INVESTIGATING THE INFLUENCERS OF EMPLOYEE TURNOVER INTENTIONS IN FMCG COMPANIES IN KENYA:
A CASE STUDY OF PZ CUSSONS EAST AFRICA

BY

MARTIN SAMUEL KILONZO

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Degree of Master of Science in Organizational Development (MOD)

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University- Africa, in Nairobi for academic credit.

Sign_________________________ Date____________________________

Martin Samuel Kilonzo (652568)

This research project has been submitted for examination with my approval as the appointed course instructor

Sign_________________________ Date____________________________

Dr. Scott Bellows

Sign_________________________ Date____________________________

Dean, Chandaria School of Business
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ABSTRACT

The purpose of this study was to investigate the influencers of employee quit intentions in FMCG Companies in Kenya. The study was guided by the following research questions: What extent does job satisfaction relate to employee turnover intention? What extent does organizational trust relate to turnover intention? What extent does perceived organization support influence intention to quit? What extent does organizational commitment relate to turnover intentions?

The study adopted a descriptive research design. The target population was 115 employees of PZCEA located in Nairobi. Stratified random sampling technique was employed by the researcher. The sample size was 60 employees. Data collection was conducted using a questionnaire and analyzed using Statistical Package for Social Sciences (SPSS). Data was analyzed using both inferential and descriptive statistics. Descriptive statistics involved measures of central tendency such as the mean, standard deviation, frequency and percentages. For inferential statistics, Pearson correlation and regression analysis were computed. Tables and figures were displayed to enhance understanding.

The findings on the influence of job satisfaction on intention to quit revealed that pay satisfaction had a statistically significant relationship with quit intentions. Many employees felt that the pay structures, raises that they received and the pay policies were not commensurate to the work they did in the organization and thus they were likely to think of looking for another better paying job.

The results of the study did not reveal any significant relationship between pay satisfaction and quit intentions. This is because most employees felt that the way the organization handed out promotions fair or because most of the employees were new and thus not privy of the existing promotion policies.

The findings on the relationship between organizational trust and intention to quit revealed that two of the constructs of trust i.e. ability and benevolence did not have any significant statistical relationship with intention to quit. Unexpectedly, integrity revealed a statistically significant relationship with intention to quit. This shows that the employees felt that their bosses made promises that they never intended to keep which was in turn frustrating them and made them think of leaving their jobs.
On perceived organization support and its relationship with intentions to quit, the findings did not reveal any statistically significant relationship between the two. The respondents felt that the organization valued their contributions and that the organization was pro-employee development in their careers.

The findings on organizational commitment and how it related with turnover intentions revealed that affective commitment and normative commitment did not have any significant relationship with quit intentions. However, continuance commitment was found to have a negative statistical relationship with turnover intentions. The respondents admitted that they were on their current jobs because they didn’t have another option.

The study concludes that continuance commitment, integrity and pay satisfaction are strong predictors of employee quit intentions at PZCEA because they have statistically significant relationship with turnover intentions. All the other constructs were not found to have any significant relationship with turnover intentions meaning that they couldn’t be used as predictors of employees’ turnover intentions.

The researcher recommends the following; an overhaul of reward systems, recognition processes and the way the organization does its raises so as to reverse quitting trends that the organization has witnessed in the last few years. The researcher also recommends that supervisors be careful with the promises they make to their employees because their inability to fulfil them makes employees intend to leave their jobs.
ACKNOWLEDGEMENT

I take this opportunity to thank my course instructor Dr. Scott Bellows for his dedication, commitment and generous knowledge transfer through what has been a rigorous process. To you I will forever be grateful for equipping me to be a scholar. I would like to acknowledge my classmates for their moral support, my friends who have been extremely supportive and my family for your unconditional love, support and continuous encouragement during the period of my research development.
DEDICATION

I dedicate this work to the Almighty God who has given me the grace and opportunity not only to further my studies but also to make a contribution in the world through this research project. To my family thank you for your prayers.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the study

Talent retention is always a priority for most organizations globally. According to a research done by Deloitte in 2014 on Kenya Human Capital Trends (2014), employee retention was first in Kenya with 76% of the respondents arguing that this was the most crucial exercise for their organizations for the next 14-18 months. According to the same research, employee retention ranked second globally as a key issue in most organizations.

Intention to quit is mainly associated with organization commitment, job satisfaction, perceptions and work related attitudes as stipulated by Griffin and Moorhead (2011). Finding out the causes of dissatisfaction can lead an organization to eliminate or mitigate against issues contributing to quit intentions (Aladwan, Bhanugopan, & Fish, 2013). The benefits of understanding why employees quit will eliminate unfavorable outcomes and reduce recruitment costs, resulting in higher customer satisfaction, quality improvement, effective succession planning and an increase in organizational knowledge according to Aladwan et al.(2013).

In order to minimize employee turnover, organizations have come up with various employee retention strategies that include and not limited to: mapping out career paths for new employees and hiring the right employees according to James G. & Cailler (2011). All these efforts are being put in to ensure that organizations do not lose their competitive advantage by losing their most important assets which are its people.

PZCEA is a FMCG company that has been in operation for the last 27yrs. During this period, it has grown to be a premier home care, personal care manufacturing company with over 115 employees who are directly in the organizations payroll. As a result, PZCEA Ltd seeks to employ & retain the best talent so it can maintain its place as an industry leader. In the last two years, PZCEA Ltd has experienced employee turnovers with up to 40% of employees employed within the last 2yrs leaving the organization. Pay, career aspirations and age are some of the reasons that have been given by the employees who have left the organization. According to a research done by Kiptugen (2003) as cited by Joan (2017) strategic planning is key to ensuring that employees needs are met. However it’s important to find out what makes employees want to
leave their jobs in order to be able to reverse this trend. Mello (2005) highlighted in his research that for an organization to be successful, employee needs must be put into consideration in order for them to increase their productivity hence improve the performance of the organization. Little research has been done on the factors that influence employees to leave their jobs and join other organizations. There has been an increase in the rate of employee turnover at PZCEA in the recent years due to various reasons and this study sought to find out why this had been the case.

1.2 Statement of the problem

Abeysekera (2007) in a study pointed out that employee turnover was a constant challenge facing organizations; however the organization’s which can put in place an effective strategy to manage human resources through better management practices would definitely reduce this trend and gain a competitive advantage in this area. Joan (2017) in her study pointed out that an organization that develops the best practices to keep its employees always has an edge over its competitors. Job satisfaction, organizational trust, POS, PSS and organizational commitment have been found to be some of the issues influencing turnover intentions among employees.

A study by À & Barriball (2007) found a negative correlation between job satisfaction and intention to quit. These results will be investigated in this study so as to consider their viability though the contexts may vary. A research by Ertürk (2014) concluded that employees who have a high organizational trust seems to have lesser intentions to quit the organizations. Mayer, Davis & Schoorman (2016) in their model of trust explains how different facets of trust influence employees quit intentions. This study concluded that employees who perceived their bosses as competent, benevolent and as people who had integrity had lesser quit intentions. Kurtessis et al. (2015) in their study of the role of POS in quit intentions concluded that employees who felt that the organization valued their input had a lesser desire to leave the organization as compared to the ones who didn’t feel the organization valued their Input. Mouhamadou, Peter & Moussa (2015) in their study to ascertain the relationship between organizational commitment and quit intentions concluded that employees who had high affective commitment were less likely to leave the organization. Their study didn’t offer any relationship between continuance and normative commitment and turnover intentions. A study by Jaffari & Javed (2014) on the relationship between commitment and intention to leave among university lecturers concluded
that continuance commitment had a negative relationship with quit intentions due to scarcity of jobs.

This study will seek to validate preexisting findings or come up with new findings on this topic. This paper will seek to fill the gaps left by previous researchers while providing answers as to whether their findings are generalizable across different cultures and whether different economic, geographical contexts, would lead to different results.

1.3 Purpose of the study
The general purpose of this study is to investigate the influencers of employee quit intentions in FMCG companies in Kenya.

1.4 Research questions
1.4.1 What extent does job satisfaction relate to employee turnover intentions?
1.4.2 What extent does organizational trust relate to employee turnover intentions?
1.4.3 What extent does perceived organizational support relate to employee turnover intentions?
1.4.4 What extent does organizational commitment relate to employee turnover intentions?

1.5 Justification of the study
1.5.1 Academicians
This study will benefit future researchers by providing them with a base to further research in this area in an East African context where such studies have been rare. This study will also give them a starting point to query other perceptions and attitudes which might not be covered by this study so as to further the existing knowledge gap.

1.5.2 Government
This study will help policymakers to come up with laws and policies that are favorable to employees needs at the workplace and this in turn will lead to lower quit intentions.

1.5.3 FMCG companies in Kenya
This study will seek to provide managers with some reasons as to why some of their strategies to retain talent have proven futile. This research paper will address key and pertinent issues which
might have been overlooked either due to ignorance or inadequacy of information with the hope that policies will be put in place to address the same so that organizations can increase their talent retention.

In practice, this study will further show some of the issues that really matter to employees at the workplace which should be addressed if employee turnover is to be reduced. It will address current issues influencing employee intentions to quit their jobs with the aim that managers will be able to address them so as to provide conducive working environments.

1.6 Scope of the study
This study was conducted within PZCEA which is a member of the PZC Group of companies.

1.7 Definition of terms
1.7.1 Turnover Intention
It refers to mental decisions intervening between an individual’s attitudes regarding a job and the stay or leaves decision Sager, Griffeth & Hom (1998).

1.7.2 Job Satisfaction
O’Fallon & Rutherford (2009) define job satisfaction as employee feelings towards their jobs as well as different aspects of their jobs.

1.7.3 Organizational Trust
Trust can be defined as the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other party will perform a particular action important to the trust or irrespective of the ability to monitor or control that other party according to Mayer, Davis, & Schoorman (1995).

1.7.4. Organizational Commitment
Organization commitment can be defined as a desire to remain as part of an organization Luthans (1995).
1.7.5 Perceived Organizational Support

Perceived Organizational Support (POS) refers to employees’ perception concerning the extent to which the organization values their contribution and cares about their well-being according to Eisenberger (2002).

1.7.6 Perceived Supervisor Support

This is defined as the degree to which employee feel that their supervisors value their contribution and about their well-being according to Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades (2002).

1.8 Chapter summary

This chapter covered the background of the study, problem of the study, the study objectives, scope of the study, research questions and the definition of terms that were covered on this research paper.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter will review some of the causes of employees to quit their jobs. An in depth review based on existing literature on how job satisfaction or dissatisfaction influences turn over intentions, how organizational trust triggers quitting intentions, the role of perceived organizational support in quitting motives and how organizational commitment influences an employees’ intention to jump the ship.

2.2 Job Satisfaction and turnover intentions

O’Fallon & Rutherford (2009) define job satisfaction as employee feelings towards their jobs as well as different aspects of their jobs. According to O’Fallon & Rutherford (2009) job satisfaction is related to intentions to quit. There exists’ different aspects of job satisfaction that may influence or trigger an employees’ turn over intentions.

Heather et al. (2011) conducted a research on job satisfaction determinants and intention to leave within the UK North Sea oil and gas industry. The study showed that people in superior financial situations whose job is related to their skills and who have undergone training have elevated job satisfaction levels. In addition, they find that job satisfaction, training, and promotion predictions are significant in retaining employees in an organization. This might not be the case though in a Kenyan context where high financial situations and training comes with additional responsibility which might easily become work stressors leading to quit intentions.

According to Fadi et al. (2009) work attitudes, job involvement, autonomy, job stress, promotional chances, social support, external job opportunities and compensation influence job satisfaction. Furthermore, salary, career advancement, benefits packages and career development are perceived as main sources of dissatisfaction among Lebanese nurses according to a study done to show what influences their Job satisfaction levels.
McKnight et al. (2009) found that turnover intention among IT professionals is defined by job satisfaction and workplace characteristics such as trust in senior management, information sharing, structural fairness, and job security. Of these, job satisfaction has the highest impact on behavioral intention to quit job. Although the context of his study might be different from the context of this study, we cannot ignore the importance of organizations addressing the key issues of its operations that would lead to lower job satisfaction levels as a result, it is predicted that the same result might be arrived at in this study.

Wilson (1994) found that senior executive service officials were less likely to report an intention to leave when they were satisfied. Moynihan and Landuyt (2008) used a sample consisting of 34,668 state government workers in the state of Texas and concluded that job satisfaction had a strong negative impact on employees’ decisions to leave.

2.2.1 Pay Satisfaction

A recent study by Egerton & Ogora (2015) on the perceived factors influencing employee turnover in Kenya revealed that most employees are not well remunerated. It however mentions that the role of pay as a motivator is controversial and cannot really be used as an authoritative base to measure an employees’ motivation. Bull (2005) as cited by Egerton & Ogora (2015) argues that employees are less motivated by pay as a component of job satisfaction and they are more inclined to other intrinsic issues as a source of job satisfaction. Although the study by Egerton & Ogora (2015) was done in a Kenyan context which would mean that similar results should be expected, the contexts of the two studies is different and the geographical locations within which the studies will carried out might also play a key role in determine whether same results will be achieved. This study will aim to address this particular gap and establish the role of pay in the satisfaction of PZCEA employees and how then that translates to quit intentions.

A study by Malik, Danish & Munir (2012) on the impact of pay and promotions on job satisfaction in higher education institutes in Pakistan argues that people from developing countries do not think from their heads but rather from their stomachs. Malik et al. (2012) argue that due to economic disparities, destabilizations and unemployment, the only source of job satisfaction is pay. The results of this study showed that pay had a significant impact on job satisfaction in institutions of higher learning. Though relevant to the current study in economic
set up, the previous was carried out in a university while this one will be carried out in a manufacturing company. Though Malik et al. (2012) study showed a strong correlation between pay and job satisfaction, we cannot be sure that this current study will have the same results.

2.2.2 Promotion Satisfaction

Promotion can be defined as the reassignment of an employee to a higher-rank of job according to McCausland (2005). Promotion can also be defined as the movement of an employee upward in the hierarchy of the organization that leads to enhancement of responsibility and rank and an improved compensation package according to Lazear (1986). Opportunities for growth and career advancement are considered to be key for employee job satisfaction according to Malik et al. (2012).

A study by Malik et al. (2012) on the impact of pay & promotions on job satisfaction in institutions of higher learning in Pakistan concluded that promotion or growth opportunities in a business influenced job satisfaction. Though similar findings can be expected since the study set ups are familiar, the degree to which promotions may influence job satisfaction may vary in these two study contexts. The study by (Malik et al. (2012) was carried out in a University set up while this one will be in a manufacturing firm which exposes the population under study to a different environment and also management procedures. This study will seek to address some of the gaps.

Researches by groups of researchers Zainuddin, A., Junaidah H. A. & Nazmi M. (2010) and another group comprised of Danish R. Q. & Usman A. (2010) and Ssesanga, K. & Garrett, R. (2005) found a positive significant relationship between opportunities for promotion and job satisfaction. H. Wan, Sulaiman & Omar (2012) argue that employees that perceived promotion decisions as fair are more likely to be committed to the organization, experience career satisfaction, perform better and subsequently have a lower intention to leave the organization. We expect to see the same kind of results within this study although that may vary due to contextual, industry and workforce demographics with the current study.

A study by Mustapha & Zakaria (2013) on the effect of promotion opportunity in influencing job satisfaction among academics in higher public institutions in Malaysia, indicated that there was a
positive correlation between promotion opportunities and job satisfaction among lecturers. Though the study suggestion was that these promotions should be given so that the lecturers can be able to earn more money other than being recognized and being given more responsibility. This study will seek to investigate whether employees within PZCEA Limited crave for promotions for the pay or for added responsibility as recognition of their competence.

A 2015 study by Kostas on job satisfaction and promotions concluded that promotions have a lingering but fading impact on job satisfaction. It found out that having received a promotion within the last two years of an employee’s career and expectation of another promotion led to an increased job satisfaction. Though this research was carried out in a different context and by use of data available, same or moderately the same results can be expected in this study although a total replication of the same results is almost impossible or a very different result is also possible.

2.3 Organizational trust and turnover intentions

Trust can be defined as the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other party will perform a particular action important to the trust or irrespective of the ability to monitor or control that other party” according to Mayer, Davis & Schoorman, (1995, Pg. 712). According to Rousseau et al. (1998, p. 395), “Trust is a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another.” Two components are incorporated in both definitions according to Colquitt et al. (2007). The first component is a person's willingness to accept vulnerability and the second component is the expectation for positive outcomes.

Trust is considered the fundamental social glue of long-term employee attachment to their organization as discovered by Atkinson & Butcher (2003). Furthermore, examining many firms, Andrews (1994) claims that the lack of trust within an organization is a key element of failure forming an invisible barrier to an organization's success.

Research conducted by Ertürk (2014) on the influences of HR practices, social exchange, and trust on turnover intentions of public information technology professionals in Turkey concluded that, employees who had a higher level of trust in the organization i.e. they believed that the
organization was acting in their best interests had a higher level of job satisfaction and lesser intention to quit. However, these findings were only for workers who were in the IT field in the public sector and cannot be generalized to other sectors. This study will seek to validate some of these findings while trying to address the gaps the previous study left behind.

According to a study done by DeConinck (2011) on the effects of ethical climate on organizational identification, supervisory trust, and turnover among salespeople in department of marketing and professional selling in Western Carolina University showed that trust was key to ensuring that the sales people performed well and had lesser quit intentions. This is because they were satisfied with their jobs. Though similar results are expected, this research study will seek to fill in the gaps that that study left by examining the effect of organizational trust on quit intentions in a Kenyan context.

A study by Mohamed, Abdul Kader & Anisa (2012) on the relationship between organizational commitment, trust and job satisfaction in the American banking industry revealed that there was a strong significant correlation between trust and job satisfaction. The findings showed that managers and executives should strive to build a culture of organizational trust so as to improve job satisfaction and consequently reduce employee turnover intentions. Similar findings will be expected in this study though industry variations and geographical locations of the two studies may bring about a difference in findings. Organizational trust has three components:

2.3.1 Benevolence, ability & integrity

Benevolence refers to the degree to which a trustee intends to do good for the trustor without the profit motivation. Benevolence suggests an attachment to the trustor by the trustee Meyer (2005). According to Mayer et al. (1995), benevolence perceives the extent to which a trustor has faith in the trustee that he will do the right thing to him or her in their relationship. Logically, employees who believe that their supervisor has their best interests at heart will be more willing to place their trust them Finally, for employees to place their complete trust in their supervisor, they must be convinced that he is able to act diligently and competently as well as have integrity. Integrity suggests loyalty to one's rational convictions in action and forms the foundation of a trusting relationship between leaders and followers.
Ability is that group of skills, competencies, and characteristics that enable a party to have influence within some specific domain. The domain of the ability is specific because the trustee may be highly competent in some technical area, affording that person trust on tasks related to that area. However, the trustee may have little aptitude, training, or experience in another area, for instance, in interpersonal communication. Although such an individual may be trusted to do analytic tasks related to his or her technical area, the individual may not be trusted to initiate contact with an important customer. Thus, trust is domain specific according to Zand (1972) as cited by Mayer et al. (2016). Cook and Wall (1980) also discussed ability as an integral part of organizational trust. Mishra, in press Rosen & Jerdee (1977) as cited by Mayer et al. (2016) used the word competence to define a similar construct. In the Yale studies described previously, perceived expertise was identified as a critical characteristic of the trustee.

Mayer et al. (2016) in their study “an integrative model of organizational trust” suggested that expertness as a factor that leads to trust. Finally, Gabarro (1978) as cited by Mayer et al. (2016) identified nine bases of trust, including functional/specific competence, inter-personal competence, business sense, and judgment. All of these are similar to ability in the current conceptualization.

The relationship between integrity and trust involves the trustor's perception that the trustee adheres to a set of principles that the trustor finds acceptable. McFall (1987) illustrated why both the adherence to and acceptability of the principles are important. She suggested that following some set of principles defines personal integrity. Integrity assumes that the trustee possesses a sense of justice, which entails fair treatment for others DeConinck (2011).

2.4 Perceived Organizational Support and Turnover Intentions

Rhoades & Eisenberger, (2002) argue that employees develop Perceived Organization Support (POS) in order to meet needs for approval, esteem and affiliation, and to assess the benefits of increased work effort. POS increases employees’ felt obligation to help the organization reach its objectives. An increased perception that an organization is supportive of employees goals, career
growth and would not intentionally harm that employees increases employees’ sense of loyalty and commitment towards an organization. Just as employees form global perceptions concerning their valuation by the organization, they develop general views concerning the degree to which supervisors value their contributions and care about their well-being according to a study by Kottke & Sharafinski (1988) as cited by Kurtessis et al. (2015).

2.4.1 Organizational Exchange Theory

According to organizational support theory, the development of POS is encouraged by employees’ tendency to assign the organization humanlike characteristics according to Eisenberger et al. (1986). Levinson (1965) as cited by Rhoades & Eisenberger (2002) in their study on POS literature noted that actions taken by agents of the organization are often viewed as indications of the organization’s intent rather than attributed solely to the agents’ personal motives. This personification of the organization, suggested Levinson, is abetted by the organization’s legal, moral, and financial responsibility for the actions of its agents; by organizational policies, norms, and culture that provide continuity and prescribe role behaviors; and by the power the organization’s agents exert over individual employees. On the basis of the organization’s personification, employees view their favorable or unfavorable treatment as an indication that the organization favors or disfavors them.

Second, the caring, approval, and respect connoted by POS should fulfill socio-emotional needs, leading workers to incorporate organizational membership and role status into their social identity. Third, POS should strengthen employees’ beliefs that the organization recognizes and rewards increased performance (i.e., performance-reward expectancies). These processes should have favorable outcomes both for employees (e.g., increased job satisfaction and heightened positive mood) and for the organization (e.g., increased affective commitment and performance, reduced turnover). An appealing feature of organizational support theory is that it provides clear, readily testable predictions regarding antecedents and outcomes of POS along with specificity of assumed processes and ease of testing these processes empirically. We examine studies that consider POS’s hypothesized antecedents and consequences and more elaborated studies of the mechanisms presumed to underlie these relationships.
The social exchange process generally involves a series of interdependent and contingent interactions between two parties resulting in certain types of obligations that may lead to a high-quality relationship Dawley, Houghton, & Bucklew (2010). Social exchange theory further suggests that in order for relationships to continue, both parties in the relationship must feel that they are receiving something of value. This exemplifies a phenomenon known as the norm of reciprocity. As Dawley et al. (2010) writes, if one party treats the other party well, the reciprocity norm compels the rewarded party to return the favor. What is often exchanged in an organizational context is dedication and loyalty. This aspect of social exchange has been described as a social exchange relationship by Cropanzano et al. (2001).

Within a social exchange relationship, employees offer dedication and loyalty to the organization through reduced absenteeism and turnover along with heightened performance according to Rhoades & Eisenberger (2002). Employers in return provide dedication and loyalty not only by offering a salary and benefits, but also by demonstrating that they value, respect, and care for the well-being of their employees.

Since its introduction more than two decades ago POS has become a central construct in the organizational literature according to Rhoades & Eisenberger (2002). Although POS has been associated with a number of outcome variables, particular attention has been paid to POS in the context of employee turnover decisions. Indeed, many supportive organizational practices are specifically intended to increase the connection between employee and employer in order to reduce voluntary turnover. Participation in decision-making, fairness of rewards according to Allen et al. (2003), developmental experiences and promotions as discovered by Wayne, Shore, & Liden, (1997) as cited by Dawley et al. (2010), autonomy as identified by Eisenberger et al. (1999) and job security according to Rhoades and Eisenberger (2002) have all been empirically linked to POS. These actions reflect the organization’s propensity to meet employees’ socio-emotional needs according to Eisenberger et al. (1986).

POS assures employees that the organization stands behind them as they perform their jobs and handle stressful conditions as realized by George, Reed, Ballard, Colin, & Fielding (1993). In harmony with the norm of reciprocity, supported employees tend to value and respect their
organization and are therefore willing to contribute to the organization’s goals. The positive feelings developed by employees tend to endear the employees to the organization and thus lesser quit intentions.

Social exchange theory helps to further clarify our understanding of the relationship between POS and turnover decisions. Social exchange theory tells us that employees tend to appreciate rewards to a greater extent if the rewards are based on the discretion of the organization rather than influenced by external influences according to Dawley et al. (2010). External influences might include unions or health and safety regulations. Voluntary rewards that come directly from the organization are perceived as an indication that the organization values the employee’s well-being. As Rhoades and Eisenberger (2002) note, job rewards such as job enrichment, promotions, and compensation contribute more to POS if they are viewed as purely voluntary organizational actions.

2.4.2 Perceived Supervisor Support

Refers to employees’ view that their supervisor values their contributions and cares about their well-being according Eisenberger et al. (2002) as cited by Burns (2016). Although the supportiveness of all organizational members should be related to POS, some members more closely embody the organization and are seen as acting on its behalf according to Eisenberger et al. (2010). Supervisors and others in leadership roles play a key role in providing organizational rewards and resources to employees, and thus should be viewed as a greater source of organizational support than coworkers according to Wayne, Shore, & Liden (1997). Therefore, supportive behavior from supervisors should be more closely related to POS than supportive behavior from coworkers and teammates, who would be seen as less representative of the organization.

Since supervisors act as agents of the organization who have responsibility for directing and evaluating subordinates’ performance, employees would view their supervisor favorable or unfavorable orientation toward them as indicative of the organization’s support according to Eisenberger et al. (1986) & Levinson (1965). Additionally, employees understand that supervisors’ evaluations of subordinates are often conveyed to upper management and influence
upper management’s views, further contributing to employees’ association of supervisor support with POS.

On the basis of organizational support theory, findings of a positive relationship between PSS and POS have usually been interpreted to indicate that PSS leads to POS according to Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades (2002). This in return leads to decreased intention to quit by an organizations’ employees. A study by Yoon and Thyne as cited by Eisenberger et al. (2002) revealed a reversed causality with PSS increasing POS. Although similar results might be expected, factors like geographical locations, cultural orientations may offer different results.

2.5 Organizational Commitment and Turnover Intentions

Organizational Commitment can generally be defined as a relative strength of an individuals’ identification with, an involvement with, an organization according to Mowday et al. (1979). As an antecedent, it is noted that committed employees are less likely to leave the organization as well as feel the need to go beyond normal job requirements. Committed employees perform better, engage in organizational citizen behaviors (OCBs) and are less likely to engage in unproductive or destructive behaviors according to Meyer et al. (2002). Understanding organizational commitment has attracted the interest of many scholars and practitioners Morrow (2011). Organizational commitment is a leading driver of many organizational behaviors including turnover intention according to a study by Taing, Granger, Groff, Jackson, & Johnson (2011). Organization commitment is comprised of three components namely: Affective commitment, normative commitment and continuance commitment that are discussed below:

2.5.1 Affective commitment

It is the emotional attachment of individuals to their employing organizations according to Leroy et al. (2012). Employees may commit to their employing organization because they are satisfied and they feel the sense of belonging to the organization according to Kimura (2013). Kimura found perceptions of politics perception affective commitment relationship of leader-member exchange (LMX) are weaker when political skill and quality of LMX are high. Researchers refer to this type of commitment as affective commitment as defined by Jussila, Byrne & Tuominen (2012). This type of commitment is indispensable for building a successful and sustainable organization according to Jussila et al. (2012).
A study by Mouhamadou et al. (2015) on the relationship between organizational commitment and turnover intentions among healthcare internal auditors in the United States was found to be a significant predictor of turnover intention. That research by Mouhamadou et al. (2015) postulated that individuals who had a sense of belonging in an organization were less likely to leave that organization. Similar findings might be expected in this study though that might not be possible due to the geographical differences within which the studies are conducted and the different sectors the studies are being conducted.

A study in Tanzania by Jonathan, Thibeli, & Darroux (2013) on the impact of organizational commitment on turnover intentions revealed a low affective commitment in public secondary school teachers. Affective commitment showed a showed significant and unique contribution on teachers’ intention to leave. Similar results will be expected within this study since the geographical and economic factors are almost the same. This study though will seek to answer the call of gaps identified by Jonathan et al. (2013) testing the instruments applied in a different sector of the economy i.e. the manufacturing sector within the private sector.

Akram, Malik, Nadeem, and Atta (2014) investigated work-family enrichment as predictors of work outcomes (e.g. job satisfaction, affective commitment, and turnover intentions). In the teaching profession, 225 individuals were selected from private and public colleges of Sargodha. The results showed that work-family enrichment was a positive predictor of affective commitment and job satisfaction but negative predictor of turnover intentions. Significant differences were found in affective commitment and turnover intentions among teachers of private and public colleges. Balassiano and Salles (2012) studied the effect of perceived equity and justice on employees’ affective commitment to the organization. The findings confirmed the perception of justice is a precursor to and cause of affective commitment but not observed as an antecedent of equity.

Research by Jaffari & Javed (2014) on the impact of organizational commitment on intention to leave on lecturers of public universities in Pakistan showed that affective commitment of those lecturers was at the middle. This meant that the lecturers were more likely to develop intentions to quit their jobs since it was not clear whether they were emotionally attached to their respective organization. The same results cannot be predicted in this study since there are differences in location, industries, and skills of the respondents’ economic variations within the countries. The
study by Jaffari & Javed (2014) confirms previous studies by Jonathan et al. (2013) which predicted the same results among secondary school teachers in Tanzania. This study will seek to address the gaps in these two studies while also answering the call in both researches to test their findings in other sectors. This study will paint a clear picture of the place of affective commitment in relation to quit intentions.

2.5.2 Normative Commitment

Normative commitment is the extent to which employees have a moral obligation to stay in the organization and employees feel that they must stay in the organization according to Balassiano & Salles (2012). In addition to the desire to commit and the consequence related to leaving, employees may also commit to their employing organizations because they feel the moral obligation to commit as shown by a study by Gelaidan & Ahmad (2013).

A study by Jonathan et al. (2013) in Tanzania showed that normative commitment had no significant impact on quit intentions. Jonathan et al. (2013) in their research on impact of organizational commitment on intention to leave concluded that normative commitment was not a major predictor of quit intentions. This study will seek to find out the effect of this form of commitment on quit intentions in a different context to see if the same results will be obtained.

2.5.3 Continuance Commitment

Continuance commitment is the extent to which employees stay in the organization because of recognition of the costs associated with leaving the organization according to Balassiano & Salles, (2012). Other factors are lack of another job to replace the one that they have left, or feeling the personal sacrifices that come with leaving are considerably high.

Continuance commitment occurs when employees commit not because they want to, but because they need to according to Balassiano & Salles (2012). Ahmadi (2011) argued that promoting continuance commitment is unethical and may have a negative impact on an organization.

Research by Mouhamadou et al. (2015) in the US on internal auditors showed that continuance commitment was not a major predictor of quit intentions among auditors. A study by Jaffari & Javed (2014) on lecturers in Pakistan showed that continuance commitment as a major predictor of intention to quit. This particular study argued that the reason there was a positive correlation
between continuance commitment and quitting intentions was due to unavailability of jobs due to bad economic conditions in the country at the time which might have been forcing the lecturers to stick to those jobs. Studies by Jonathan et al. (2013) showed continuance commitment as a major predictor of quit intentions. This study will seek to find out to which extent continuance commitment influenced quit intentions and thus validate whether it’s a strong or a weak predictor of quit intentions.

2.6 Turnover Intentions

Turnover intention refers to an employee’s intention to voluntarily leave an organization according to Jehanzeb, Rasheed & Rasheed (2013). Given the negative impact of voluntary turnover to the effectiveness of an organization, organizational leaders seek better ways to retain valuable employees according to Dong, Mitchell, Lee, Holtom & Hinkin (2012). Employee retention rate has become a key performance indicator for many organizations according to Moussa (2013). Companies struggle to retain employees for more than 5 years according to Bagga (2013). Approximately 50% of employees leave their organizations within the first 5 years of employment as stipulated by Ballinger et al. (2011). This high turnover rate has a high financial cost to organizations according to Maertz & Boyar (2012).

According to a research done by Mwende J. (2017) there are four types of turnover decisions as suggested by Mertz & Champion (2004). The first category is made up of the impulsive quitters who quit without warning or planning mainly as a result of a negative event. Because such a decision is spontaneous, the management finds difficulty in predicting and preventing such an event. The second type is comparison quitters. Such quitters are influenced by more attractive job alternatives and such quitters do not normally have a strong negative effect towards their current employers. The third type is preplanned quitters. These employees have a predetermined goal in mind when they decide to quit. This could be when a child is born, spouse retirement or the need to further formal education. Ultimately, the decision to leave is firm, and there is little that management can do to prevent it. The final type of quitter is the conditional quitter. Conditional quitters make decisions to quit uncertain events or shock. This may be as a result of better job offers, being overlooked for a promotion, or may be related to work conditions such as the way they are treated by a supervisor. They typically experience some type of negative affect toward the organization according to Maertz & Campion (2004).
A turnover intention is a mental decision prevailing between an individual’s approach with reference to a job to continue or leave the job according to Jacobs (2007). Turnover intentions are the instant linkages to turnover behavior as stipulated by Boles et al. (2007). Indirect costs that are associated with turnover decisions are diminishing motivation among the remaining staff, work overload, and loss of social capital. Employee turnover decisions are either voluntary or involuntary. The focus of this study is on voluntary turnover whereby the employee chooses to leave the organization at his or her own will and to also escape negative experiences in the work environment or to follow better opportunities that are more satisfying, either in terms of career advancement or more financial benefits. It is therefore widely accredited that identifying and dealing with antecedents of turnover intentions is an effectual way of reducing actual turnover according to Shaw (2001).

Bothma and Roodt (2012) state that the intention to quit is a withdrawal behavior symptom that can be attributed to under-identification with work. They further state that the employees’ conscience plays a part in the intention to quit and is the last symptom of a sequence of withdrawal cognitions. This intention is as a result of their attitudes towards the specific behavior, their subjective norms and their perceived behavioral control. The theory of planned behavior states that only specified attitudes towards the behavior are expected to be responsible for its prediction. In addition to measuring attitudes toward the behavior, we also measure people’s beliefs about the behavior. In order to predict someone’s’ intentions, Knowledge of these beliefs is necessary and is as important as knowing the persons attitudes. Finally, perceived behavioral control influences intentions. Perceived behavioral control is the perception of an individual on his/her ability to behave in a certain manner. In general, if the attitude is deemed favorable, the perceived control on the attitude will be greater and hence the more the intention of that person to perform according to Ajzen (1991) as cited by Joan (2017).

Around the globe, employees usually consider moving from one organization to another and hence organizations lose a lot of resources in trying to retain valuable employees since it is too costly to lose them according to Ecem, Esin, Yagmur & Bas (2013). According to a study by SHRM (2011), it costs an organization it costs an organization up to 500% of the previous employees’ salary to replace an employee who has quit an organization. Reasons that make employees change jobs include workplace dissatisfaction because of meager salaries, less
opportunities for career advancement, lack of recognition, lack of the freedom to express ones’ opinion, bad manager relationship in the organization and underutilization of talents and skills of the individuals according to Hughes (2008). These are aspects that an organizations management should closely consider to avoid or reduce quit intentions among its employees.

Yoder and Staudohor (2012) argued that the choice of the employee on whether to leave or stay has an overall impact to the individual employee, organization and whole society in general. These effects manifest themselves either positively or negatively and a greater understanding of this can exert an influence on how organizations and employees within organization can influence these effects. According to Armstrong (2004) having a minimal level of staff turnover reduces retrenchment tasks and allows the organization to bring in new talent from outside who provide newer ideas and promotes innovation. An employee who chooses to leave the workplace for whatever reason has an effect on the organization and the people within it. Employee turnover from a business perspective is costly to the organization. The cost associated with this exodus of human capital is the replacement cost of searching in the external labor market for possible substitutes, selection, induction, informal and formal training o the substitute until performance is optimal to that of the individual who left.

Workplace justice also affects turnover intention among employees according to Cantor, Macdonald & Crum (2011). Employees are likely to stay with an organization that promotes fairness and justice in the workplace according to Poon (2012). Using data from 604 truck drivers, Cantor et al. (2011) investigated the relationship between workplace justice and turnover intention. The results indicated that promoting workplace justice is likely to reduce employees’ turnover intention. Poon (2012) confirmed these results in a quantitative study using data from a sample of 163 employees in Malaysia.

Faloye (2014) explored the empirical connection between three dimensions of organizational commitment (e.g., affective, continuance, and normative) and turnover intentions on 144 Nigerian paramilitary organization in Akure, Nigeria. The findings showed a weak positive relationship between affective commitment and continuance commitment and turnover intention, but not for normative commitment. Other studies like the one carried out by Jaffari & Javed (2014) in Pakistan on lecturers and faculty also confirmed that normative commitment didn’t have a significant impact on turn over intention.
2.7 Chapter Summary

This Chapter presented in detail a review of literature on some antecedents of quit intentions as covered by previous researchers. Specifically, the literature has covered areas to do with intention to quit on Job Satisfaction, Perceived organization support, Organizational trust & Organizational Commitment. The aim of this section was to revisit previous empirical studies on how turnover intentions correlate with the variables so as to build a basis for this study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter details the methodology that was used in this study. It explains the research design, study population, sampling design and procedure, sample size, data collection instruments, data analysis and research procedures.

3.2 Research Design

According to Kothari (2004), a research design is a frame of procedures and methods for acquisition of data in a manner that aims to combine relevance of purpose and economy of procedure. A quantitative research design will be employed in this study due to the availability of quantitative data that will be used to measure the variables. A correlational design will be the most appropriate quantitative research design for this study. The focus of correlational or non-experimental designs is to evaluate the degree and nature of the relationship among variables according to Hargreaves-Heap et al. (2012). A multiple linear regression will be used to test if the independent variables i.e. Job satisfaction, POS, Organizational trust and organization commitment have any statistical significance on the dependent variable employee turnover intentions.

3.3 Population and Sampling Design

3.3.1 Population

According to Ngechu (2004) a population can be defined as individuals, groups, events or objects that exhibit common characteristics. The target population will be two hundred and twenty employees working at PZCEA.

3.3.2 Sampling Design

Sampling is a process that involves the selection of enough number of individual units of study from the study population so that by studying the total individual units (sample), will aid in understanding the properties and characteristics of the population elements at large. According to
Bryman (2008), sampling is the process of selecting several objects or individuals for a study in a manner that the selected objects or individuals can be used to represent the entire population.

The extent to which the individual units selected represent the population dictates the sample size chosen.

### 3.3.3 Sampling Technique

Stratified random sampling technique was used in selecting the respondents. According to Mugenda and Mugenda (2003), in stratified random sampling, subjects are selected in such a way that the existing sub-groups in the population are less reproduced in the sample. If samples are drawn randomly, no subject of study has more chance of being selected than the others. The target population will be divided into groups on the basis of the departments in which the employees work.

### 3.3.4 Sample Size

A sample size is the exact number of elements that was subjected to research questions (Kuada, 2012). The sample size will be calculated by the use of Slovin’s Formula (Ariola 2006)

\[ n = \frac{N}{1 + Ne^2} \]

Where,

- \( N \) = population
- \( n \) = number of samples and;
- \( e \) = error tolerance.

In the current study, a confidence level of 90.0% implying that the margin of error entertained will be 0.1

Using Slovin's Formula, the sample size will thus be

\[ \frac{115}{1 + (115 * 0.1^2)} = 53.5 \] or approximately 54 respondents
According to Kothari (2004); a sample size of at least 30 when N is large is adequate for a research. The sample size (54) is therefore considered adequate for this study.

3.4 Data Collection Methods

Oso and Onen (2009), define data collection instruments as devices used to collect data. The data collection instrument in this study was questionnaires. According to Kothari (2008) a questionnaire is a document with a set of questions either typed or printed in a particular order or set of forms. Open ended questions and closed ended questions were contained in the questionnaires although most questions were closed ended for ease during data analysis.

3.5 Pilot study

Bhattacharya (2006) describes a pilot study as a pre-test of a research aimed at testing the strengths and weaknesses of research instruments. This was done by sampling 6 respondents i.e. around 10% of the sample size and subjecting them to the same questions so as to determine whether the questionnaires contained any errors, ambiguity or even omissions.

3.6 Data Analysis Methods

Data analysis is a process through which raw data is transformed into useful information for interpretation and conclusions according to Bhattacharya (2006).

In this research, the collected data was cleaned, coded and analyzed using a Statistical Package for Social Sciences (SPSS) version 20. This tool was able to allow the researcher to organize data and output descriptive measures which include percentages in order to make it easier for interpretation and drawing of conclusions. The results were displayed in tables and figures respectively to enhance easier understanding and elucidation respectively

Regression Model

\[ Y = B_0 + B_1S + B_2P + B_3T + B_4Ps + B_5C \]

Where \( Y \) = employee intention to leave, \( B_0 \) = constant term, \( B_1-B_5 \) (coefficients), \( S \)-job satisfaction, \( P \)-POS, \( T \)-Organization trust, \( C \)-Organizational Commitment, \( Ps \)-PSS
3.7 Chapter Summary

This chapter provides the methodology that will be used to collect data and analyze it in order to come up with a conclusion and recommendation for the study. It includes the target population, sampling design and size, data collection instruments, research procedures and the data analysis methods.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the information processed from the data collected during the study on the relationship between Turnover Intentions, Job Satisfaction, Organizational Trust, Perceived Organizational Support and Organization Commitment on employees’ Intention to quit their jobs among FMCG Companies in Kenya a case study of PZCEA.

4.2 Response Rate

Sixty questionnaires were distributed and only 50 were fully completed and returned (83.33 % response rate). The rest of the questionnaires were not considered due to incompleteness or non-responsiveness. This kind of response is good enough for the study considering the nature of the research and the difficulties involved in making a follow up of the survey.

4.3 Demographics

The study sought to find out the description of the respondents. It captured their general characteristics in a bid to investigate if they were well suited for the study. This captured the general characteristics of the respondents’ gender, age, length the respondents had worked in organization and educational level.

4.3.1 Frequency of Respondents Based on Gender

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>Female</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.1: Frequency of respondents based on Gender

Based on the Table 4.1 above among the 50 respondents involved in this study 50 % were female and 50 % were male. Thus based on the population interviewed for this study there were 25 male respondents and 25 female.
The pie chart below summarizes the frequency of respondents based on gender.

![Pie chart showing gender distribution]

Figure 4.1: Frequency of Respondents Based on Gender

4.3.2 Frequency of respondents based on Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 – 25</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>26 – 35</td>
<td>23</td>
<td>46</td>
</tr>
<tr>
<td>36 – 45</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.2: Frequency of respondents based on Age

Table 4.2 shows that among the respondents majority fall between 20 - 25 years old which is 50% followed by 23 respondents who are between 26 - 35 years old, and the rest were between 36 – 45 years old who represented 4%.
Figure 4.2: Frequency of respondents based on Age

4.3.3 Frequency of respondents based on Highest Education Level

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Certificate/Diploma</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>Post Graduate</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3: Frequency of respondents based on Highest Education Level

Majority of the employees interviewed highest education was Bachelor’s degree level being 40 %, followed by Post Graduate degree holders with 30 %, only 16 % hold Diploma and 14 % hold Secondary level.
4.3.4 Frequency of respondents based on Years of work

<table>
<thead>
<tr>
<th>Years of Experience</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 3</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>3 – 6</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>6 – 9</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>9 – 12</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>12 – above</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.4: Frequency of respondents based on years of experience
Figure 4.4: Frequency of respondents based on Highest Education Level

Majority of the respondents had worked 3 to 6 and 6 to 9 years accounting for 52%, followed by those who have worked for over 12 years, the least were less than 6 years counting for 14%.
4.4 Descriptive Statistics

The below table gives descriptive statistics for all the variables under study:

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>TurnInt</td>
<td>3.807</td>
<td>.85738</td>
<td>50</td>
</tr>
<tr>
<td>JobSat</td>
<td>2.280</td>
<td>.61167</td>
<td>50</td>
</tr>
<tr>
<td>PromSat</td>
<td>2.847</td>
<td>1.15118</td>
<td>50</td>
</tr>
<tr>
<td>OT_Ben</td>
<td>2.848</td>
<td>.55778</td>
<td>50</td>
</tr>
<tr>
<td>OT_Abil</td>
<td>4.280</td>
<td>.77842</td>
<td>50</td>
</tr>
<tr>
<td>OT_Int</td>
<td>3.496</td>
<td>.68362</td>
<td>50</td>
</tr>
<tr>
<td>POS</td>
<td>3.220</td>
<td>.59136</td>
<td>50</td>
</tr>
<tr>
<td>PSS</td>
<td>3.724</td>
<td>.82600</td>
<td>50</td>
</tr>
<tr>
<td>OC_Affect</td>
<td>2.860</td>
<td>.69527</td>
<td>50</td>
</tr>
<tr>
<td>OC_Norm</td>
<td>2.624</td>
<td>1.02351</td>
<td>50</td>
</tr>
<tr>
<td>OC_Cont</td>
<td>2.748</td>
<td>.65379</td>
<td>50</td>
</tr>
</tbody>
</table>

Table 4.5 Descriptive Statistics

The results show that ability had the highest mean of 4.28 with a standard deviation of 0.778. This was followed by turnover intention with a mean of 3.807 and a standard deviation of 0.857. The next variable was PSS with a mean of 3.724 with a standard deviation of 0.826. This was then followed by Integrity with a mean of 3.496 and a standard deviation of 0.684. Benevolence followed with a mean of 2.848 and a standard deviation of 0.558.
4.5 Correlations

Table 4.6 Correlations

From the findings of the study, most of the variables had a negative association with turnover intentions.

4.6 Reliability Test

Reliability is the level or degree of assurance developed from a study’s instruments (Kuada, 2012). This was achieved through tests and re-tests that were applied in the final findings in order to evaluate the level of dependency (reliability). A specific approach was employed which is referred to as Cronbach’s Alpha test, in determining how reliable the results were. Smith and Albaum (2005) suggest that a ratio of 0.7 for reliability is sufficient to conclude that the results
are reliable and for the current study, table 4.6a gives the Cronbach alpha ratios for each of the variables.

Based on the Cronbach Alpha values (given in bracket in table 4.6b) all the variables (dependent and independent) were reliable since the Cronbach Alpha Coefficients were all above 0.70. The overall results indicate that every item is measuring the same underlying variable. Therefore, the questionnaire used was a reliable tool.

<table>
<thead>
<tr>
<th>Variables</th>
<th>No. of items</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>5</td>
<td>0.800</td>
</tr>
<tr>
<td>Promotion Satisfaction</td>
<td>3</td>
<td>0.927</td>
</tr>
<tr>
<td>Organization Trust – Benevolence</td>
<td>5</td>
<td>0.688</td>
</tr>
<tr>
<td>Organization Trust – Ability</td>
<td>6</td>
<td>0.938</td>
</tr>
<tr>
<td>Organization Trust - Integrity</td>
<td>5</td>
<td>0.781</td>
</tr>
<tr>
<td>Perceived Organization Support</td>
<td>6</td>
<td>0.779</td>
</tr>
<tr>
<td>Perceived Supervisor Support</td>
<td>5</td>
<td>0.925</td>
</tr>
<tr>
<td>Organization Commitment - Affective</td>
<td>6</td>
<td>0.645</td>
</tr>
<tr>
<td>Organization Commitment - Normative</td>
<td>5</td>
<td>0.900</td>
</tr>
<tr>
<td>Organization Commitment - Continuance</td>
<td>5</td>
<td>0.670</td>
</tr>
<tr>
<td>Turnover Intentions</td>
<td>3</td>
<td>0.848</td>
</tr>
</tbody>
</table>

Source (Author, 2018)

Table 4.6: Cronbach Alpha
4.6 Regression

4.7. Model Summary

Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.926&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.857</td>
<td>.821</td>
<td>.3625</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), OC_Cont, POS, Job Sat, OT_Int, OT_Ben, PSS, PromSat, OC_Affect, OT_Abil, OC_Norm

Table 4.7 Regression Model Summary

As showed in Table 4.7 the model was explained in coefficient of determinations showed in R Squared = .857 and adjusted R Squared = .821. The standard error of estimate = .3625 significant at p<.05.

4.6 Model Summary- Anova

ANOVA<sup>a</sup>

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>30.885</td>
<td>10</td>
<td>3.089</td>
<td>23.458</td>
<td>.000&lt;sup&gt;b&lt;/sup&gt;</td>
</tr>
<tr>
<td>Residual</td>
<td>5.135</td>
<td>39</td>
<td>.132</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>36.020</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: TurnInt
b. Predictors: (Constant), OC_Cont, POS, Job Sat, OT_Int, OT_Ben, PSS, PromSat, OC_Affect, OT_Abil, OC_Norm

Table 4.8 Anova Model Summary

Based on the result from Table 4.8, the model is highly significant and accepted because the p-value of F ratio is less than 0.05. Job Satisfaction, Organizational commitment, perceived organizational support and organizational relation significantly influence intention to quit. It can
be explained that the 4 independent variables in the regression model are able to be used to predict employees’ intention to quit.

4.7 Coefficients

Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>3.472</td>
<td>1.626</td>
<td>2.135</td>
<td>.039</td>
</tr>
<tr>
<td>Job Sat</td>
<td>-.431</td>
<td>.156</td>
<td>-.308</td>
<td>-2.768</td>
</tr>
<tr>
<td>PromSat</td>
<td>-.065</td>
<td>.129</td>
<td>-.087</td>
<td>-.503</td>
</tr>
<tr>
<td>OT_Ben</td>
<td>.087</td>
<td>.204</td>
<td>.057</td>
<td>.427</td>
</tr>
<tr>
<td>OT_Abil</td>
<td>.419</td>
<td>.311</td>
<td>.380</td>
<td>1.345</td>
</tr>
<tr>
<td>OT_Int</td>
<td>-.462</td>
<td>.198</td>
<td>-.369</td>
<td>-2.333</td>
</tr>
<tr>
<td>POS</td>
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<td>.287</td>
<td>.199</td>
<td>1.003</td>
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<tr>
<td>PSS</td>
<td>-.243</td>
<td>.197</td>
<td>-.234</td>
<td>-1.232</td>
</tr>
<tr>
<td>OC_Affect</td>
<td>.157</td>
<td>.424</td>
<td>.127</td>
<td>.369</td>
</tr>
<tr>
<td>OC_Norm</td>
<td>-.553</td>
<td>.323</td>
<td>-.661</td>
<td>-1.711</td>
</tr>
<tr>
<td>OC_Cont</td>
<td>.750</td>
<td>.198</td>
<td>.572</td>
<td>3.794</td>
</tr>
</tbody>
</table>

a. Dependent Variable: TurnInt

Table 4.9 Coefficients

Beta coefficient showed Organization Commitment (unstd. beta = -.553) significantly explain turnover intention in PZ Cussons EA at p<.05. Organizational Commitment was inversely related to turnover intention, when it was high the turnover intention reduced. On the contrary, the study was unable to substantiate job satisfaction, organizational support fit in the relationship with turnover intention. The following regression analysis was obtained:

\[ Y = 3.472 - .431 \text{(Job Sat)} - 0.65 \text{(Prom Sat)} + 0.087 \text{(OT_Ben)} + 0.419 \text{(OT_Abil)} - 0.462 \text{(OT_Int)} + 0.288 \text{(POS)} - 0.243 \text{(PSS)} + 0.157 \text{(OC_Affect)} - 0.553 \text{(OC_Norm)} + 0.750 \text{(OC_Cont)} \]
The model illustrates that when all variables are held at zero (constant), the other factors contributing to Intention to quit would be 3.472. However, holding other factors constant, a unit increase in Organization commitment, would lead to a 0.553 decrease in intention to Quit among the bank employees and a unit increase in Job Satisfaction and Organizational Support

4.8 Chapter Summary

This chapter presented the results of the study and their interpretation. These analyses armed the researcher with an in-depth understanding on FMCG company employees’ intention to leave. Based on these results and past studies, an in-depth discussion of the causal and effects will be presented in the final chapter.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of this chapter is to provide an in-depth discussion and summary of the research findings as presented by the researcher. The conclusions presented are linked to the research questions of study as indicated in chapter one of this study. Through the use of various literature both current and past, together with the findings of the study, it provides employers with valuable insights of how to address employee turnover and also find effective employee retention strategies. The findings of the study will be presented at the end.

5.2 Summary of Findings

The purpose of this study was to investigate the influencers of employee quit intentions in FMCG Companies in Kenya. The study was guided by the following research questions: What extent does job satisfaction relate to employee turnover intention? What extent does organizational trust relate to turnover intention? What extent does perceived organization support influence intention to quit? What extent does organizational commitment relate to turnover intentions?

The study adopted a descriptive research design. The target population was 115 employees of PZCEA located in Nairobi. Stratified random sampling technique was employed by the researcher. The sample size was 60 employees. Data collection was conducted using a questionnaire was analyzed using Statistical Package for Social Sciences (SPSS). Data was analyzed using both inferential and descriptive statistics. Descriptive statistics involved measures of central tendency such as the mean, standard deviation, frequency and percentages. For inferential statistics, Pearson correlation and regression analysis were computed. Tables and figures were displayed to enhance understanding.

The findings on the influence of job satisfaction on intention to quit revealed that pay satisfaction had a statistically significant relationship with quit intentions. Many employees felt that the pay structures, raises that they received and the pay policies were not commensurate to the work they did in the organization and thus they were likely to think of looking for another better paying job.
The results of the study did not reveal any significant relationship between pay satisfaction and quit intentions. This is because most employees felt that the way the organization handed out promotions fair or because most of the employees were new and thus not privy of the existing promotion policies.

The findings on the relationship between organizational trust and intention to quit revealed that two of the constructs of trust i.e. ability and benevolence did not have any significant statistical relationship with intention to quit. Unexpectedly, integrity revealed a statistically significant relationship with intention to quit. This shows that the employees felt that their bosses made promises that they never intended to keep which was in turn frustrating them and made them think of leaving their jobs.

On perceived organization support and its relationship with intentions to quit, the findings did not reveal any statistically significant relationship between the two. The respondents felt that the organization valued their contributions and that the organization was pro-employee development in their careers.

The findings on organizational commitment and how it related with turnover intentions revealed that affective commitment and normative commitment did not have any significant relationship with quit intentions. However, continuance commitment was found to have a negative statistical relationship with turnover intentions. The respondents admitted that they were on their current jobs because they didn’t have another option.

5.3 Discussion of findings

5.3.1 Relationship between Job Satisfaction and Turnover Intention

An analysis of the results showed a significant inverse relationship between pay satisfaction and turnover intention $\beta = -.308$ and $p = .009$. These results reveal that pay satisfaction contribute up to 30% of all quit decisions in the organization.

These findings reveal that continuance commitment is highly influenced by pay satisfaction which supports a study done by Thatcher et al. (2002) as cited by Calisir, Gumussoy, & Iskin (2011) on their study on why IT professionals were quitting their jobs in Turkey. This shows that both variables can be used as strong predictors of quit intentions in FMCG companies in Kenya.
The findings also reveal that as the dissatisfaction grows, the more the organization will be affected negatively in terms of performance as the desire to quit grows.

A study done on the relationship between pay and job satisfaction conducted by Judge, Piccolo, Podsakoff, Shaw, & Rich (2010) tried to give a clear picture on whether there is a relationship between pay and job satisfaction. The study concluded that there was a modest relationship between a workers’ compensation and their level of job satisfaction. This study confirmed the same results meaning that pay is a great influencer of job satisfaction among employees in the two geographical locations.

Currall et al. (2005) as cited by Abu-jarad, Al-qolaq & Nibkbin (2002) had concluded that pay had a negative significant relationship with quit intentions which validates the findings of this study and made the researcher conclude that pay was a strong predictor of employees desire to leave current employers.

The findings revealed no significant relationship between promotion satisfaction and turnover intention $\beta = -.087$ with $p = .618$. Although there was an inverse relationship with the two variables, the relationship was not significant to have any negative relationship on the employees quit intentions. This was surprising because the organization is not known to give out a lot of promotions. This could mean that most employees are either satisfied with their current ranks or the employees who are in the organization now are mostly new or that the organization does a lot of job enlargements which has makes many employees undertake a lot of tasks with a significance influence on decision making.

The findings of this study contradicted findings by Wright and Bonett (1992), who on their study on the effect of turnover on work satisfaction and mental health had concluded that promotion satisfaction had a significant influence on turnover intention. This can be the case because the previous study had been done in an environment that valued higher levels of responsibility as compared to the Kenyan context where most people don’t care much about promotions as long as they are well remunerated at their current levels.
5.3.2 Relationship between Organizational Trust and Turnover Intention

An analysis of the results of this study revealed that benevolence did not have a significant relationship with turnover intention $\beta = 0.057$ with $p = 0.672$.

These results show that the employees really feel that the organization would not do anything to harm them intentionally or has goodwill towards them.

This study contradicts an earlier study by Calisir et al. (2011), which suggested that senior management trust had an influence on quit intentions. This could be due to the fact that the other study was carried out in Europe where trust is key to employee decisions and performance.

The results of this study revealed that ability did not have a significant relationship with turnover intention $\beta = 0.380$ with $p = 0.186$. This means that the employees feel that their bosses are competent enough to do their jobs and to administrate in their roles. The findings reveal that the employees view their bosses as solution providers to difficult work related issues and thus they are able to be vulnerable to them.

The study results are similar to results obtained by Erturk (2014), which had shown that ability of supervisors didn’t have any significant relationship with employee quit intentions. This means that it is important for organizations to hire, train & retain competent supervisors for they generally lower employees quit desires. According to the findings of this study, integrity had a negative significant relationship with turnover intention $\beta = -0.369$ with $p = 0.025$. This means that for every unit increase in distrust of integrity, it resulted to a 36% increase in the chances of quitting.

These results show that employees feel that managers make promises to ‘manage’ their expectations without any intentions to fulfill them. These promises could be pay related, promotions related or in any other facet that affects their careers.

5.3.3 Relationship between Perceived Organization Support and Turnover Intention

The results of this study revealed that POS did not have a significant relationship with turnover intention $\beta = 0.199$ with $p = 0.322$. These findings show that the employees feel that the organization supports them either by ensuring that they are well trained, developed, have the
right working tools or have opportunities to further increase their skills. This means that the employees feel that the organization values their contributions.

The findings of this study contradicts earlier findings by Dawley et al. (2010) that showed that POS was a predictor of employee quit intentions. This could be because the employees in this context felt that their organization appealed to their social emotional needs that had made the previous researcher come to a conclusion that POS was a predictor.

The results of this study revealed that perceived supervisor support did not have a significant relationship with turnover intention $\beta = -0.234$ and $p = 0.225$. The relationship was negatively insignificant meaning that had it been significant it would have had catastrophic effects on the business. These findings show that the employees though they feel their supervisors are not supportive enough, this is not enough for them to quit their jobs although if this was to keep rising, the effects would be severe on the business.

This study contradicts a study by Dawley et al. (2010) that had revealed that PSS had a significant relationship with quit intentions and was a predictor to employees desire to quit their jobs. This could have been because the employees felt their supervisors were competent enough to execute and deliver on their mandate thus the contradicting results.

5.3.4 Relationship between Organizational Commitment and Turnover Intention.

From the analysis of data of the current study, it was discovered that affective commitment did not have a significant relationship with turnover intention $\beta = 0.127$ with $p = 0.714$.

One possible explanation for this result is that maybe the respondents did not understand some of the questions which are stated in the negative which is not how people communicate in the Kenyan context. These results may also mean that employees feel a sense of belonging in the organization and thus did not think much about leaving their jobs for they identified with the organization on a personal level. This can be as a result of a family culture in the organization leading to formation of strong bonds thus people not intending to leave.

The findings of this study contradicted another study Jonathan et al. (2013) on the impact of organization commitment on intention to quit by public school teachers in Tanzania which
revealed that affective commitment had a significant relationship with turnover intentions. This could be due to geographical, professional or cultural factors.

An analysis of the findings revealed that normative commitment had no significant relationship with turnover intention $\beta=-.661$ with $p=.095$. Normative commitment was inversely related to turnover intention, which means that if normative commitment was significant, turnovers were likely to be more frequent and the organization would be highly affected.

Normative commitment being inversely related to turnover intention supported a previous study done by Jonathan et al. (2013) which had concluded that teachers in Tanzania showed no significant intention to leave their jobs in the next year. Mayer (2002) & Yucel (2002) had also made similar conclusions in an earlier study. These results indicate that if the employees were to achieve a higher normative commitment, they would prefer to remain with their current employer.

An analysis of the findings confirmed that Continuance commitment had a statistically significant relationship with turnover intention $\beta=.572$ with $p=.001$. These results had been predicted and were expected since employees in many FMCG companies tend to stay on their jobs since they don’t yet have other jobs. This results to presentism which is when employees do not fail to show up to work but only do so as they keep looking for new jobs.

These findings supported a research done in Tanzania by Jonathan et al. (2013) which had concluded that continuance commitment was an accurate predictor of quit intentions. This results could be as a result of issues like pay, poor leadership or the existence of stressors in their jobs.

5.4 Conclusions

5.4.1 Job Satisfaction and Turnover Intentions

From the regression outcome of the study, job satisfaction and turnover intentions have a significant relationship in PZCEA. This may have been caused due to low income levels in Africa, which forces employee to care more about pay than any other form of workplace compensation. Promotion satisfaction had a negative relationship with turnover intentions but not one which is significant meaning that employees are fairly satisfied in their current job ranks.
5.4.2 Organization Trust and Turnover Intentions

Findings did not show any significant statistical relationship between organizational trust and turnover intentions for two of constructs i.e. ability and benevolence meaning that employees believed that their bosses had goodwill towards them and that they believed their bosses were competent. Integrity revealed a significant statistical relationship with turnover intentions which led the researcher to conclude that the employees don’t believe that their bosses intend to keep their promises which leads to an increased desire to quit their jobs.

5.4.3 Perceived Organization Support and Turnover Intentions

The findings did not reveal any significant relationship between perceived organization support and turnover intentions. This led to a conclusion that the employees feel that the organization values their contributions and it affords them development opportunities. The study also showed that the employees did not feel that the organization could harm them intentionally meaning that the organization itself would be a low contributor to their intentions to leave their current employer.

5.4.4 Organization Commitment and Turnover Intentions

The study findings revealed that two constructs of organization commitment did not have any significant relationship with the turnover intentions i.e. affective commitment and normative commitment meaning that they were unlikely to influence an employees’ desire to leave their current employer. However, the study revealed that Continuance commitment had a statistically significant relationship with turnover intention, leading to the conclusion that most employees were still on their current jobs because they had not yet found new jobs.

5.5 Recommendations

5.5.1 Recommendation for Improvement

5.5.1.1 Recommendation on Influence of Job Satisfaction on Turnover Intention

The organization should review its pay policies, its pay structures, pay rise policies and any other policy that is connected to employee remuneration if it is to continue retaining its top talents. The
pay packages must be made attractive commensurate with the job being done. This is vital for it had a significant relationship according to the study results.

Promotional policies should be made clearer and promotions made more appealing to internal employees. The organization should foster a culture of promoting from within so as to motivate more employees. Though this does not influence turnover intention in the short run, it may become an issue in the long run.

5.5.1.2 Recommendation on influence of organization trust on turnover intention

Two constructs of trust didn’t have any significant relationship with turnover intention except integrity. This means that the managers give promises that they do not intend to keep. Perceived integrity is stronger than reality and this is going to be a hurdle for the management to overcome. A lot of goodwill followed by fulfilled promises by the management will go a long way in repairing this broken construct of trust.

The management must reach out to its employees with truthfully and follow through to its words. The employees must be made to feel that their bosses will keep their words and not have to doubt whether they really will.

5.5.1.3 Recommendation on influence of Perceived Organization Support on Turnover Intention

The organization should continue making the employees feel that their contributions are valued by continually supporting employee development and through programs that foster employee need to explore new ways of working so that their intentions to quit can remain extremely low.

POS would be high if the organization continued to offer development opportunities to its employees and doing a needs diagnosis to discover development gaps that exist. By continuously developing its employees capabilities, the organization will keep its employees quit intention low as a result.

5.5.1.4 Recommendation on Influence of Organization Commitment on Turnover Intention

All constructs of organization commitment where tested and only continuance commitment had been found to have a significant relationship with turnover intentions. For this to reduce, the
organization must address the underlying issues such as pay that directly influence this. The interconnectedness of this variables makes addressing one singular issue unproductive.

Reward systems, meaningful jobs and recognition must be put in place if the organization is to retain its top talent and maintain its competitive edge moving into the future.

5.5.2 Recommendation for Future Studies

The researcher recommends future studies to be conducted on the same topic in a different industry for example, the service industry to ascertain whether the same results would be obtained.

Future studies should be conducted with either of the variables as a mediating or moderating variable to ascertain the degree to which one component of a variable e.g. benevolence influences POS and how that in turn influences turnover intention.

Future studies should explore how behaviors other than attitudes lead to the turnover intentions of an employees in the FMCG sector. This would unearth the preceding attitudes that employees show before they quit their jobs. This study would show the root cause of quit intentions and would give organizations a strategic advantage by ensuring that they employed proactive measures other than being reactive when it comes to addressing employees’ quit intentions.

5.6 Chapter Summary

This Chapter summarized the findings of the study, discussions from the study findings, recommendations from the study and conclusions arrived at as a result of the obtained findings.
REFERENCES

Antecedents of Work Engagement, 1–57.


ANNEXURE A: QUESTIONNAIRE

PART A: General Information
Please Indicate:

Gender
- Male
- Female

Age
- 20-25
- 26-35
- 36-45
- 46-60

Education Level
- Secondary
- Certificate/Diploma
- Undergraduate
- Post graduate

Please indicate your;

Years of Work Experience: …

Years of experience in the current organization: …….

PART B: Job Satisfaction

Factor 1: Pay Satisfaction
Please indicate your Satisfaction Level

<table>
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<tr>
<th>ITEM</th>
<th>Very Dissatisfied</th>
<th>Dissatisfied</th>
<th>Neither Satisfied or Dissatisfied</th>
<th>Satisfied</th>
<th>Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My take-home pay.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. My most recent raise</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. The company pay structure</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. Consistency of company pay policies</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. The raises I have received in the past</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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</table>

Factor 2: Promotion Satisfaction
Please indicate your Satisfaction Level

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<tr>
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<th>Neither Satisfied or Dissatisfied</th>
<th>Satisfied</th>
<th>Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The way promotions are given on this job</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
2. The chances of advancement on this job
3. My chances of advancement

PART C: Organizational Trust

Factor 1: Benevolence

Please indicate your level of agreement

<table>
<thead>
<tr>
<th>ITEM</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Disagree</th>
<th>Agree or Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Top Management is concerned about my welfare</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. Top Management finds my needs important</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. Top management really looks out what is important to me</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. Top Management would not knowingly hurt me</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. Top Management would go out of its way to help me</td>
<td>1</td>
<td>2</td>
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<td>4</td>
<td>5</td>
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Factor 2: Ability

Please indicate your level of agreement

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<tr>
<th>ITEM</th>
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<th>Neither Disagree</th>
<th>Agree or Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My boss is very capable of performing his job</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. My boss is known to be successful at the things it tries to do</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. My boss has much knowledge about the work that needs done</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. I feel confident about my bosses' skills</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. My boss is well qualified</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. My boss has specialized capabilities that can increase my</td>
<td></td>
<td></td>
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53
**Factor 3 Integrity**

**Please indicate your level of agreement**

<table>
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<th>ITEM</th>
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<th>Neither Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My boss has a strong sense of justice</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. I have to wonder if my boss will stick to his word</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. I like my bosses’ values</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. My boss is guided by sound principles</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. My boss tries to be fair in his dealings with others</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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</table>

**PART D: Perceived Organizational Support**

**Please indicate your level of agreement**

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<tr>
<th>ITEM</th>
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<th>Disagree</th>
<th>Neither Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My organization takes pride in my accomplishments</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. My organization strongly considers my goals and values</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. My organization really cares about my well being</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. My organization values my contribution to its well being</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. My organization is willing to help me if I needed a special favor</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. My organization shows little concern for me</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**PART E: Perceived supervisor support**

**Please indicate your level of agreement**
### Part D: Organizational Commitment

#### Factor 1: Affective Commitment

**Please indicate your level of agreement**

<table>
<thead>
<tr>
<th>ITEM</th>
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<th>Agree or</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I would be very happy to spend the rest of my career with this organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>2. I really feel as if this organization’s problems are my own</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>3. I do not feel a strong sense of belonging to my organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>4. I do not feel like “part of the family” at my organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>5. This organization has a great deal of personal meaning for me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>6. I do not feel “emotionally attached” to this organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>
### Factor 2: Normative Commitment

**Please indicate your level of agreement**

<table>
<thead>
<tr>
<th>ITEM</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Disagree</th>
<th>Agree or</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I do not feel any obligation to remain with my current employer</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>2. I would feel guilty if I left my organization now.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>3. This organization deserves my loyalty.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>4. I owe a great deal to my organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>5. Even if it were to my advantage, I do not feel it would be right to leave my organization now</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>

### Factor 3: Continuance Commitment

**Please indicate your level of agreement**

<table>
<thead>
<tr>
<th>ITEM</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Disagree</th>
<th>Agree or</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Right now, staying with my organization is a matter of necessity as much as desire</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>2. It would be very hard for me to leave my organization right now, even if I wanted to</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>3. I feel that I have too few options to consider leaving this organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>4. Too much of my life would be disrupted if I decided to leave my organization now</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>5. If I had not already put so much of myself into this organization, I might consider working elsewhere.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>
**PART E: Turnover Intentions**

**Please indicate your level of agreement**

<table>
<thead>
<tr>
<th>ITEM</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Disagree</th>
<th>Agree or</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I will probably look for a new job next year</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>2. I often think of quitting my current job</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>3. It is very possible for me to leave for another company next year</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>