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## **PERCEIVED ORGANISATIONAL SUPPORT AND TURNOVER INTENTION IN THE BANKING SECTOR IN NAIROBI CITY COUNTY KENYA**

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### **ABSTARCT**

**Purpose of the Study:** The purpose of this study was the effect of perceived organisational support on turnover intention in the banking sector in Nairobi City County Kenya. To be engaged in a job is not just being cognitively attentive to the job, or feeling and expressing positive emotions on the job, or doing specific job tasks simply for the sake of doing them. When employees are not fully engaged in the organisation, not happy and satisfied with their work, they are more likely to shift their passions to searching and connecting with potential employers.

**Statement of the Problem:** The Kenyan banking industry has witnessed considerable human capital flight despite the growth in profitability for the past decade. Failure to attain the desired career goals most often yields to employee frustration in the banking sector and eventually leads to employee turnover.

**Research Methodology:** A cross sectional survey design was used on a population comprising top-level and middle-level management which totals to 1,760 where a sample of 326 respondents, the data was collected using questionnaires and analysed using SPSS version 22 where an analysis of descriptive statistics, correlation and logistic regression analyses was done.

**Result:** Logistic regression of coefficients results showed that Perceived Organisation Support and Turnover Intention were negatively and significant related. This implies that an additional unit of Perceived Organisation Support decreases the probability of turnover intention holding other factors constant.

**Conclusion:** The study concluded that perceived organisation support have negative and significant effect on turnover intention.

**Recommendation:** The study recommended that policy makers should formulate policies than embrace employee engagement which could be implemented by existing banks to give them a competitive advantage and for the new banks in setting structures that support employee engagement.

**Keywords:** *Perceived, Organizational Support, Turnover, Intention, Banking sector, Kenya.*

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## 1.1 BACKGROUND OF THE STUDY

Employees are a valued asset and are key to enhancing productivity in the organisation by giving competitive advantage. Employee engagement is an important and critical element in the success of organisations. It is in a company's best interest to lay emphasize on engaging employees intellectually and emotionally. Research done and human resource (HR) specialists have shown that enthusiastic workers are a productive asset to the organisation. Clear guidance and direction should be provided to employees in order to empower them, so that they feel that their contributions are valued and relevant to the success of their organisation (Robbins & Judge, 2016). Leaders have recognized the need to improve employee engagement which influences and promote organisational excellence. Organisations want their employees to be engaged, there are indicators that engaged employees are more productive (Saks & Gruman, 2014) and there is a link between employee engagement and innovation, quality, discretionary effort, customer loyalty, positive organisational behaviour, profitability, earnings per share and productivity, which is an outcome of the firm's focus on the well-being of employees, which represents an emerging domain of inquiry.

In the banking sector, uncontrolled employee turnover can destroy management's quest for sustainable profitability (Kariuki, 2015). The Banking industry is dynamic and to a large extent volatile, if mechanisms for employee's retention are not structured (Foon, 2010). It is important for managers in the banking sector to understand that profitability and growth of their organizations are greatly tied to their ability not only to remunerate their employees adequately, but also to provide for career growth guidance (Gratton & Erickson, 2017). Banking in Kenya has evolved over the years into a formidable sector with thousands of employees, profitability and expansion. The resultant effect has been the influx of foreign banks into Kenya. According to CBK (2014) report, Kenya had 44 licensed banks, 31 of which were locally owned, while 13 were foreign banks.

These three dimensions are reflected in the research by Albrecht, Bakker, Gruman, Macey and Saks (2015) definition, on which we draw, as well as in Kahn's initial conceptualization. In particular, the vigour, dedication, and absorption dimensions reflect employees' behavioural, energetic, emotional, and cognitive states, respectively (Lee, Kwon, Kim, & Cho, 2016). The energetic and physical dimension of employee engagement captures the energy expended to perform work (vigour); the emotional dimension relates to the a willingness to put extra effort into the job (dedication); and the cognitive dimension is the extent to which the employee is absorbed in their work, forgetting everything else (absorption) (Bakker, Oerlemans & Ten, 2013).

In the UK, Employee engagement is now receiving increasing attention from management and workplace learning scholars (Shuck & Rocco, 2014). Research in India found that individuals seek more meaning in their daily operations than they do in their personal lives. Employee engagement is an important and critical element for, the success of organisations. Managers should strive to make work meaningful by ascertaining and endeavouring to resolve any difficulties that employees face (Muduli, Verma & Datta, 2016).

The professional body for HRM in the USA (Society of Human Resource Management), did a contemporary research in the which argued that engagement is constructed through key HR

functions including: recruitment and selection, performance management, human resource development and reward indicates the constructs of engagement as perceived organisational support, as perceived organisational justice, perceived supervisor support, value congruence, and job character. Scientific knowledge produced by psychology based researchers aims exclusively at understanding the construct or state of engagement with limited regard for how to practically better facilitate and manage this (Albrecht, Bakker, Gruman, Macey & Saks, 2015).

In Ghana, Marc Bonenberger, Aikins, Akweongo and Kasper (2015) investigated the effects of health worker motivation and job satisfaction on turnover intention and the results showed that 69% of the correspondents reported to have turnover intention this was because most of the employees were not motivated in the workplace and therefore were not experiencing job satisfaction hence the intention to leave the organization. In Uganda, a study by Owor (2016) on Human resource management practices, employee engagement and organizational citizenship behaviours (OCB) in selected firms in Uganda, the results showed that when employees perceived sincere organization support in terms development opportunities, they experience engagement and are more likely to reciprocate by willingly participating in their organization's non-mandatory activities, the antecedents engagement OCB relationship is mediated by attitudinal variable employee engagement and concluded that variations in OCB in Uganda context can be explained by the changes in employee engagement which in itself is influenced by changes in HR practices. Employee engagement is therefore a significant mediator between the HR practices and OCB.

In Kenya, various studies on employee engagement in various sectors including the banking have been conducted. These include research by: Gichohi (2014) whose study established how engagement affects the level of creativity and innovation. It postulated that the level of employee engagement spurs creativity and innovation in the library and emphasized that the level of employee engagement is positively related to the level of staff creativity and innovation in the library. Kangure (2015) researched on the relationship between job clarity, job autonomy, job significance, job performance, work engagement and employee engagement among the corporations in Kenya. He established that the programmes that enhance job resources help to increase employee engagement since engagement has positive impact both on the individual and the organisation.

Personal development and growth, workplace recreation, and remuneration package. Sang, Guyo and Odhiambo, (2014) established the moderating influence of employee engagement on the relationship between training and career development and labour productivity and established that training and career development significantly affects labour productivity. Employee commitment (EC) is a belief in values and goals of the organisation, a sense of loyalty, moral obligation, heart desires, and feeling the need to stay in the organisation (Khaled & Mohammad, 2014). It is a definite desire to maintain organisational membership, identification with the purposes, successes of organisation, the loyalty of an employee, and a willingness to exert considerable effort on behalf of the organisation (Aydin, Sarier & Uysal, 2013). A force that binds an individual to a course of action that is of relevance to one or more targets (Kam, Morin, Meyer, & Topolnytsky, 2016).

Employee commitment has two inherent values: attitudinal, which describes the attachment of the employee to the organisation; and behavioural, which represents the intention of the employee to continue working for the organisation. The employee's emotional attachment to,

identification with, and involvement in the organisation (Madden, Mathias, & Madden, 2015), all of which represent an attitudinal rather than a behavioural value. The works of Allen and Shanock (2013) have laid emphasize on employee commitment in relation to employee motivational level, retention rates and job satisfaction. A committed workforce is a powerful driving force for organisational effectiveness and success. Employee commitment is typically associated with job characteristics, and behaviours of staff, and the sociocultural environment of an organisation (Madden, Mathias, & Madden, 2015), and is the psychological state or mind-set that ties an employee to the organisation (Kam, Morin, Meyer & Topolnytsky, 2016).

According to Hossain, Roy and Das (2017), employee turnover is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees within the organization in the same period of time. Turnover intention is a form of withdrawal behaviour and refers to a subjective evaluation of an individual regarding the probability that he/she may leave the organisation he/she works for in the near future (Korsakiene, Stankevičienė, Šimelytė & Talačkienė, 2015). Intent to leave, intent to quit, and turnover intention are often used interchangeably. Turnover intention is widely used as a cognitive predictor and as one of the strongest turnover predictors (Allen & Shanock, 2013). Turnover intention can be considered as a deputy for actual turnover. Individuals experience multiple commitments to multiple constituencies in their organisations and commitment with co-workers. The motivational mechanism for attachment or withdrawal behaviour in the organisation can be seen when employees lose this attachment, it may undermine their association with their organisations because they no longer feel the social bonding. (Allen & Shanock, 2013).

## **1.2 STATEMENT OF THE PROBLEM**

Losing good employees can negatively affect an organisation's competitive advantage, lowering the morale of other staff as well as reducing productivity and work quality (Holtom & Burch, 2016). The voluntary turnover rate across the globe, according to the US Bureau of Labor Statistics (2015), indicated that there were 2.8 million quits an international survey of 2,500 business leaders by Deloitte (2014). These statistics suggest that voluntary turnover is a global phenomenon that is rapidly becoming a significant barrier to organisations achieving their strategic objectives.

Failure to attain the desired career goals most often yields to employee frustration in the banking sector and eventually leads to employee turnover. According to Mwangi (2016), the banking sector in Kenya has been experiencing high labour turnover rates, where employees are quitting one bank to find greener opportunities in other banks in the country and also outside the country (brain drain), and this has been as a result of longer working hours in some banks, increased workload, poor leadership style, job insecurity, poor working environment, dissatisfaction with salaries, and also lack of work-life balance. The Kenyan banking industry has witnessed considerable human capital flight despite the growth in profitability for the past decade (Kariuki, 2015). This factors, have led to many qualified personnel who possess the right knowledge, skills and abilities to leave this sector, and find greener opportunities in other lucrative sectors, such as consultancy, etc. (KBA, 2015). Voluntary turnover has been rigorously studied over the past few decades and empirical evidence indicates that a high rate of voluntary turnover is costly for organisations because it negatively affects organisational effectiveness and success (Han, Bonn & Cho, 2016).

Past studies regarding turnover intention have pointed out organisational support as the most critical determinants of turnover intention (Basak, Ekmekci, Bayram & Bas, 2013). Gallup research has shown that only 13 percent of employees worldwide are engaged with their organisations, in the UAE it is 26 percent, while 60 percent are not engaged and 14 percent are actively disengaged (Crabtree, 2013). While other studies have established that almost one in two workers are not engaged or are actively disengaged at work. A study by Aon Hewitt (2014) indicates that 39 per cent of employees are not engaged. Significantly, 16 per cent out of 39 per cent employees are actively disengaged (Aon Hewitt, 2014). This engagement gap costs billions of dollars in lost productivity each year (Saks & Gruman, 2014). The current study sought to address the identified gaps by examining the effect of perceived organisational support on turnover intention in the banking sector in Nairobi City County Kenya.

### **1.3 OBJECTIVE OF THE STUDY**

To examine the effect of perceived organisational support on turnover intention in the banking sector in Nairobi City County Kenya.

### **1.4 RESEARCH HYPOTHESIS**

**H<sub>0</sub>:** Perceived organisational support does not have a significant effect on turnover intention in the banking sector in Nairobi City County Kenya.

## **2.1 Theoretical Review**

### **2.1.1 Social-Exchange Theory**

One of the simplest definitions of social exchange is explained by the relationship between two individuals, where each gets something beneficial from the other (Yamagishi, 1993). Employee-organisation relationship is explained by the social exchange theory developed by Blau (1964). Social exchange theory has been used to study organisations in an attempt to better understand the reciprocal relationship that develops between employees and the organisation (Baran, Shanock & Miller, 2012; Dawley, Andrews & Bucklew, 2008). This suggests that when an organisation treats their employees fairly and values their efforts and provides a comfortable working environment, the employees will feel obligated to support the organisation to achieve its goals (Dawley et al., 2008; Shoss *et al.*, 2013). The employees' act of support can include higher organisational commitment and loyalty which results in lower levels of intention to leave the organisation (Allen *et al.*, 2003). Furthermore, Cook, Cheshire, Rice and Nakagawa (2013) argued that employees who do not get any support from their organisation are likely to leave for an organisation that they feel will treat them better.

Social exchange perspective also promotes our understandings on why employees would choose to be less or more engaged in their jobs (Ekeh, 1974). It is suggested that when individual employees perceive that their organization cares or supports for their well-being, they would oblige to help the organization reach its goals. Saks reports that POS is positively related to employee's job and organization engagement. Based on above rationale, this study proposes that POS could motivate employees to be more engagement in their jobs. Thus, the following hypothesis is proposed. This theory relates to understanding workplace behaviour and how employees and employers interact with one another (Biron & Boon, 2013; Cropanzano *et al.*, 2005; Smith, 2005). According to Blau (1964), successful exchange appears when there is a commitment among members. Justice, leader-member exchange, psychological contract,

teamwork and trust are the common elements discussed under this theory. SET stresses that the individual voluntary actions happen if there are some expected returns from what they have contributed (Tse *et al*, 2013). The rationale of SET and turnover intentions decision are the reciprocal process between employees and their current employers (Wittmer, Martin & Tekleab, 2010). The theory was considered relevant to the current study in the sense that it explained how perceived organisational support has the capability of influencing turnover intention in the banking sector in Nairobi City County Kenya.

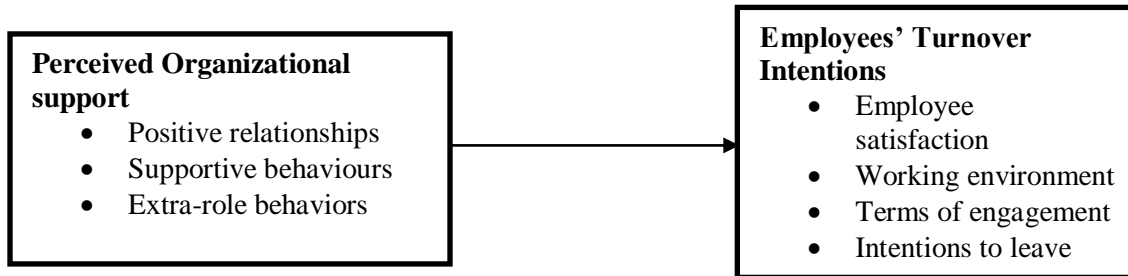
### **2.1.2 Theory of Reasoned Action**

Theory of Reasoned Action (TRA) by Fishbein and Ajzen's (1980) states that turnover process draws heavily from rational decision making which stresses the importance of behavioural intention in predicting and understanding turnover. However, there is research on the manner on which attitudes and intention get translated into behaviour that can inform turnover theory and research. Many theories of turnover process implicitly or explicitly use elements of Fishbein and Ajzen's theory and its evolution into the theory of Planned Behaviour (Ajzen, 1991) suggest that intentions to perform a behaviour are the more immediate indicators of the actual behaviour. Intention is a role of attitudes towards performing the behaviour, which are in turn, is a function of beliefs concerning the consequences and desirability of such outcomes of performing the behaviour, and subjective regulations concerning the behaviour, which are a function of beliefs concerning what important references, think about the behaviour and one's motivation to comply with those references.

Individuals having the behaviour intention not necessary execute the intention in reality, which introduce the importance of the role of behavioural control. Perreira, and Berta, (2015) defined control beliefs as the presence or absence of factors that may facilitate or impede the performance of a behaviour. Perceived behavioural control is an individual's perceptions of their ability to perform a behaviour based on control beliefs. Behavioural control is expected to reinforce behavioural intention through increased perseverance and consideration of potential obstacles (Gross, 2015). Kaufman (2015) argues that behaviour is a function of compatible intention and perceptions of behavioural control. Perceived behavioural control should moderate the effect of intention on behavioural control is positive.

This theory supports the employees' turnover intention variable by showing how the intention may only lead to turnover when individuals perceive that they have no control over the decision to quit. There are a number of reasons that individuals might perceive less control over this decision. Family or financial constraints could restrict mobility. Over time, individuals become increasingly invested in an organization, making it more difficult to leave (Montano, & Kasprzyk, 2015). Perceptions of the availability and quality of alternatives may affect perceived control. There is some evidence perceptions of alternatives interact with job satisfaction in leading to withdrawal (Kaufman, 2015).

### 2.3 Conceptual Framework



**Figure 1: Conceptual Framework**

### 2.2 Empirical Review

Wahab, Hong, Shamsuddin and Abdullah (2014) researched on the effect of perceived organisational support (POS) and affective commitment (AC) on employees' turnover intention, findings of which indicate the positive relationship that exists between perceived organisational support and affective commitment hence employees will be more attached to the organisation if they feel that they receive support from the organisation. In exploring, the relationship between Perceived Organisational Support (POS) and the employees' turnover intention (TI), the extent of the relationship was found to be in the medium level as well where the greater employees feel that the organisation is not giving them support, the more likely they want to leave the organisation.

A study by Robert Eisenberger, Malone and Presson (2016) on optimizing perceived organizational support to enhance employee engagement Perceived organizational support (POS), involves the extent to which employees feel the organization values their work contributions and cares for their well-being results showed that if the employees perceive that the organization values his or her work contributions and cares about their well-being, it has been shown to have important benefits for employees and employers. Employees with high POS suffer less stress at work and are more inclined to return to work sooner after injury. Developing and maintaining an engaged workforce remains a critical objective for HR professionals as domestic and foreign competition stiffens. Provides an important tool for this. POS is linked to employees' increased psychological well-being and performance plus reduced absenteeism and turnover. It provides the HR professionals an upper-level managers and frontline supervisors with tactics to enhance POS and its benefits for employees and their work organizations.

In Kurtessis, Eisenberger, Ford, Buffardi, Stewart and Adis (2017), on examining if OST predicts both the antecedents of POS (leadership, employee organization context, human resource practices, and working conditions) and its consequences (employee's orientation toward the organization and work, employee performance, and well-being). Results showed that higher-level employees are more closely identified with the organization than lower-level employees; supervisor support was more strongly related to POS than co-worker support. That fair procedures allow employees to better predict the actions that will lead to rewards and punishments and suggest the organization is concerned with employees' welfare as opposed to individual self-dealing implied by organizational politics. Working conditions were also major

contributors to POS job demands resources model, working conditions that would be considered as resources, such as autonomy, rewards, and other elements of job enrichment, were stronger predictors of POS than demands related to the character of the job, such as role overload, conflict, and ambiguity.

In Kalidass and Bahron (2015) an investigation on the influence of perceived supervisor support, perceived organizational support and organizational commitment towards employees' turnover intention showed that Turnover intention has a significant relationship with POS, PSS and OC, there is a significant and negative relationship between PSS and turnover intention, POS and turnover intention and organizational commitment on employees' turnover intention. The results of the study showed a negative and significant relationship between PSS and employees' turnover intention. PSS has become one of the important factors in predicting the turnover intention, the less support from supervisor, the more likely the employees would leave the organization that POS influence employees' turnover intention negatively. Employees respond to the effect of POS by showing their loyalty and change their perceptions on turnover intention to stay longer with the organization if the hotel employees feel of being appreciate, cares on their well-being, cares for their satisfaction and shows more concern would reduce the turnover intention found out that the organizational commitment, contributes exclusively towards turnover intention.

### **3.0 RESEARCH METHODOLOGY**

This study applied positivism philosophical foundation in that it is supported by facts mainly qualitative and quantitative data sourced from the main players in the banking sector. The researcher followed a pattern of deductive reasoning beginning with a linear approach of formulating hypotheses and operational definition about the characteristics of phenomena being observed based on existing theory, testing hypotheses based on statistical methods, leading to approval or rejecting hypotheses (Mugenda, 2013). This study adopted a cross sectional survey design which involved collecting data from the phenomenon at the time of the study, it is a type of observational study that involved the analysis of data collected from a population, or a representative subset, at one specific point in time that is, cross-sectional data (Fowler, 2013).

The total population of the study was 6,487 being all the employees in the six banks in Nairobi City County. The study focused on the six banks because they were the ones in tier one of commercial banks and the ones with the highest number of employees. The target population was the entire group of people or objects to which the researcher wished to generalize the study findings to meet a set of criteria of interest to the researcher (Kombo & Tromp, 2006). The study focused on the employees who were in middle level and top level management in the branches because they are involved in the development and implementation of the organisations' policies and procedures which totals to 1,760 and the study had a sample of 326 respondents. The banks that were surveyed for the study consisted of employees who were in the middle level and top level management in the head office and branches in Nairobi City County in Kenya. Stratified random sampling technique was used in selecting the sample for this study; a stratified random sampling is a subset of respondents chosen from a large population (Kombo & Orodho, 2002). The sample size of the study was selected using Slovin's (or sometimes Sloven's) formula. The sample size for the study was therefore 326 respondents. The study adopted the use of a questionnaire which comprised of close ended questions in a 5 point Likert scale and open ended



questions to collect primary data in analysing quantitative data, SPSS was used to provide summaries about the variables which included the means, frequencies, percentages and ranges.

#### **4.0 RESEARCH FINDINGS AND DISCUSSIONS**

##### **4.1 Descriptive Analysis of Variable**

Table 1 shows a likert scale analysis that was used to establish the influence of perceived organisational support on turnover intention among the commercial banks in Nairobi City County. Respondents' opinion was sought on whether they think that the Organisation has helped build their positive relationship and the results indicate that 93.1% Strongly Agree, 6.1% Agree, 0.3% Not Sure, 0.1% Disagree and 0.4% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the organisation has built a positive relationship for them.

The study sought opinion on whether they think that the Organisation really cares about building supportive behaviours and the results indicate that 93.2% Strongly Agree, 6.1% Agree, 0.2% Not Sure, 0.3% Disagree and 0.2% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the organisation really cares about building supportive behaviours. Also sought opinion on whether they think that the Organisation strongly considers extra-role behaviours and the results indicate that 96% Strongly Agree, 3.1% Agree, 0.1% Not Sure, 0.3% Disagree and 0.5% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the organisation strongly considers extra-role behaviours amongst the employee which helps in self-development.

Opinion sought on whether the organisation show little concern for employees indicate that 1.8% Strongly Agree, 1.3% Agree, 1.5% Not Sure, 16% Disagree and 79.4% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly disagree that the organisation show little concern for employees. The study sought an opinion on whether they think that the Organisation is willing to help them when they need a special favour and the results indicate that 85.1% Strongly Agree, 14% Agree, 0.3% Not Sure, 0.3% Disagree and 0.3% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the organisation is willing to help them when they need a special favour. Further sought an opinion on whether they think that help is available from the organisation when they have a problem and the results indicate that 96.2% Strongly Agree, 3.1% Agree, 0.2% Not Sure, 0.1% Disagree and 0.4% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that they believe that help is available from the organisation when they have a problem.

An opinion on whether they are happy with how the organisation is concerned with their wellbeing, goals and values and the results indicate that 68% of the employees were happy while 32% were not. When asked on what to be improved, statuesque 35%, resources 20% training 25%, open policies 11% and motivation 9%. Thus from the results, we can deduce that the highest number of employees in the banking sector are happy with the organization as it is. Further sought an opinion on what the employees think that the organization can do to provide them with support needed in the workplace and the results were training 22%, flexible work schedules 45% and more exposure 16% and job rotation 17%. From the results, the employees feel that the organization should introduce more flexible working hours so that the employees

can have better work life balance. The overall results had an average mean of 4.53 showing that the respondents agreed with most of the statements; however the responses were varied as indicated by average standard deviation of 0.441

Employees who have a positive relationship generally have positive synergy and helps motivate other employees, mentor other employees, encourages and bring the best of each of the employees. They provide guidance and lead the team according to the strategies and vision of the organisation.

The findings corroborates with the study by (Wahab, *et al.*, 2014) which indicated that, when the employees perceived there is organisational support, they will be more attached to the organisation. In exploring, the relationship between Perceived Organisational Support (POS) and the employees’ turnover intention (TI), the extent of the relationship was found to be in the high level as well where the greater employees feel that the organisation is giving them support, the more likely they don’t want to leave the organisation.

**Table 1: Descriptive Analysis on Perceived Organisational Support**

Statements	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Mean	Std. Deviation
Organisation has helped build your positive relationship	93.1	6.1	0.3	0.1	0.4	4.93	0.251
Organisation really cares about building supportive behaviours	93.2	6.1	0.2	0.3	0.2	4.93	0.251
Organisation strongly considers extra-role behaviours	96	3.1	0.1	0.3	0.5	4.97	0.181
My organisation shows little concern for me	11.8	21.3	7.4	26	33.4	2.52	1.435
My organisation is willing to help me if I need a special favour	85.1	14	0.3	0.3	0.3	4.86	0.35
Help is available from my organisation when I have a problem	96.2	3.1	0.2	0.1	0.4	4.97	0.181
<b>Valid N (296)</b>							

Table 2 shows a binary scale analysis of “Yes” and “No” that was used to establish the influence of perceived organisational support on turnover intention among the commercial banks in Nairobi City County. Respondents’ opinion was sought on whether they think that the job and task assigned are complex which help build on their skills and the results indicate that 100% of the respondents indicated that the job and task assigned are complex which help build on their skills. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the job and task assigned are complex which help build on their skills.

The study sought opinion on whether they think that the employees have develop expectations toward their companies and leaders and the results indicate that 100% of the respondents answered that employees have developed expectations toward their companies and leaders. From

the results we can deduce that the highest number of employees in the banking sector agree that the employees have developed expectations toward their companies and leaders. Also sought opinion on whether they think that their most important personal values at work are compromised and the results indicated that 100% of the respondents answered that their most important personal values at work are not compromised. From the results we can deduce that the highest number of employees in the banking sector disagree that their most important personal values at work are compromised.

Opinion sought on whether the vested personal interest (pension fund) prevents them from quitting and the results indicate that 100% of the respondents answered that vested personal interest (pension fund) does not prevent them from quitting. From the results we can deduce that the highest number of employees in the banking sector disagree that the vested personal interest (pension fund) prevent them from quitting. The study sought an opinion on whether they think that their current job affects their personal well-being and the results indicate that 100% of the respondents answered that their current job does not affect their personal well-being. From the results we can deduce that the highest number of employees in the banking sector strongly disagree that their current job affects their personal well-being. Further sought an opinion on whether they think that the troubles associated with relocating, prevent them from quitting and the results indicate that 100% of the respondents answered that the troubles associated with relocating does not prevent them from quitting. From the results we can deduce that the highest number of employees in the banking sector strongly disagree that the troubles associated with relocating, prevent them from quitting.

These findings corroborates with the study and conclusion by Moeller and Chung-Yan (2013) that, job complexity generally can reduce turnover intention but that this effect is non-linear, at a certain point the trend reverses, and it is dependent on the degree of autonomy. It needs to be mentioned that task complexity can also increase turnover intention. Moeller and Chung-Yan (2013) show that some employees generally seem to avoid complexity by repeatedly switching jobs when confronted with it. The importance of the balance between time spent at work and time committed for pastime, the work/life balance, varies by age of the employees but always affects turnover intention strongly (McNall, Scott & Nicklin, 2015).

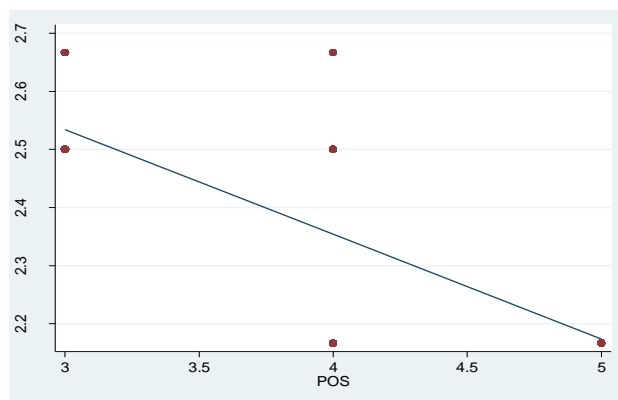
Companies have acknowledged the importance of the work/life balance and try to reduce turnover by introducing flexible work arrangements like 'work-to-family enrichment' (Moeller and Chung-Yan (2013). McNall, Scott and Nicklin (2015) found employees who had the chance to benefit from flexible work arrangements to have lower turnover intention. A rising number of roles require more efforts for balancing different demands. This effort may provoke the development of turnover intention and absence of autonomy in task accomplishment is a driver for turnover intention, at least for employees who seek autonomy support in their companies and leaders. The effect of autonomy is similar to that of empowerment as it generally reduces turnover intention (McNall, Scott & Nicklin, 2015).

**Table 2: Descriptive Analysis on Turnover Intention**

Statements	No	Yes	Mean	Std. Dev.
Concerning work environment, the Job and task assigned are complex which help build on the skills of the employees	0.00%	100.00%	1.00	0.00
Under organizational factors, employees develop expectations toward their companies and leaders	0.00%	100.00%	1.00	0.00
In personal factors, your most important personal values at work are compromised	100.00%	0.00%	0.00	0.00
Vested personal interest (pension fund, unemployment fund, etc.) prevent you from quitting.	100.00%	0.00%	0.00	0.00
Your current job affects your personal well-being.	100.00%	0.00%	0.00	0.00
The troubles associated with relocating, prevent you from quitting.	100.00%	0.00%	0.00	0.00

**Test of linearity**

Linearity assumes a straight-line relationship between the predictor variables and the criterion variable. This was assessed by examination of a scatter plot of all the independent variables against the dependent variable to measure if there is a straight line relationship. The independent variable depicted a straight line relationship with the dependent variable as shown in Figure 2.

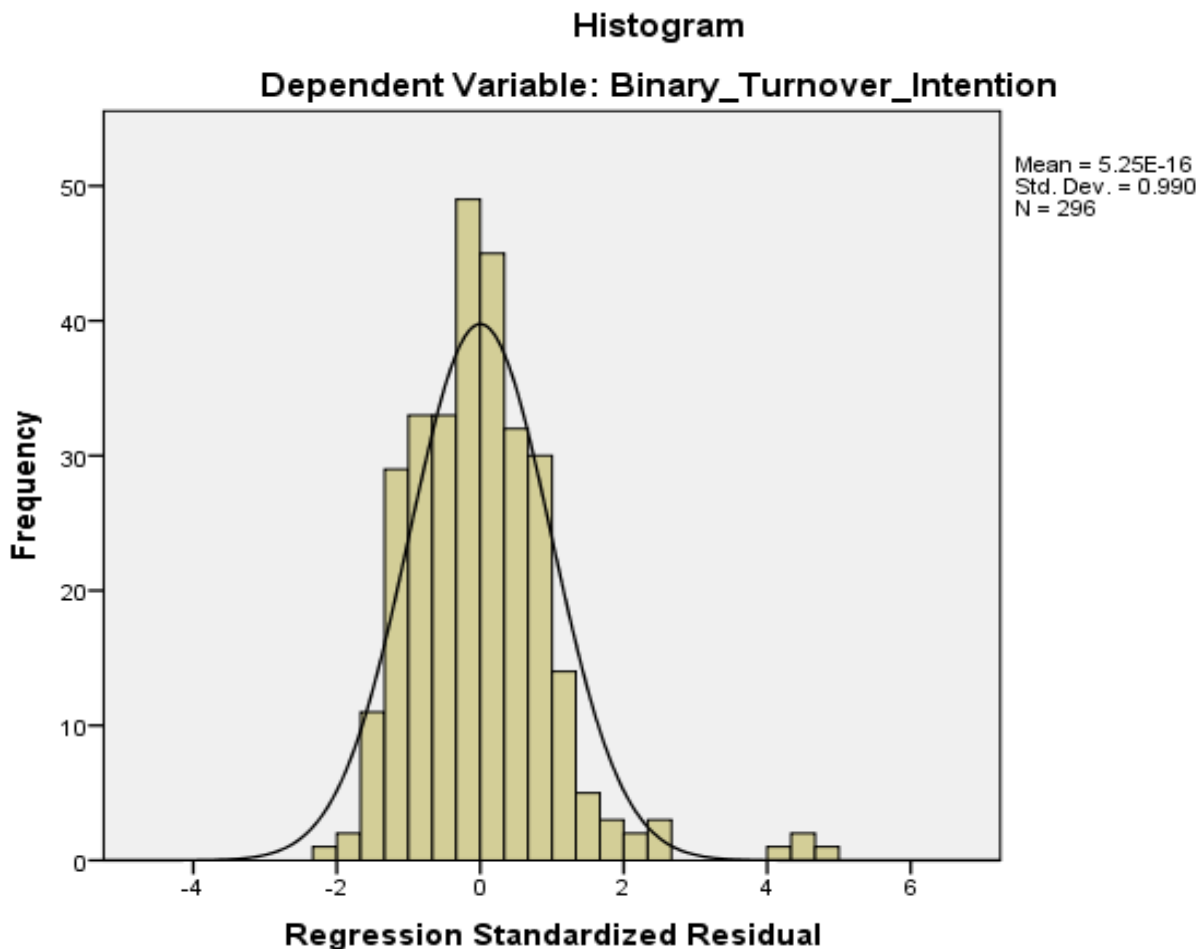


**Figure 2: Scatter Diagrams for Linearity**

**Test of Normality**

Test of normality determines if the data is well modelled and normally distributed (linear). It is used to measure how far data deviates from the Gaussian by looking at the graph and seeing if the distribution deviated grossly from a bell shaped normal distribution. It is a determination of the likelihood of a random variable of being normally distributed. It is an assessment of the normality of data in statistical tests. Avioli (2012) showed that the descriptive, normality, and

verification tests can be assessed with the normal distribution. Singh and Masuku, 2014 states that if these tests are non-normality, then the data either have outliers, multiple modes, incorrect measuring tools, incorrect distributions, zero/infinite limits, or scanty collections. In order to fit a linear model, the dependent variable has to be normally distributed. The test for normality was first examined using the graphical method approach as shown in the Figure 3 below. The results in the figure indicate that the residuals are normally distributed.



**Figure 3: Test for Normality**

**4.2 Correlation Tests (Pearson Correlation) of variable**

Correlation analysis was used to analyse the degree of relationship between Perceived organisational support and Turnover Intention. Results revealed that there was a strong negative association between perceived organisational support and turnover intention (-0.551, P-value <0.05).

**4.3 Logit Regression Analysis**

Logit Regression Analysis was used to find out if there is a relationship between perceived organisation support and the dependent variable (turnover intention) by evaluating the contribution of the independent variable in explaining the dependent variable, when the other

variables are controlled. Based on the findings, the perceived organisation support was found to have a Pseudo R<sup>2</sup> value of 0.288. This means that POS explains 28.8% of the variation in Turnover Intention. The analysis of the variance (ANOVA) results is showed by a Wald Chi/F statistic, which indicated a Wald Chi/ F statistic value of 45.360 which was greater than F<sub>0.05</sub> critical of 3.84 and the reported p value (0.000) which was less than the probability that 2P (Z > z\*) = α, so the critical value z\* corresponds to the = α/2 significance level. To achieve a significance level of 0.05 for a two-sided test, the absolute value of the test statistic (|z|) must be greater than or equal to the critical value 1.96 (which corresponds to the level 0.025 for a one-sided test). This shows that the overall model was statistically significant and describes the goodness of fit of the model.

Logistic regression of coefficients results shows that Perceived Organisation Support and Turnover Intention are negatively and significant related (β=-1.675, p=0.000). This implies that an additional unit of Perceived Organisation Support decreases the probability of turnover intention by 1.675 points holding other factors constant. This agrees with findings by (Kurtessis *et al.*, 2017) that favorable supervision and HR practices lead to high POS, employees are more satisfied with their jobs, feel more closely connected with the organisation are more compelled to view organisational goals as their own and are more loyal and committed to the organisation. Employees with high POS are more inclined to care about and further organisational goals. Thus, POS leads to increased employee performance and lessened absenteeism and low turnover intention.

**Table 3: Logit Regression between POS and Turnover Intention**

<b>Turnover Intention</b>	<b>Coef.</b>	<b>Robust Std. Err.</b>	<b>z</b>	<b>P&gt; z </b>
POS	-1.675	0.249	-6.740	0.000
cons	4.807	0.753	6.390	0.000
Number of Observations =	296			
Pseudo R <sup>2</sup> =	0.288			
Wald Chi (1)/F statistic =	45.360			
Prob>chi=	<b>0.000</b>			

$$P(Y) = 4.807 - 1.675X_1.$$

Where:

P(Y) = Probability of Turnover Intention

X<sub>1</sub> = POS

### **Hypothesis Testing for Perceived Organisation Support and Turnover Intention**

The hypothesis was tested by using the logistic regression. The acceptance/rejection criterion was that, if the p-value is less than 0.05, then H<sub>0</sub> is rejected but if it's greater than 0.05, the H<sub>0</sub> fails to be rejected. The null hypothesis was that Perceived organisational support does not have a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya.

The alternative hypothesis was that Perceived organisational support has a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya.

Results in Table 4.29 above show that the calculated f-statistic of 45.360 was higher than the tabulated/critical f statistic ( $F_{\alpha 0.05} = 3.84$ ). The findings were further supported by a p-value of 0.000. This indicated that the null hypothesis was rejected hence perceived organisational support has a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya. This agrees with findings by Kurtessis *et al.*, (2017) that favourable supervision and HR practices lead to high POS, employees are more satisfied with their jobs, feel more closely connected with the organisation are more compelled to view organisational goals as their own and are more loyal and committed to the organisation. Employees with high POS are more inclined to care about and further organisational goals. Thus, POS leads to increased employee performance and lessened absenteeism and low turnover intention.

## 5.0 CONCLUSIONS

Based on the findings, the study concluded that Perceived Organisation Support has a negative and significant effect on Turnover Intention in the banking sector in Nairobi City County in Kenya. Employees value POS because it meets their needs for approval, esteem and affiliation and provides comfort during times of stress. Favourable supervision and HR practices lead to high POS, employees are more satisfied with their jobs, feel more closely connected with the organisation, are more compelled to view organisational goals as their own and are more loyal and committed to the organisation. In addition to meeting the employee needs, POS signals to employees that the organisation is ready to provide aid with one's job when needed and to reward increased performance. Employees with high POS are more inclined to care about and further organisational goals. Thus, POS leads to increased employee performance and lessened absenteeism.

## 6.0 RECOMMENDATIONS

Based on the findings, the study recommends for the management of the banks to lead the way in the design, measurement and evaluation of proactive workplace policies and practices that help attract and retain talent with skills and competencies necessary for growth and sustainability. When the management engage the employees, there are some outcomes that affect the organisations directly and these include: job satisfaction, quality service, high customer service, higher productivity, increased profitability, fewer complaints of unfairness, less resource misuse, quality product and service, high employee retention which leads to happy and loyal customer and increased employee loyalty and organisational citizenship.

The study recommends the policy makers to formulate policies than embrace employee engagement which could be implemented by existing banks to give them a competitive advantage and for the new banks in setting structures that support employee engagement. Engaged employees are strongly enthusiastic about their work and function as a critical source of inspiration for others. Employee engagement is critical for, and an important element in, the success of organisations. It is in a company's best interest, therefore, to concentrate on engaging employees, both intellectually and emotionally.

The current study has contributed knowledge to the ongoing debate on antecedents of employee engagement and turnover intention and it has further advanced the existing literature on HR practices. The study recommends that the academicians, scholars and Human resource

practitioners should team up to develop theories on turnover intention and employee retention that will enhance the knowledge of Human resource practices in the developing world instead of relying more on theories from the western world. The Lecturers should work with the Human resource managers in the banking sector to develop a curriculum that has a blend of theory and industry practice with emphasis on good HR practices. The bank managers should also offer class support to the lecturers as resource persons with practical experience.

The study contributed to the body of knowledge in the following ways; the findings of the study will assist the employers to embrace employee engagement as the study discovered that the perceived antecedents of employee engagement contributes to turnover intention. Where when perceived present, turnover is low and when perceived absent or not supported, the turnover intention becomes high. By undertaking the study, the antecedents and outcomes of employee engagement in organisations was explored. This went a long way in adding past findings value and enabled users have information and a deeper understanding of the need for a sound implementation of employee engagement in reducing turnover intention. The study also offered a logical ground on which empirical indicators and hypotheses could be identified and tested so as to verify the theories. It contributed to the body of knowledge and to other researchers as they will be able to appreciate the effects of employee engagement and inspire similar and further research in other industries and also contribute to the existing literature on employee engagement.



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