past study research of banks used independent variable of job characteristics and turnover. Research has shown the links between poor working conditions and intentions to leave. According to Cottini et al., (2011) suggestion workers in hazardous work place conditions are indeed more likely to leave their current employers willingly in case the employer does not take the indispensable measures to improve the work conditions and workers will not give up their employee turnover. As a result, the aim of the better working conditions cannot be undervalued.

Msengeti (2015) suggests that work environment includes not only the physical necessities around the work level of an employee but also all things that form part of the employee's influence with the work itself. Workplace environment is the entire gathering of noticeable physical, supportive and behavioral elements in the work

environment (Msengeti & Obwogi, 2015). According to Luther's and Sweetman (2010) psychological capital theory can contribute by observing into individuals traits may have in work environment which influence employee turnover. A favorable work environment is believed to make employees feel good about coming to work and provide the necessary motivation to sustain them throughout the day. Further, Amir (2010) mentioned two elements that are related to working environment include; the office layout plan and also the office comfort for better working conditions of an employee. Amir (2010) also stated that a physical conditions at the workplace should be well arranged is an area in an organization for the achievement of both employee and employer.

#### **2.5 Supervisory Support**

Supervisors are supportive, inspiring and let employees learn from mistakes and have a sense of pride in their jobs (Krishnan & Umamaheswari, 2015). Rothmann (2011) perceives a decrease of intended turnover among

employees in institution where influences such as supervisory support, participation in decision making and role clarity are identified and supported. Kumar (2014) perceived that when supervisory support is low intentional turnover in organization becomes significant. Asif and Hussain (2012) quantified that turnover intentions is reduced when sense of belongingness in organization and supervisory support is encouraged, employees will remain and feel fit to work. Paille (2010) contributed that institutions should have that trust, support employees and give contribution of concern for their wellbeing. Supervisors can substitute for inventive responses to unforeseen changes by providing a supportive climate for their employees (Gundry, Munoz Fernandez, Ofstein, Ortega-Egea, 2015). According to Iqbal et al. (2014) proved that supervisor have relationship and significant influence towards turnover of intentional of employees. Minimal supervision and less support will contribute intentional turnover when employees are not given direction during their work and not frequently supervised (Umar, 2013). The researcher Pitss ( 2011) revealed that in government sector

supervisors have more influence over day today assignment than their fellow workers, and there positive relationship with their supervisors makes workers lower turnover.

According to Barczak, Lassk and Mulki (2010) during their studies it revealed that employees with strongly supportive environment from supervisory could facilitate the sharing of ideas and knowledge that will reducing team members' concerns that an initial failure will be criticized may initiate employee turnover. Rastgar et al. (2012) found that when an immediate supervisor provides chances for progress, fair supervision, meaningful work and subordinates feel appreciative to repay leaders with higher levels of organizational commitment, innovation trust among others. Therefore, supporting creativity motivates members to proactively generate new ideas, and team performance (Bindley & Barker, 2010). Mughal (2015) further found that is basically giving freedom of working to employees to plan their work, select processes and take decisions while executing activities throughout working. Offensive supervisory support has also been taken as specific type of workplace mistreatment, as it represents serious problem troubling modern organizations owing to poor relationship among subordinates, supervisors and overall work environment. Furthermore, this type of supervision refers to convergence of two prominent field of research: workplace mistreatment and destructive leadership. According to Eurofound (2012) research conducted in 34 countries indicated that relationship at work within individuals is very essential in ones lives and exposure to physical risks in the work place decreased since 1991. Cottini et al., (2011) highlighted that workers working under hazardous workplace conditions are likely withdrawal intentions from their current employer in case necessary measures in order to improve the physical work conditions are not improved.

## **2.6 Work Flexibility**

Universities can only have a decrease turnover among employees if there is a work-flexibility which is an important component in both working condition and personal fulfillment (Hannah & James, 2013). According to Suifan et al. (2016) argued that the word Work life balance was revamped from what was originally known as work family conflict (WFC). The debate for work-family conflict was kindled with working women who were struggling to have a stability line between their dual roles of wives and mothers and also trying to practice the professional career (Agarwal & Lenka, 2015). The work family conflict was believed to be an issue affecting only working class women in organization (Diab et al., 2015). However, it didn't take long before men realized that they were also suffering in balancing of work, family issues, friends, social affairs and leisure activities (Ayman, 2015).

Meanwhile, Mansour and Mansour (2009) affirmed that Work- family conflict was later replaced with work- life balance has various constructs which include work flexibility which categorizes work arrangements and other work alternatives among others. In literature since individual life and work could not be seen thoroughly exclusive since the two can co exist and be stable in a harmonized manner. Work flexibility comprises matching career demands with an individual and family needs (Gupta, 2010). It has been confirmed that work-flexibility has gained reputation for the last two decades towards an employee who wants to balance personal life and work life (Koubova, 2013). A flexible life is one where we spread our drive and efforts between key areas of importance. Asiedu (2013) emphasized that work life balance. Improves employee performance both at work and home

to reduce employee turnover. Several benefits can be made from adopting work flexibility life and many studies have been committed to examine work flexibility backgrounds and its significance in industries and institute on both private and public institutions (Machuca Mas, 2016). An effective balance between work and non-work roles life is a beneficial for both employee and employer. Generally the management should provide support of adopting work flexibility policies and practices that accomplish the earnings of an employee between his work and his life, though policies which vary from organization to organization.

Bunchko and Koubova (2013) views that having work flexibility is not simple for employees in firms that have limited resources of money, time, and energy. Lazar (2010) the more mechanism an employee has in managing their live the more they are able to balance work and family. Sanghi (2012), suggests various options in work-flexibility which include part-time working, planned working hours, working at home, leaves etc. However, work-flexibility has become very important and necessary for almost all categories of employees both teaching and non-teaching employees. Flexible working schedule helps employees to strike a balance between a paying job and personal life which lead to a positive intentional turnover. Technology has generated ways of flexible working in organization and increased possibilities for working remotely from home environment via internet or intranet, smart phones among others (Ahmad, 2012). Flextime is a prearrangement whereby employees can vary the scheduling of their working hours within specified policies. Basically, it allows employees, or an individual or collective basis, to decide the start and end times of their working day. Flextime allows the employees to plan their work day around their personal lives. This practice can reduce the tardiness and absenteeism, increase in employee morale and employee job satisfaction. Tele work, can also be referred as telecommuting, is an

arrangement or working whereby an employee sometimes accomplishes his work at a distant place. Telecommuting is an advantage for employees as they can organize their work day around their personal and family needs. It can also decrease the transport expenses and reduce commuting time. Tele work allows to work in a less stressful and disruptive environment and reduce turnover.

## **2.7 Employee Turnover**

Turnover is a tenacious problem in organizations in this current age of globalization (Chee Long, Foon, Osman, & Yin Fah 2010). Kumar (2014) attests that employees are very critical assets for any type organization with a work environment in a currently competitive business environment, it is wise for the organization to study whether employees choose to leave or stay and reason for such. When employees feel dissatisfied at their workplaces, these feelings will be reflected in each individual behavior, and will result in less committed to their works, and in turn will lead them to turnover from the organization physically or mentally (Munir & Rahman, 2015). According to Issa et al. (2013) turnover is a voluntary thought of an employee of voluntarily quitting his job which in turn will certainly influence his job performance and could influence productivity level of an organization. In the current human resource perspective of work setting, employee turnover is the ratio at which employer decrease or increase the number of employees (Kanwar & Kodwani., 2012). It was further indicated that the modest way to define employee turnover is 'how long the employees stay' or the rate of traffic through the revolving door' of which the turnover intent generally results to actual turnover. Nasir (2015) reveals that employee turnover is the behavioral trends of employees' voluntary to leave the organization. Employees who are likely to leave the organization are those who are most talent and smartest within the group (Abassi and Hollman, 2000) as cited in the study of (Thean et al., 2015). According to Alkahtani (2015) found that Andrew Carnegie cited that "the famed industrialist of the 19th Century, who mentioned: Take away my factories, my plants; take away my railroads, my ships, my transportation, take away my money; strip me of all these but leave me my key employees, and in two three years I will have them again".

Liu et al. (2010) as cited in the study of Eng. and Kumar (2012) that an organization that has an increase rate in turnover reduces its reputation and increases costs of recruitment new staff. Practically, several establishments which express employee turnover the interaction among employee and the institutions is affected. According to Medina, (2012) turnover rate has an inverse relationship with job enactment in an organization. The turnover steers to a number of factors in organizations that threaten organizational enactment and run to many of the concealed costs and implications as well as it may have a negative influence on the products of a firm. Shaw,

(2013) clarifies that employee turnover is negatively associated with turnover with regard to labor and belongings of the organization. High turnover destructs organization productivity if the turnover touches skilled workers, most employees of the organization holds employees who are unskilled and most of them don't have the know how so they are not involved in processes (Kanwar and Kodwani., 2012). Employee turnover is devastating many in organization, hopefully, the employers face challenges in upholding a steady and successful operation (Hamsuzzoha & Shamon, 2007). Mughal (2015) indicates that Sias (2005) in his research showed that supervisors and subordinate relationship are negatively related to employee turnover. He further cited Woodman et al. (1993) in his studies realized that behaviors of an individual depends on how they react towards problems, the capability to understand things and inspiration towards their job.

## **III. Methodology**

### **3.1 Research Design**

This study employed a descriptive survey design and correlation design. The descriptive survey given often give results that formulates the good solutions to the significant identified problems. They involve measurements, classification, analysis, interpretation and comparison of data given (Kombo & Tromp, 2006). A descriptive survey method describes the behavior of each variable without influencing in a way out.

### **3.2 Target Population**

The population target for this research consists of teaching and non-teaching staff of the three selected public Universities. The teaching and non-teaching staff includes professors, lecturer, management level, administrators, secretaries, accountants, and technical staff and support staff. The number of non-teaching staff is distributed in the following table:

**Table 3.1 Target Population**

UNIVERSITY	NON-TEACHING	TEACHING	TOTAL
KIBABII	201	102	303
MASENO	623	412	1035
MMUST	605	331	936
Total	1429	845	2274

Source: Universities Staff Records (Kibabii, Maseno Mmust, 2018)

### 3.3 Sample and Sampling Technique

Kasomo (2007) cited in his research that a sample is a representative that will be used if certain percentage frequency distributions of elements within the sample are similar to the corresponding distribution with the target population as indicated by (Kreice & Morgan, 1970). The sample was collected from both teaching and non-teaching staff from all departments in the three selected Public Universities (Kibabii, Maseno and Mmust). It involved professors, lecturers, office administrators, technicians, clerical officers and support staff. All departments were sampled and ensured that all the elements required to validate the research were obtained.

**Table 3.2 Sample Population**

UNIVERSITY	NON-TEACHING	TEACHING	TOTAL
KIBABII	32	15	47
MASENO	96	55	151
MMUST	93	49	142
TOTAL	221	119	340

### 3.4 Instruments

This referred to the tools that were used for data collection and how they were developed. In order to answer research questions, data was collected by use of questionnaires and interview schedules developed by the researcher. These instruments gave a greater depth of response as they gave a wide variety of choices for respondent's views.

## IV. Analysis Of Results And Discussion

### 4.2 Respondents Rate.

A total of 204 (60%) questionnaires out of 340 questionnaires issued to teaching and non-teaching staff were returned. According to Kothari, (1993) over 60% return rate was acceptable return for survey study such as this one. Data was collected in 3 public universities and a total of 204 questionnaires were dully filled and returned.

### 4.3 Demographic Characteristics

Out of the 204 respondents 51.5% (105) were male and 48.5% (99) were female from the sampled public universities. This indicates that generally there were more male respondents for the study than females indicating the disparity between male and females in employment of this cadre of staff in the public universities.

The age of the respondents' show that 2.9% were below 30 years, 39.2% between 30-39 years, 41.7% between 40-49 years, about 10.8% were between 50- 59 years, and 5.4% were above 60 years. High responses were received from 30-39 years and 40-49 years age brackets. The marital statuses of the respondents show that 15.7% single, 76.5% were married, 2.9% were widows or widowers and 4.9% of the respondents were divorced.

In this research, the highest number of respondents were received from Maseno University with 39.3%, followed by Masinde Muliro University of Science and Technology (36.2%), and Kibabii (24.5%). This reflects the population of the academic staff in each of the universities with Maseno University having the highest number of academic staff since it is the oldest among the public universities under study. On average, the respondents had worked in their current universities for between 5-15 years with 49.5% having experience in their current institutions for 5-10 years (in Figure 4.1). Studies suggest that for investment on human capital to be realized employees should remain in the organizations for a long period. In university set up it is reasoned that more than 10 years is ideal because below 10 years the academic staff are mostly engaged in Masters and PhD studies training. Study results showed that majority of the respondents interviewed were teaching staff (52.5%). The non-teaching staff were 47.5%. This shows that the study was significant as the core business of



the university is teaching and research. The level of education was also sought in the questionnaire. Those with PhD degree were 39.71%. About 15.69% possessed master's degree and 22.06% were degree holders. The finding that majority of the respondents possessed PhD degree comprising of 39.71% indicates that over half of the academic teaching staff meet the requirements of teaching in universities. Previously, studies such as Tettey (2006) and Tettey (2009) had established that majority of the academic staff teaching in African universities did not possess PhD certificate which was a crucial qualification for teaching at the university level.

**4.4 Effect of Job Satisfaction on Employee Turnover.**

A correlation analysis was conducted for all the variables on job satisfaction. The results obtained were as shown in this section as per the specific objectives. The first objective sought to investigate the effect of job satisfaction on employee turnover in the selected universities. Job satisfaction comprised of eight items for the respondents to give their opinion. Before carrying out any further inferential analysis, a correlation test was conducted to determine the existence of strength and direction of a linear relationship between job satisfaction and employee turnover. The Pearson product moment correlation technique was used.

**Table 4.1: Correlations between job satisfaction and employee turnover**

		Job satisfaction	Employee turnover
Job satisfaction	Pearson Correlation	1	-.187**
	Sig. (2-tailed)		.007
	N	204	204
Employee turnover	Pearson Correlation	-.187**	1
	Sig. (2-tailed)	.007	
	N	204	204

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The results shows that correlation is significant at the 0.01 (2-tailed) implying that job satisfaction has a negative and significant relationship with employee turnover (R= -0.187 and p-value = 0.007)

**Table 4.2: Regression Results of Job Satisfaction on Employee Turnover**

Model	R		Std. Error of the Estimate	Change Statistics		
	R Square	Adjusted R Square		R Square Change	F	Sig. F
1	.915 <sup>a</sup>	.837	1.64809	.837	529.398	1 103 .000

a. Predictors: (Constant), Job satisfaction

From findings in Table 4.2, the value of R-Square is 0.837. This implies that, 83.7% of variation of Employee turnover was explained by job satisfaction of the employees. Similarly, even the overall model showed a statistically significant effect of job satisfaction on employee turnover (p = 0.001).

**Table 4.3 ANOVA Table on Job Satisfaction**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1437.946	1	1437.946	529.398	.000 <sup>a</sup>
	Residual	279.768	103	2.716		
	Total	1717.714	104			

a. Predictors: (Constant), Job satisfaction

b. Dependent Variable: employee turnover

From the findings in table 4.3, at 0.05 level of significance the ANOVA test indicated that in this model the independent variable namely; job satisfaction, is important in predicting of Employee turnover as indicated by significance value=0.000 which is less than 0.05 level of significance (p=0.000<0.05).

**Table 4.4 Coefficients Model for Job Satisfaction on Employee Turnover**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	3.114	1.553		2.005	.048
Job satisfaction	1.070	.047	.915	23.009	.000

a. Dependent Variable: employee turnover

From Table 4.4; the study revealed that job satisfaction had a significant influence on employee turnover in selected public universities in Kenya (tstatistic= 23.009, p-value=0.000< 0.05). Therefore at 5% level of significance the null hypothesis was rejected, indicating that job satisfaction had a positive influence on employee turnover in selected public universities in Kenya. Likewise for every unit increase in job satisfaction there was a corresponding increase in employee turnover by 1.070.

**4.5 Effect of Working Environment on Employee Turnover.**

**4.4.2.1 Correlation between Work Environment and Employee Turnover**

The first objective sought to investigate the effect of work environment on employee turnover in the selected universities. Work environment comprised of eight items for the respondents to give their opinion. Before carrying out any further inferential analysis, a correlation test was conducted to determine the existence of strength and direction of a linear relationship between job satisfaction and employee turnover. The Pearson product moment correlation technique was used.

**Table 4.5: Correlations Between Work Environment and Employee Turnover**

		Employee turnover	Work environment
Employee turnover	Pearson Correlation	1	-.209**
	Sig. (2-tailed)		.003
	N	204	204
Work environment	Pearson Correlation	-.209**	1
	Sig. (2-tailed)	.003	
	N	204	204

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The results shows that correlation is significant at the 0.01 (2-tailed) implying that work environment has a negative and significant relationship with employee turnover (R= -0.209 and p-value = 0.007).

**Table 4.6: Regression results for work environment on employee turnover**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.950 <sup>a</sup>	.903	.902	1.27170	.903	959.133	1	103	.000

From findings in Table 4.6, the value of R-Square is 0.903. This implies that, 90.3% of variation of Employee turnover was explained by work environment in which the employees operate.

**Table 4.7: Coefficients Model for Work Environment on Employee Turnover**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.165	1.124		1.926	.057
Work environment	1.051	.034	.950	30.970	.000

a. Dependent Variable: employee turnover

From Table 4.7; the study revealed that work environment had a significant influence on employee turnover in selected public universities in Kenya (t statistic= 30.970, p-value=0.000< 0.05). Therefore at 5% level of significance the null hypothesis was rejected, indicating that work environment had a positive influence on employee turnover in selected public universities in Kenya. Likewise for every unit increase in work environment there was a corresponding increase in employee turnover by 1.051.

**4.6 Effect of Supervisory Support on Employee Turnover**

**Table 4.8: Correlations Between Supervisor Support And Employee Turnover**

		Employee turnover	Supervisor support
Employee turnover	Pearson Correlation	1	-.321**
	Sig. (2-tailed)		.000
	N	204	204
Supervisor support	Pearson Correlation	-.321**	1
	Sig. (2-tailed)	.000	
	N	204	204

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The results shows that correlation is significant at the 0.01 (2-tailed) implying

**Table 4.9: Regression results for supervisory support on employee turnover**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.944 <sup>a</sup>	.890	.889	1.35267	.890	835.793	1	103	.000

a. Predictors: (Constant), supervisor support

From findings in Table 4.9, the value of R-Square is 0.890. This implies that, 89.0% of variation of Employee turnover was explained by supervisory support of the employees.

**Table 4.10: ANOVA Table on supervisory support**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1529.255	1	1529.255	835.793	.000 <sup>a</sup>
	Residual	188.460	103	1.830		
	Total	1717.714	104			

a. Predictors: (Constant), supervisor support

b. Dependent Variable: employee turnover

From the findings in table 4.10, at 0.05 level of significance the ANOVA test indicated that in this model the independent variable namely; supervisory, is important in predicting of Employee turnover as indicated by significance value=0.000 which is less than 0.05 level of significance (p=0.000<0.05).

**Table 4.11: Coefficients Model For Supervisory Support On Employee Turnover**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.785	1.034		2.694	.008
Supervisor support	.917	.032	.944	28.910	.000

a. Dependent Variable: employee turnover

From Table 4.11; the study revealed that supervisory support had a significant influence on employee turnover in selected public universities in Kenya (t statistic= 28.910, p-value=0.000< 0.05). Therefore at 5% level of significance the null hypothesis was rejected, indicating that supervisory support had a positive influence on employee turnover in selected public universities in Kenya. Likewise for every unit increase in job satisfaction there was a corresponding increase in employee turnover by 0.917.

**4.7 Effect of Work Flexibility on Employee Turnover.**

**Table 4.12: Correlations Between Work Flexibility and Employee Turnover**

		Employee turnover	Work flexibility
Employee turnover	Pearson Correlation	1	-.306**
	Sig. (2-tailed)		.000
	N	204	204
Work flexibility	Pearson Correlation	-.306**	1
	Sig. (2-tailed)	.000	
	N	204	204

\*\* .Correlation is significant at the 0.01 level (2-tailed).

**Table 4.13: Model Summary Work flexibility and employee turnover**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.931 <sup>a</sup>	.867	.866	1.48824	.867	672.542	1	103	.000

a. Predictors: (Constant), Work flexibility

From findings in Table 4.13, the value of R-Square is 0.866. This implies that, 86.6% of variation of Employee turnover was explained by work flexibility of the employees.

**Table 4.14: ANOVA Table on work flexibility**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1489.584	1	1489.584	672.542	.000 <sup>a</sup>
	Residual	228.130	103	2.215		
	Total	1717.714	104			

a. Predictors: (Constant), work flexibility  
 b. Dependent Variable: employee turnover

From the findings in table 4.14, at 0.05 level of significance the ANOVA test indicated that in this model the independent variable namely; work flexibility, is important in predicting of Employee turnover as indicated by significance value=0.000 which is less than 0.05 level of significance (p=0.000<0.05).

**Table 4.15: Coefficients model for Work flexibility support on employee turnover**

Model	Unstandardized Coefficients			Standardized Coefficients		
	B	Std. Error		Beta	t	Sig.
1 (Constant)	6.504	1.010			6.439	.000
Work flexibility	.803	.031		.931	25.933	.000

a. Dependent Variable: employee turnover

From Table 4.15; the study revealed that work flexibility had a significant influence on employee turnover in selected public universities in Kenya (tstatistic= 25.933, p-value=0.000< 0.05). Therefore at 5% level of significance the null hypothesis was rejected, indicating that work flexibility had a positive influence on employee turnover in selected public universities in Kenya. Likewise for every unit increase in work flexibility there was a corresponding increase in employee turnover by 0.803.

**4.8 Multiple Linear Regression for all the Variables**

Analysis of variance (ANOVA) at 0.05 level of significance the ANOVA test indicated that in this model the independent variable is significant indicator of employee turnover.

**Table 4.16: ANOVA Table on employee turnover**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1645.607	4	411.402	570.545	.000 <sup>a</sup>
	Residual	72.107	100	.721		
	Total	1717.714	104			

a. Predictors: (Constant), Job satisfaction, work environment, work flexibility, supervisor support

b. Dependent Variable: employee turnover

From the findings in Table 4.16; at 5% level of significance, job satisfaction was a significant predictor of Employee turnover at selected public universities in Kenya where (p=0.008 <0.05). Work environment was a significant predictor of Employee turnover where (p=0.000<0.05), Work flexibility was a significant predictor of employee output as depicted by (p=0.000<0.05), and supervisor support was a significant predictor of Employee turnover as depicted by (p=0.000<0.05).

**Table 4.17: Coefficients Analysis of the Study Variables**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.272	.869		2.313	.015
Job satisfaction	.024	.069	.021	2.349	.008
Work environment	.477	.067	.431	7.108	.000
Work flexibility	.294	.043	.340	6.851	.000
Supervisor support	.258	.057	.265	4.518	.000

a. Dependent Variable: employee turnover

Letting  $Y$  be employee turnover,  $\hat{X}_1$  be job satisfaction,  $\hat{X}_2$  be work environment,  $\hat{X}_3$  be work flexibility, and  $\hat{X}_4$  be supervisor support, using the regression coefficients in Table 4., we have;

$$Y = \beta_0 + \beta_1 \hat{X}_1 + \beta_2 \hat{X}_2 + \beta_3 \hat{X}_3 + \beta_4 \hat{X}_4$$

$$Y = 1.272 + 0.024 * \hat{X}_1 + 0.477 * \hat{X}_2 + 0.294 * \hat{X}_3 + 0.258 * \hat{X}_4$$

From the equation above when job satisfaction is increased by one unit Employee turnover will increase by 0.024, a unit increase in work environment will result to 0.477 increase in Employee turnover, a unit increase in work flexibility will result to 0.294 increase in Employee turnover, and a unit increase supervisor support will result to 0.25

## V. Discussion

The demographics aspects involved the gender aspects which indicated that Male had the highest third rule of gender balance when recruiting employees. The second aspects was age of the respondents which indicated that most of the respondents were aged between 40 to 49 and 30 to 39. This concludes that universities is a higher learning institution most of their employees are mature. They are able to make decision. The third aspects was Marital Status of the respondents which showed that 76 % of the respondents were married. This indicated the work flexibility in their work may have a good influence in their achievements. The fourth aspects was Level of education of the respondents. Out of 204 respondents 33% respondents have PhD's regardless whether you are a teaching of non-teaching staff. This shows that universities are fully concentrating in the main core business of learning. The fifth aspects is the place of work of the respondents. Maseno University had the highest number of respondents. This indicates that since Maseno was established early it has grown further by also having a large number of staff. The sixth aspects was the number of years in working. This aspects indicated that most of the respondents are young and they are still growing in their career. Lastly the aspects of Cadre of respondents which indicated Teaching staff had had 52.5% out of 204 respondents. This shows that universities are majorly concerned with having more. Table 4.2; shows in the model summary that value R-square is 0.0837 which indicates that the variation of employee turnover in the selected public was explained by Job satisfaction. Table 4.10; shows that Anova predicted that job satisfaction is an important predictor of employee turnover in the selected Kenyan Public Universities with the significance value of 0.000 which is less

than 0.05 level of significance ( $p=0.00 < 0.05$ ). Table 4.2; shows that job satisfaction had a significant influence on employee turnover in selected public universities in Kenya ( $t$  statistic=23.009,  $p$ -value=0.000 < 0.05). Finally, 5% level of significance rejected the null hypothesis by indicating that job satisfaction had a positive relationship with employee turnover in selected public universities in Kenya. Table 4.14 shows the variation of R- 0.903 which is 90.3 % was explained by the work environment. Table 4.6 shows that Anova test indicated that the independent variable of work environment in the model was 0.000 which is less than 0.05 the significance level. Lastly table 4.16 shows that the  $t$ -test of statistics indicated 30.97 which 5% level of significance which rejects the null hypotheses and indicates work environment has a positive effect on employee turnover in the selected Kenyan Public Universities. The correlation analysis in table 4.5 showed work environment is significant at the 0.01 (2-tailed) implying that work environment has a negative and significant relationship with employee turnover ( $R= -0.209$  and  $p$ -value = 0.007). Table 4.2 shows that the value of R-Square is 0.890 or 89% variation of employee turnover explained by the independent variable of Supervisory Support. The results of ANOVA table 4.20 shows that supervisory support predicted employee turnover with significance value of 0.000 which is less than 0.05 level of significance ( $p=0.000 < 0.05$ ). Table 4.3 shows that coefficient results which revealed that Supervisory support has a significant relationship on employee turnover in the selected Kenyan Public Universities with a  $t$ - statistic of 28.910, ( $p$ -value -0.000 < 0.05) . Therefore 5 % significance level rejected the null hypothesis by indicating that supervisory support has a positive relationship with employee turnover in the selected Kenyan Public Universities. Table 4.16, shows that the value of R-Square is 0.866. This suggests that, 86.6% of variation of Employee turnover was clarified by work flexibility of the employees. The findings in table 4.25 shows that 0.05 level of significance the ANOVA test indicated that the independent variable of work flexibility in model mostly it predicts of employee turnover in the selected public universities as indicated by significance value=0.000 which is less than 0.05 level of significance ( $p=0.000 < 0.05$ ). Table 4.16 in the study revealed that work flexibility is a significant determinant on employee turnover in selected public universities in Kenya with ( $t$ statistic= 25.933,  $p$ -value=0.000 < 0.05). Therefore at 5% level of significance the null hypothesis was rejected, indicating that work flexibility had a positive relationship that can determine employee turnover in selected public universities in Kenya. Likewise for every unit increase in work flexibility there was a corresponding increase in employee turnover by 0.803. Findings in Table 4.17, indicates that most respondents (39.7%) agreed that they frequently consider working elsewhere, which was the highest in percentage. This is depicted by a Pearson correlation coefficient  $r=0.898$ ,  $p$ -value =0.002 < 0.05 which was significant at 0.05 level of significance. The results also indicated that there was strong positive and significant relationship between work flexibility and Employee turnover in selected public universities in Kenya. This is depicted by a Pearson correlation coefficient  $r=0.898$ ,  $p$ -value =0.002 < 0.05 which was significant at 0.05 level of significance. The ANOVA analysis of findings in Table 4.24; at 5% level of significance all the variable are significant to employee turnover.

## **VI. Conclusion**

The specific objective of the study was determinants of employee turnover in the selected Kenyan Universities. Four objectives and null hypothesis were set H01, H02, H03, and H04 which were all rejected. The study looked at four variables which include; Job satisfaction, work environment, supervisory support and work flexibility. The hypotheses were subjected to correlation, regression analysis, ANOVA, and Coefficients and determine their relationship with employee turnover. From the study job satisfaction has effect on employee turnover in the selected Kenyan public universities. Job satisfaction predicts employee turnover. When workers are satisfied with their job they are likely not to leave (Nishinde, 2015). Employees may be satisfied or dissatisfied with their job in a work setting. Employees will be satisfied and consider to stay when the recompense is equal to their output (Armstrong, 2012). Work environment has an effect on employee turnover in the selected Kenyan public universities. From the study findings the work environment is a predictor of employee turnover. For every increase there was on work environment there was an increase in turnover. When employees are provided with safety gears, have no work harassment then the relationship at work is improves and turnover reduces. Cottin et al., (2011) further clarifies that when employees are working in hazards environment then they are likely to leave the employer. The Equity theory confirms that employees struggle hard to achieve to maintain the equity or fairness to sustain their internal psychological environment. When work environment has all the influencing dimensions employees will increase in their output. From the findings also the supervisory support has an effect when employees are respected at the work place, receive communication in good and when decisions are made in consultation the relationship improves turnover. When supervisory support is low in organization turnover becomes significant (Rothmann, 2011). Employees need to be encouraged so that they can feel fit to work. The work flexibility effect has a positive relationship on employee turnover , when employee have the freedom of choosing when to work, their personal problems also being listen to this increases their work output and improve service delivery which will reduce costs. Finally, the objective of the study was to find out the determinants employee turnover among employee in the selected

Kenyan Public Universities. At the end of the discussion, it is concluded from research that job satisfaction, work environment, supervisory support and work flexibility have a positive determinants on employee turnover among employees in the selected Kenyan Public Universities. The study used the model of spillover – cross over model was used in the study that explained the relationship between work flexibility and employee turnover in public universities. The model was tested using one hypotheses and data from 204 respondent. Results showed that work flexibility has strong effect on employee turnover. , which means that theories of the study of equity theory and expectancy theory were also used to test the hypothesis of H01, H02 and HO3, theories have effect in the study. Equity theory (Adams,1983) clarifies that when employees do not receive the equal benefits according to their work performance then the job satisfaction is affected , when employees receive equally what they work for like other similar employees whether internal or external they will be satisfied and this increase productivity and reduce turnover of exit. The expectancy theory Expectancy theory (1961) proves that when an employee receives all that is required as a recompense at the place of work he/ him will be motivated and stay.

### References

- [1]. Abdallah, A.B., Diab H. & Suifan, T. S.; (2016). The influence of work-life balance on turnover intention in private hospitals : The mediating role of work life conflict.
- [2]. Abubakar, S.,M, Etikan, I, & Alkassim, S, R. (2016). Comparison of convenience Sampling and Purposive Sampling. American Journal of Theoretical and Applied Statistics. No.1, 2016, pp.14.doi:10.11648/j.ajtas.20160501.1
- [3]. Agoi, L. F. (2015). Effect of work engagement on employee turnover intention in public sector, Kenya. International Journal of economics , Commerce & Management, United Kingdom. Issue 12 December, ISSN. 23480386.
- [4]. Ahmad, A.(2012).Effects of informal work family support on job performance mediating roles of work- family conflict and job satisfaction. The journal of business and management, 202-206.
- [5]. Ahmad, J.,Choi S. L., Lee Y.T,Wan, I.,&Wan Khairuzzaman(2012). Leadership styles and employees turnover intention: Exploratory study of academic staff in a Malaysian College. World Applied Sciences Journal 19(4),575- 581.
- [6]. Akinololu, Dotun & Nneka (2013). Job burnout and intention to quit: An empirical Study of the Nigeria police. International Journal of Business &Economic Development, 1(3),25-36.
- [7]. Alkahtani, A.H. (2015). Investigating factors that influence employees’ Turnover Intention”: A Review of existing empirical works. International journal of Business and Management.
- [8]. Al-kalyoubi et al. (2017). Factors affecting employees’ turnover intention. International Business Management 11 (1): 118-130,2017.
- [9]. Allen, B. (2013). Examine organizational commitment and burnout as an antecedent to turnover to turnover intentions among clinical laboratory employees in Florida.
- [10]. Al-Sadat, N., & Gerei, A. B. Misau, Y. A., (2010). Brain-Drain and Health Care Delivery in Developing Countries. Journal of Public Health in Africa, 10(9)
- [11]. Aman, R. F. (2015). The causes and effects of employee’s turnover: The case of Oromia Water Works Design and Supervision Enterprises.
- [12]. Aondoaver & Onyishi (2012). Job satisfaction , Gender, Tenure,and Turnover intentions among Civil Servants in Benue State. Interdisciplinary journal of contemporary research in business,, 3(11)1-10.
- [13]. Armstrong, M. (2010). Human Resource Management. London. Kogan page. Article, 59 (4) (2011).Established by the Commission Administration of Justice.
- [14]. Asiedu, G.M.(2013). Work-flexibility as a tool for stress management in selecting institutions in Ghana. Global advanced research journal of management and business studies,, 1-21.
- [15]. Ayman, B.A., Hagrid, S.S. & Hannah, D. (2016). The influence of work life Balance on intention in Private Hospitals: The mediating role of work life conflict.
- [16]. Bakker, A.B., Demerouti, E., & Voydan off, P. (2010). Does home life interfere with or facilitate performance? European Journal of work and organization Psychology, 19, 128–149
- [17]. Balloons, C.N., Castro, E.G.V., Reyes, A.K., Sabino, A.N. &Tania, K.R., (2015) The relevance of work-flexibility programs in the reduction of Work life Conflict and turnover intention in the business process outsourcing industry: A structural equation model (SEM).
- [18]. Barczak, Lassk, & Mulki. (2010). Antecedents of team creativity; An examination of team emotional intelligence , trust and collaborative culture. Creativity and innovation management,19(4), 332-345.
- [19]. Benn, S., Dunphy, D.,& Griffiths . (2014). Organizational change for corporate sustainability. Routedledge .
- [20]. Bertrand F., Hansen I. Peree, F. & Peters S. (2010). Factors of dissatisfaction encouraging resignation and intentions to resign; A comparative analysis of age groups. Trav. Hum 73, 213-237.
- [21]. Bidyut, B. M. (2014). Factors influencing employee's Job satisfaction: An empirical study among employees of automobile service Workshops in Assam.
- [22]. Borah S., (2012) “Employee Job Satisfaction: A case Study on the Pipeline Department of Oil India
- [23]. Limited” Prabandhan. Journal of Management. September, 2012, pp.32-36: Indian.
- [24]. Brakova, et al. (2014). Prediction intention to leave among volunteer fighters in France Bushra, A & Yasir A. F.. (2014). Impact of worklife balance on Job Satisfaction and organizational commitment among university teachers International journal of multidisciplinary sciences and engineering. Callier, D. (2011). I want to quit: A closer look at factors that contribute to the Turnover intentions of state government employee. Local Government Review, 43(2), pp.110-122.
- [25]. Caruth, G.D.(2013). Demystifying Mixed Methods Research Design: A Review of the Literature. Melvana International Journal of Education, 3(2), 112- 122.
- [26]. Chee Leong et al (2010). An exploratory study on turnover intention among private sector employees. int. J. Bus. Manager, 5: 57-64
- [27]. Choi, et al. (2012). An exploratory study on Leadership styles and employees’ turnover Intention: among academic staff in Malaysian College. World World application sciences journal 19(4), 575-581.
- [28]. Choi, S. (2012). Leadership styles and employees' turnover Intention: Exploratory study of academic staff in Malaysian College.
- [29]. Claveria, R.A. & Saporna, G.C. (2013). Exploring the satisfaction, commitment and Turnover intentions of employees in Low Cost or Mirondo Philippines. Journal of Tourism & Hospitality, 2(1), 1-4.

- [30]. Corporate Communications An International Journal, 22, (3), 308-328. Research collection Lee Kong Chian School of Business. Available at: [http://ink.library.smu.edu.sg/lkcs\\_research/529](http://ink.library.smu.edu.sg/lkcs_research/529).
- [31]. Cottini E., Kato T. & Westergaard, N. (2011). Adverse workplace conditions, high involvement, work practices and labour: evidence from Danish employer-employee data. *Lab.econ*, 872-880.
- [32]. Creswell, J. W., & Plano Clark, V. L. (2011). *Designing and Conducting mixed method research* (2nd ed.). Thousand Oaks, CA: Sage.
- [33]. Dare, O. (2015). *Intentional turnover of the administrative staff in private Faith Based Higher Institution, Southwest Nigeria*. Vol 6 No.2 SI, March, 63.
- [34]. Dash, M. (2011). *Adapted from Marketing Research- An applied orientation*, New Delhi; Pearson Education.
- [35]. Davoudi, Pourbrahimi & Rastgar. (2012). Leader member exchange and organizational citizenship behaviour: a survey in Iran's food industry. *Pacific Business Review International*, 5(5), 13-18.
- [36]. Dawley, D. D. (2010). Enhancing the ties that bind: Mentoring as a moderator. *Career Development International*, 15, 259-278.
- [37]. Dotun, F. O. (2013). Job burnout and intention to quit. An empirical study of the Nigeria Police. *An international journal of business & Economic Development*, 1(3) 25-36.
- [38]. Dwork, C., Feldman, V., Hardt, M., Pitassi, T., Rheingold, O., & Roth, A. (2015). The reusable hold out: Preserving validity in adaptive data analysis. *Science*, 349, 636-638.
- [39]. Eng., G.K. & Kumar, R. (2012) " Perceived Organizational Commitment and its impact to the turnover intention: A correlation Analysis" *Journal of Global Business and Economics*, Pp. 40-57.
- [40]. Gangaram, B. (2016). Organization career growth and employee turnover intention. An empirical evidence from Nepalese Private Commercial Banks. Gundry, K. L., Munoz-Fernandez, A., Ofstein, F., & Ortega-Egea, T. (2015).
- [41]. Innovating in Organizations: A Model of climate components facilitating the creation of new value. *Creativity and innovation management*.
- [42]. Gupta, A. & Sethi, J.A., (2012). Impact of Quality of Work- Life on Employees perceived Performance, Job Satisfaction and Employee Commitment. *Global Journal of Management and Research*, Issue: Oct Dec 012, pp. 56-70.
- [43]. Gupta, B.C. (2010). *Human Resource Management*. Sultan Chand & Sons, New Delhi. Gwavuya, F. (2011). Leadership influences on turnover intentions of academic staff in institutions in Zimbabwe. *Academic Leadership journal* 9(1), - 15. Hom, M. (2012).
- [44]. Examine the relationship between burnout and turnover intention among clinical laboratory employee in Florida.
- [45]. Iheriohanma & Nwokochwa (2012). Emerging trends and employee retention strategies in a globalizing economy. Nigeria in focus. *Asian Social*, 8(10), 198.
- [46]. Iravo, M. (2012). Influence of leadership style on Academic Staff Retention in Public Universities in Kenya. *International Journal of Business and Social Science*, 297-302.
- [47]. Iravo, M., Namusonge, G.S. & Ngethe, J.M. (2012). Influence of leadership style on academic staff retention in public universities in Kenya. *International journal of Business and Social Science*, 297-302.
- [48]. Jeong-Nam, K., Soojin K., & Yunna, R. (2017). Determinants of employee turnover intention: Understanding the role of organizational justice, supervisory justice, authoritarian organizational culture and organizational employee relationship quality.
- [49]. Kabungaidze, T., Mahlatshana, N., & Ngirande, H. (2013). The impact of job satisfaction and some demographic variables on employee turnover intentions. *International Journal of business turnover intentions*. *International journal of business*, 4(1), 53-65.
- [50]. Kanwar, P.S.Y; Kodwani, A.D. & Singh, A.K. (2012). A study of Job Satisfaction organizational Commitment and Turnover Intent among IT and ITES Sector Employee. *Vision: The journal of business perspective*, Vo.16, No. 1, Pp.27- 35.
- [51]. Karatepe, M.O. & Ngeche, N.R. (2012). Does job embeddedness mediate the effect of work engagement? A study of hotel employees in Cameroon. *Journal of Hospitality Marketing and Management*, 21( 94), 440461. <http://dx.doi.org/10.1080/19368623.2012.62673027>.
- [52]. Khanin. (2013). How to reduce turnover intentions in the family business. *Business Horizons* <http://dx.doi.org/10.1016/j.bushor.2012.09.005>, 56(1), 63-73.
- [53]. Kim, B. Matz, K.M., & Woo, Y., (2014). A meta-analysis of the correlates of turnover intent in criminal justice organizations: Does agency type matter? *Journal of Criminal Justice*, 42(3) 233-243.
- [54]. Kim, B. et al. (2014). Determinants of turnover intentions of employee in the Anti-corruption commission of Bhutan. Vol.1, no.1, summer.
- [55]. Kimani, B.W. (2017). Factors affecting retention of non academic employees in selected private universities in Kiambu County, Kenya by Kippra R. (2013). A comparative study on Public-Private Sector Wage Differentials in Kenya, Kenya Institute for Public Policy Research and Analysis KIPPRA Policy, Paper No.5.
- [56]. Koech, S. Tikoko, B.J, (2014) Institutional factors that influence teacher turnover in public secondary schools in Baringo district, Kenya. *International journal of education and research* .no. 4 April 2014
- [57]. Kothari, C. (2010). *Research Methodology; Methods and techniques*. New Age International. New Age International (P) LTD, Publishers, New Delhi.
- [58]. Koubova, A.V. (2013). Life-work balance. *Management Research Review*, 36(7), 700-719. Krishnan, J. & Umamaheswari, S. (2015). Retention factors and their significance in Ceramic Manufacturing Industries in India. *International Business Management*, 214-221.
- [59]. Lee, M. (2014). "Transformation leadership : Is it time for recall?". *International journal of management and Applied Research*, 17-29.
- [60]. Lomalinda, D. (2015). The relationship between leadership styles and employee turnover intention in Higher Education.
- [61]. Mahdi, et al. (2012). The relationship between job satisfaction and turnover and turnover intention. *American journal of Applied Sciences*, 9(9), 1518- 1526.
- [62]. Makhanya, et al., (2012). Developing student graduations and employability (p.29). Ransburg: Knowres. 34.
- [63]. Mamah, A.A. & Ulo, F (2015) application of equity theory on skilled manpower retention: a study of medical practitioners in public specialist hospitals in Nigeria Enugu Metropolis, Nigeria. *International journal of research in business management (impact: ijrbrm issn (e): 2321-886x; issn (p): 2347- 4572*
- [64]. Manour, N & Muna, F (2009). Balancing work and personal life : the leader as an acrobat. *Journal of Management Development* 28(2), 121-133.
- [65]. Mas-Machuca, M. B.M. (2016). Work-flexibility and its relationship with organizational pride and job satisfaction. *Journal of managerial psychology* , 31(2), 586-602.
- [66]. Matz, A. (2014). A meta-analysis of the correlate of turnover intent in criminal justice organizations: Does agency type matter? *Journal of criminal justice*, 42(3), 233-243.



- [67]. Mbah, S. (2011). Job satisfaction and employee turnover intentions in Total Nigeria plc. Lagos international journal of humanities and social sciences, 2(14).
- [68]. Mbundu, I. N. (2011). A critical evaluation of job satisfaction levels during the Transitional period of a merger: The case of Walter Sisulu University. (Unpublished master's thesis). University of South Africa, Pretoria, South Africa. 201-211.
- [69]. Mohammad, I. & Suharno, P. (2017). The influence of employee commitment, supervisor support and job satisfaction towards intentional at Ciriajasa engineering consultant co. Ltd. Mughal. (2015). Impact of job characteristics on turnover intentions: A study of the front line employees in Commercial Banks. Academic of contemporary research, 32-45.
- [70]. Muhammad, K.A. (2017). Abusive supervision and Turnover intentions: Examining the Mediating role of self Moderating role of self of future work self- salience.
- [71]. Mulu, B. H. (2014). Factors affecting academic staff turnover intentions and the moderating effect of Gender.
- [72]. Munro, Z. (2015) Work-life balance, job satisfaction and turnover intention amongst information technology employees.
- [73]. Msengeti, D. M; Obwogi, J (2015). Effects of Pay and Work Environment on Employee Retention: A Study of Hotel Industry in Mombasa county County. International Journal of Scientific and Research Publications, Issue 4, April 2015 ISSN 2250-3153 www.ijrsp.org.
- [74]. Nasir, M. (2015) Job satisfaction, Affective Commitment, and Turnover Intentions among front desk staff: Evidence from Pakistan. International Review of Management and Marketing, 2016, 6(S4) 305-309
- [75]. Ng'eno, W. C. (2015). Retention factors and their relative significance in ceramic manufacturing industries in India. (13) 262.
- [76]. Noble, H., & Smith, J. (2015). Issues of validity and reliability in qualitative research. Evidence-Based Nursing, 18, 34-35. doi:10.1136/eb-2015-102054.
- [77]. Noraani, Mustapha, C. (2013). The effect of promotion opportunity in influencing job satisfaction among academics in higher public institutions in Malaysia. International Journal of A academics in Business and Social Sciences, 1-7.
- [78]. Nyamubarwa, W. (2013). Analysis of the effects of Selected Human Resource Management Practices on the Corporate performance of a Multinational company, Western Nigeria. International Journal of Economics, Commerce and Management, 1(2):1-18 Ofei, Okoe & Puni. (2013).
- [79]. Leadership styles, employee turnover intentions and counterproductive work Behaviours. International journal of innovative research of Development, 2.
- [80]. Okpoti, et al., (2016). Transformational leadership and employee turnover intention. The Mediating role of affective commitment
- [81]. Orute, et al., (2015). Leadership style and employee job satisfaction in Kakamega County, Kenya. International journal of Management Research & Review, 876-895.
- [82]. Pandey, M.K.C. (2012). Impact of job satisfaction and organizational commitment on employee loyalty. International journal of social science & inter disciplinary research, 1-16.
- [83]. Paille, P. B. (2010). Support, trust, satisfaction, intent to leave and citizenship at organizational level social exchange approach. International journal of organizational analysis, Volume 18. No.1, Emerald publishing- Mar 16.
- [84]. Pitss, D. J. (2011). So hard to say goodbye? Turnover intention among U.S. Federal employees .W. Public Administration Review, 71(5) Vol.1, no.1, Summer, 2015 23, 170-181.
- [85]. Puangyoykeaw, K. (2014). Myanmar in thailand: An empirical study of the relationship among the job characteristics model, Job satisfaction, organisational commitment, and turnover intention in low skilled workers. Journal of Social Sciences Research, 6(2), 1017-1028.
- [86]. Qureshi et al. (2013) Relationship between job stress, work load, environment and employees turnover intentions: what we know, what should we know; world Applied Sciences Journal 23 (6): 764-770, 2013.
- [87]. Ragupathi, D. (2013). The employee retention practices of MNCs in Hyderabad. Research journal of management sciences, 268.
- [88]. Rothmann, S. A. (2011). The moderating role of perceived organisational support in the relationship between workplace bullying and turnover intention across sectors in South Africa. Journal of Human Resource Management SA, 384-397.
- [89]. Saeed, I. M. W. (2014). The relationship of Turnover intention with job satisfaction performance, leader member exchange, Emotional intelligence and Development satisfaction, job performance, Leader member exchange, motional intelligence and organizational commitment. International Journal of Learning & Development, 4(2). Doi: 10.5296/ijld.v4i2.6100
- [90]. Seda, (2014). Factors affecting job satisfaction of employees in a public institution chalkwyk L.M.V., et al. (2011). The moderating role of perceived organizational support in the relationship between workplace bullying and turnover intention across sectors in South Africa. Journal of Human resource Management/SA, 384-397.
- [91]. Scouller, J. (2011). The three levels of leadership; How to develop your leadership presence, knowhow and skill. Cirencester: Management Books 2000., ISBN- 9781852526818.
- [92]. Siddiqui, M. M. (2012). Impact of Job Satisfaction on Turnover Intentions in the Pharmaceutical Industry of Karachi. South Asian Journal of Management Sciences, 6(2), 42-49.
- [93]. Siddiqui, M.M. (2013). Examine organizational commitment and burnout as an Antecedent to turnover intentions among clinical laboratory employees in Florida. Smith, H. (2010). Employee Rewards & Retention Strategy. Business Journal; Demand Media Inc.
- [94]. Shaw, T.Y. P. (2013). Turnover Rates and Organizational Performance: A Meta- Analysis. Journal of Applied Psychology, 268-309. Doi; 10.1037/a0030723.
- [95]. SPSS. (1989, 2015). Statistical Package for the Social Sciences (Version 23). Armonk, NY: IBM Corporation.
- [96]. Spector, P.E. (2008). Industrial and organizational behaviour (5th edn.). Hoboken, NJ: Wiley.
- [97]. Taino et al. (2015). The relevance of work-flexibility programs in there education of work-life conflict and turnover intention in the business process out - sourcing industry: A structural equation model (SEM).
- [98]. Thean et al. (2012). Leadership Styles and Employees' Intention: Exploratory Study of Academic Staff in a Malaysian College. World Applied Sciences Journal 19 (4), 575-581.
- [99]. Thrush. (2012). Influence of leadership style on Academic Staff Retention in Public Universities in Kenya. Vol.3.No.21, 300.
- [100]. Umamaheswari & Krishnman 2014. (n.d.). Determinants of employee retention factors and analysis in manufacturing industries in India. International business management 8, 214-221.
- [101]. Umar H., et al. (2013). Relationship between job stress, workload, environment and employees turnover intentions; What we know, what should we know. World applied sciences journal 23 (6), 764-770.
- [102]. Wangchuk, T & Rugruang, T (2015). The determinants of turnover intentions of employees in the Anti-corruption Commission of Bhutan. Organisational Studies and Innovation Review, 2015.
- [103]. Wright, B. E & Pandey, S. (2010). Connecting the dots in public management: political environment, organizational goal ambiguity, and the public manager's role ambiguity Public Administration Research and Theory.
- [104]. Yin Fah, B.C., Foon, Y. S., Chee Long, L., & Osman, S. (2010). An exploratory study of turnover intentions among private sector