

EFFECT OF VALUE CONGRUENCE ON TURNOVER INTENTION IN THE BANKING SECTOR IN NAIROBI CITY COUNTY KENYA

Dr Everlyne Cheruto Chelangat

PhD Graduate, Jomo Kenyatta University of Agriculture and Technology

***E-mail of the Corresponding Author: eve.chelangat4@gmail.com**

ABSTRACT

Purpose of the Study: The purpose of this study was to examine the effect of value congruence on turnover intention in the banking sector in Nairobi City County Kenya. The study was informed by the Path-Goal theory.

Statement of the Problem: 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.

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 Value Congruence and Turnover Intention were negatively and significant related. This implies that an additional unit of Value Congruence decreases the probability of turnover intention by 0.968 points holding other factors constant.

Conclusion: The study concluded that Value Congruence have negative and significant effect on turnover intention.

Recommendation: The study recommends the management of the banks to lead the way in the designing, measurement and evaluation of proactive employee engagement policies and practices that help attract and retain talent with skills and competencies necessary for growth and sustainability.

Keywords: *Value congruence, Turnover, Intention, Banking sector, Nairobi, Kenya.*

1.1 BACKGROUND OF THE STUDY

When employees find that their employers expect a role for behaviours that they consider as improper for their self-images, they develop a feeling of insignificance that may well result in depleted productivity sometimes (Olubiyi, Smiley, Luckel & Melaragno, 2019). If there is such contradiction, translation of employee commitment to customer focus becomes almost impractical. So it is essential to have a sync between values of employees and that of organization which is termed as value congruence. 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. A positive fulfilling work-related state of mind characterized by vigour, dedication and absorption (Saks & Gruman, 2014).

According to Sharom and Abd Aziz (2019), value congruence leads to positive outcomes like job satisfaction, identification with the company, organizational commitment. These positive outcomes carry a great importance for both organizations as well as for employees. From this employee get a sense of fulfilment of their work and help the company in reducing cost, minimization of absenteeism and promote an extra role behaviour which ultimately leads to in positive attitude. 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.

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.

Several studies confirm the beneficial role of employee engagement for individual and organisational performance (Shuck, Zigarmi & Owen, 2015). While investigating what makes employees more likely to exhibit strong engagement and turnover intentions is thus of high

interest to HRD practitioners (Shuck *et al.*, 2015) and to organisational decision makers in general. Employee engagement is the extent to which employees are physically, emotionally, and cognitively connected to their work roles (Albrecht, Bakker, Gruman, Macey & Saks, 2015) emphasizing the usefulness of the engagement concept for HRD, conceived as ‘employees’ cognitive, emotional, and behavioural state directed toward desired organisational outcomes.’

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 Malaysia, a research by Wahab, Hong, Shamsuddin and Abdullah (2014) on the effect of perceived organizational support (POS) and affective commitment (AC) on employees’ turnover intention: a study of Malaysian manufacturing company, urges that according to the findings of this study, positive relationship exists between perceived organizational support and affective commitment. This suggests that employees will be more attached to the organization if they feel that they receive support from the organization.

In South Africa, various researches carried out, for example the relationship between job characteristics (job demands and job resources) and work-related well-being (burnout and work engagement) indicated that job demands and job resources were partially related to burnout, both directly and indirectly. A study by Henn and Opie (2012) assessed the relationship between work engagement and work-family conflict relating to the moderating role of perceived family support which contributed to the limited information available in terms of work-family conflict among South African mothers results indicated that employees that are high in conscientiousness and low in neuroticism have significantly higher levels of work engagement, which has implications for selection.

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).

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, Stankeviciene, Šimelytė & Talaškienė, 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.

1.2 STATEMENT OF THE PROBLEM

The Kenyan banking industry has witnessed considerable human capital flight despite the growth in profitability for the past decade (Kariuki, 2015). 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.

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). 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.

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). This gap formed the motivation for this study which is an assessment of the effect of value congruence on turnover intention in the banking sector in Nairobi City County Kenya.

1.3 OBJECTIVE OF THE STUDY

To examine the effect of value congruence on turnover intention in the banking sector in Nairobi City County Kenya.

1.4 RESEARCH HYPOTHESIS

H₀: Value congruence does not have a significant effect on turnover intention in the banking sector in Nairobi City County Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

Path-Goal Theory

The Path-Goal theory, inspired by the work of Martin G. Evans (1970) can best be thought of as a process by which leaders select specific behaviours that are best suited to their employees'

needs and their working environment, so that leaders may best guide their employees through their path in the obtainment of their daily work activities (goals) (Northouse, 2013). The Path-Goal model is a theory based on specifying a leader's style or behaviour that best fits the employee and work environment in order to achieve a goal (Phillips & Phillips, 2016). The path-goal theory can best be thought of as a process in which leaders select specific behaviours that are best suited to the employees' needs and their working environment so that they may best guide the employees through their path in the obtainment of their daily work activities (goals) (Riaz, Akhtar, Moazzam, Luqman, Naz & Tufail, 2017). The theory argues that leaders will have to engage in different types of leadership behaviour depending on the nature and the demands of a particular situation. It is the leader's role to assist employees in attaining goals and to provide the direction and support needed to ensure that their individual goals are in concert or compatible with the organization's goals. According to Dreher (1982) turnover intensity is influenced by three aspects: personal attitude in the form of personal factors that make individuals perform turnover, organizational aspects of the organization that is the factor that causes individuals perform turnover and aspects of job characteristics, namely their job characteristics that make individuals perform turnover

Leiter, Jackson and Shaughnessy (2009) states that an organization can continue to survive, one of which must be able to retain its human resources by increasing expertise about work knowledge, so that members can improve performance and reduce turnover rates. Leadership style by leaders determines whether employees will survive or not in the organization. Effective leadership is leadership that can motivate its members to do their best and utilize all the potential to contribute to organizational development, and can achieve job satisfaction that can make a significant contribution from members to the organization to reduce employee turnover (Ratyan, 2013). The little turnover intensity can prove that the leadership factor that is applied successfully makes employees to stay afloat in the company. One of the leadership style is path goal theory, can also become situational leadership style which consist of directive, supportive, participative, and achievement oriented leadership. This theory has a base that is a leader's job to assist its members in achieving their goals and to provide direction and support, or both are needed to ensure their objectives in accordance with the objectives of the group or organization as a whole (House & Mitchell, 1975). Path goal leadership style are effective because these leaders recognize important powers contained in every member of the organization (Bayhaqi, 2010). Each member has different needs and desires with different skill levels. Leaders must be flexible in understanding any potential possessed by the members and the various problems that faced.

This theory supports Value Congruence variable by basing on the grounds that individuals seek to retain, renew, and enhance their resources and when their expectations with regards to leadership style in the organization and the desire for conducive environment are not met, they experience stress. Stress occurs when resources are perceived as unstable, threatened, lost, or when individuals are unable to attain or preserve resources with available means (Chen, Westman, & Hobfoll, 2015). The theory helped the researcher understand clear connection between value congruence and employee turnover intentions in the banking sector in Nairobi County, Kenya.

2.2 CONCEPTUAL FRAMEWORK

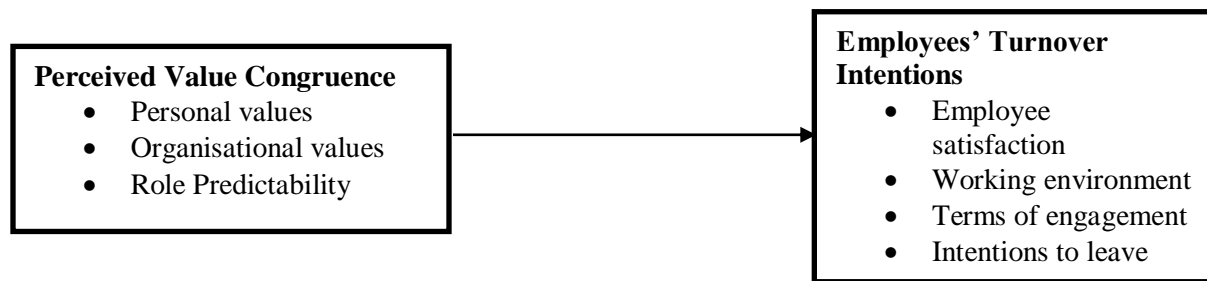


Figure 1: Conceptual Framework

2.3 Empirical Review

Kim, Laffranchini, Wagstaff and Jeung, (2017) researched on the psychological contract congruence, distributive justice and commitment results showed that psychological contract congruence is positively related to both affective commitment and occupational commitment and that distributive justice moderates these relationships, commitment was strongly related to psychological contract congruence more so than to either an excess of employees' obligations fulfilment or an excess of employers' obligations fulfilment, affective commitment is higher when both employees' and employers' psychological contract fulfilment is high. Commitment was significantly higher for the employee over-obligation relationship (employees' psychological contract fulfilment is higher than employers' psychological contract fulfilment) than for the mutual low-obligation relationship (congruence on low levels of employees' and employers' psychological contract fulfilment. High levels of distributive justice partially compensate for congruence in low-psychological contract. Psychological contract congruence explains organizational attitudes and contributes information to managers concerning the drivers of employee commitment as a function of psychological contract congruence.

Lajoie, Boudrias, Rousseau and Brunelle (2017), examined value congruence and tenure as moderators of transformational leadership effects with the aims to verify whether employees' perceived value congruence with their organization can act as a moderator of the relationship between transformational leadership and empowered behaviours. Results showed that value congruence enhances transformational leadership's effectiveness in new employees, but plays either a substitute role or no role at all in more tenured employees (value congruence) can be both an enhancer and a substitute for transformational leadership, depending on other conditions (employee tenure and dependant variable).

This implies that the relationship between transformational leadership and its effects cannot be completely predicted by simple, bivariate models. On one hand, new subordinates could not be ready to forego adequate leadership regardless of their characteristics the results of this study suggest that these effects are not consistent across criterion, thereby illustrating the complexity of the leadership enhancer/substitute framework. When it comes to influencing followers' conscientiousness in job tasks, value congruence is an enhancer for transformational leadership, for amelioration in job tasks and in the work group, value congruence is an enhancer for new subordinates, whereas value congruence appears to not influence high tenure employees' reaction to transformational leadership.

In Ren and Hamann (2015), consistent patterns that value congruence between employees and the organization has profound impact on employees' personal attitudes, behaviors and performance. In the workplace, people generate certain categories of social identity within the occupation they occupy. People sharing the same professional identity tend to advocate convergent norms and values, and the professionalization across organizations may form a normative isomorphic force that guides individual behavior transcending organizational boundaries occupational status may serve as an indicator of collective values among certain type of people sharing the same professional identity.

The impact of occupational status on the effect of value congruence on individual job attitudes and work behaviors can be profound. The study examined the role of occupational status, on the relationship between value congruence and job attitudes, the results indicated positive effects of value congruence on individual attitudes, behaviors and performance, for example, job satisfaction, satisfaction with leaders, organizational commitment, extra-role behavior and contextual performance and career success. Value congruence has also been shown to reduce job stress, turnover intention and actual turnover.

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

Table 1 shows a likert scale analysis that was used to establish the influence of Value congruence on turnover intention among the commercial banks in Nairobi City County. Respondents' opinion was sought on whether they think that the Organisation embraces subjective fit and the results indicate that 74.1% Strongly Agree, 18.2% Agree, 4.1% Not Sure, 3.5% Disagree and 0.1% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the organisation embraces subjective fit. The study sought opinion on whether they think that the Organisation contributes to objective fit in the organization and the results indicate that 63.1% Strongly Agree, 29.4% Agree, 2.4% Not Sure, 3.5% Disagree and 1.6% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the organisation contributes to objective fit in the organization. Also sought opinion on whether they think that there is role predictability of the individual employees are met and the results indicate that 64.1% Strongly Agree, 29.1% Agree, 3% Not Sure, 3% Disagree and 0.8% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that there is role predictability of the individual employees are met.

Opinion sought on whether the Organisational behaviours are congruent with personal behaviours and the results indicate that 66.2% Strongly Agree, 27.4% Agree, 3.4% Not Sure, 2.4% Disagree and 0.6% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the organisational behaviours are congruent with personal behaviours. The study sought an opinion on whether the organisational values are communicated to the members of the organisation and the results indicate that 66.3% Strongly Agree, 27.8% Agree, 3% Not Sure, 2.4% 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 organisational values are communicated to the members of the organisation. Further sought an opinion on whether they think that their personal values are congruent with those of the organisation and the results indicate that 75.4% Strongly Agree, 18.1% Agree, 3.2% Not Sure, 1.4% Disagree and 1.9% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that their personal values are congruent with those of the organisation.

An opinion on the organizational values in respect to workforce diversity in the workplace and the results indicate that 40% of the employees were happy while 44% it embraces, 12% not exclusively covered and 4% were of other opinions. Further sought an opinion on what the organization can do more to improve on employee worthwhile and the results were training 52%, flexible work schedules 38%, more scholarships and job rotation 10% others. From the results, the employees feel that the organization values them and respects their values. The organization will communicate its values and align to the values of the employees as much as possible despite the diversity. The mean of the results show that respondents agreed with most of the statements but the responses were varied as indicated by the standard deviations.

The findings of the study corroborates with the study by Chan and Lai (2017) which indicated that, organisational goals specify the values the organisation intends to advance and is essential to internalize the organisational values through socialization processes where organisations foster individual organisational value congruence by providing opportunities for employees to gain

more knowledge and better understanding of organisational goals. When organisational goals are inherently ambiguous, employees may provide their own interpretation of organisational goals which may not reflect the intended meaning of the organisational goals and may impede employees' learning of organisational values. People sharing the same professional identity tend to advocate convergent norms and values, and the professionalization across organizations may form a normative isomorphic force that guides individual behaviour transcending organizational boundaries occupational status may serve as an indicator of collective values among certain type of people sharing the same professional identity

Table 1: Descriptive Analysis on Value Congruence

statements	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Mean	Std. Deviation
The organisation embraces subjective fit	74.1	18.2	4.1	3.5	0.1	4.65	0.717
The organisation contributes to objective fit in the organization	63.1	29.4	2.4	3.5	1.6	4.52	0.777
There is Role predictability of the individual employees are met	64.1	29.1	3	3	0.8	4.53	0.759
Organisational behaviours are congruent with personal behaviours	66.2	27.4	3.4	2.4	0.6	4.56	0.734
Organisational values are communicated to organisation members	66.3	27.8	3	2.4	0.5	4.57	0.729
Personal values are congruent with those of the organisation	75.4	18.1	3.2	1.4	1.9	4.67	0.688
Valid N (296)							

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 develop 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 affects 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 the independent variable value congruence against the dependent variable to measure if there is a straight line relationship.

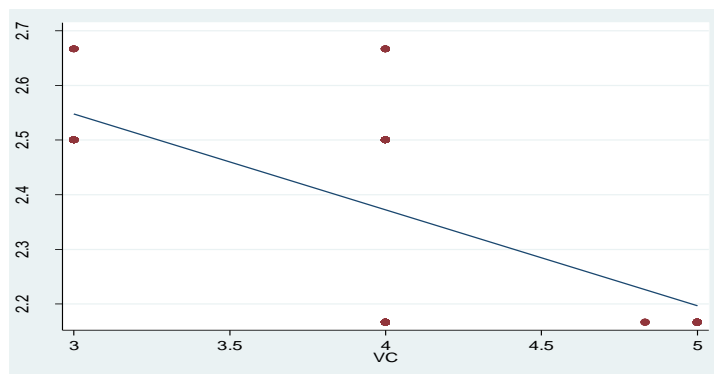


Figure 2: Scatter Diagrams for Linearity

Test of Normality

The test for normality was first examined using the graphical method approach as shown in the Figure 3. The results in the figure indicate that the residuals are normally distributed.

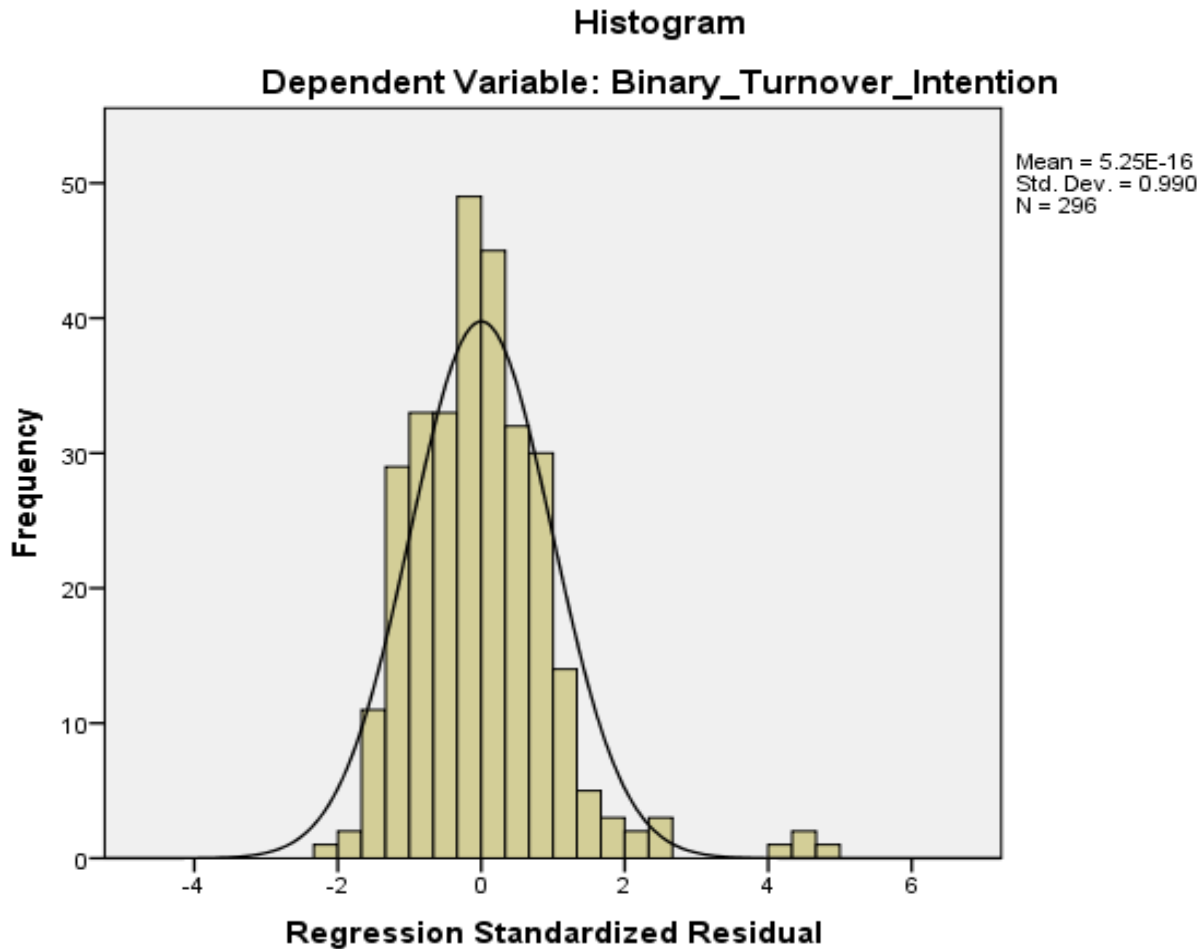


Figure 3: Test for Normality

4.2 Correlation Tests (Pearson Correlation)

It was used to analyse the degree of relationship between Value congruence and Turnover Intention. The correlation ratio is able to detect almost any functional dependency and the entropy-based mutual information, total correlation and dual total correlations are capable of detecting even more general dependencies. In this study, the Pearson Correlation (r) was conducted to indicate the strength of a linear relationship between two variables but the value does not completely characterize their relationship (Damghani, 2013) and the P-value of significance to show the degree and significance of the relationship and measure the hypotheses of the study.

The results revealed that there was a significantly negative association between value congruence and turnover intention (-0.380, P-value <0.005). The results support the findings by Lajoie, *et al.*, (2017) which indicate that perceived value congruence with their organization can act as a moderator of the relationship between transformational leadership and empowered behaviours. Value congruence enhances transformational leadership's effectiveness in new employees, but

plays either a substitute role or none at all in more tenured employees (value congruence) can be both an enhancer and a substitute depending on other conditions.

4.3 Logit Regression Analysis

Logit Regression Analysis for Value Congruence and Turnover Intention

The objective of the study was to examine the effect of Value Congruence on turnover intention in the banking sector in Nairobi City County in Kenya. Logit Regression Analysis was used to find out if there is a relationship between Value Congruence 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. From the results in table 4.31, the Value Congruence was found to have a Pseudo R² value of 0.4266. This means that VC explains 42.66% 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 28.47 which was greater than F_{0.05} critical of 3.84 and the reported p value (0.000) which was less than the probability that $2P(Z > z^*) = \alpha$, so the critical value z^* corresponds to the $\alpha/2$ 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 Value Congruence and Turnover Intention are negatively and significant related ($\beta = -0.968$, $p = 0.000$). This implies that an additional unit of Value Congruence decreases the probability of turnover intention by 0.968 points holding other factors constant. These results are in agreement with those by Kim, Eisenberger, and Baik, (2016) which indicated that Individuals with high levels of value congruence are more likely to work harder and perform extra-role behaviours such as helping and volunteering and less likely to express turnover intention. Person organisation fit suggests that employees with high levels of value congruence report higher levels of job satisfaction, organisational commitment, and organisational identification.

Table 3: Logit Regression between Value Congruence and Turnover Intention

Turnover Intention	Coef.	Robust Std. Err.	z	P> z
VC	-0.968	0.182	-5.340	0.000
Cons	2.494	0.575	4.330	0.000
Number of Observations =	296			
Pseudo R ² =	0.4266			
Wald Chi (1)/F statistic =	28.4700			
Prob>chi =	0.000			

$$P(Y) = 2.494 - 0.968X_3.$$

Where:

P(Y) = Probability of Turnover Intention

X. = VC

4.4 Hypothesis Testing

The hypothesis was tested by using the logistic regression, the acceptance/rejection criteria was that, if the p-value is less than 0.05, the H_0 is rejected but if it's greater than 0.05, the H_0 fails to be rejected. The null hypothesis was that Value Congruence does not have a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya. The alternative hypothesis was that Value Congruence has a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya.

Results in Table 3 above show that the calculated f-statistic of 28.47 was higher than the tabulated/critical f statistic ($F_{\alpha_{0.05}} = 3.84$). The findings were further supported p-value of 0.000. This indicated that the null hypothesis was rejected hence Value Congruence has a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya. This agrees with findings by Kim, Eisenberger, and Baik, (2016) that Individuals with high levels of value congruence are more likely to work harder and perform extra-role behaviours such as helping and volunteering and less likely to express turnover intention. Person organisation fit suggests that employees with high levels of value congruence report higher levels of job satisfaction, organisational commitment, and organisational identification.

5.0 Conclusions

Based on the findings, the study concluded that Value Congruence has a negative and significant effect on Turnover Intention in the banking sector in Nairobi City County in Kenya. A positive alignment of individuals with organizational values is a fertile ground for transformational leadership effectiveness. Individuals with high levels of value congruence are more likely to work harder and perform extra-role behaviours such as helping and volunteering and less likely to express turnover intention. Organisations play an important role in shaping and nurturing individual values and motivation as organisations have this effect on individuals through either active choice or passive influence mechanisms. Active choice entails organisations employing formal and informal socialization mechanisms, whereas in passive influence, the organisational structure and culture shape individual values.

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.

REFERENCES

- Albrecht, S.L., Bakker, A.B., Gruman, J.A., Macey, W.H., & Saks, A.M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach, *Journal of Organisational Effectiveness: People and Performance*, 2(1), 7-35
- Allen, D.G., & Shanock, L.R. (2013). Perceived organisational support and embeddedness as key mechanisms connecting socialization tactics to commitment and turnover among new employees, *Journal of Organisational Behaviour*, 34(3), 350-369.
- Aon Hewitt (2014). *Trends in Global Employee Engagement*, Lincolnshire, IL: Aon Hewitt
- Aydin, A., Sarier, Y., & Uysal, S. (2013). The Effect of School Principals' Leadership Styles on Teachers' Organizational Commitment and Job Satisfaction. *Educational sciences: Theory and practice*, 13(2), 806-811.
- Bakker, A. B., Oerlemans, W. G., & Ten Brummelhuis, L. L. (2013). Becoming fully engaged in the workplace: What individuals and organisations can do to foster work engagement. The fulfilling workplace: The organisation's role in achieving individual and organisational health, 55-69.
- Basak, E., Ekmekci, E., Bayram, Y., & Bas, Y., (2013). Analysis of factors that affect the intention to leave of white-collar employees in Turkey using structural equation modelling. *In Proceedings of the World Congress on Engineering and Computer Science (Vol. 2)*.
- Bonenberger, M., Aikins, M., Akweongo, P., Bosch-Capblanch, X., & Wyss, K. (2015). What Do District Health Managers in Ghana Use Their Working Time for? A Case Study of Three Districts. *PloS one*, 10(6), e0130633.
- Chan, S. H. J., & Lai, H. Y. I. (2017). Understanding the link between communication satisfaction, perceived justice and organizational citizenship behavior. *Journal of business research*, 70, 214-223.
- Chen, Y., Wen, Z., Peng, J., & Liu, X. (2016). Leader-follower congruence in loneliness, LMX and turnover intention. *Journal of Managerial Psychology*, 31(4), 864-879.

Cooper, D. R., & Schindler, P. S. (2012). *Research methods*. Boston, MA: Irwin.

Cropanzano, R., & Byrne, Z. S. (2000). *Workplace justice and the dilemma of organizational citizenship*. (Unpublished Dissertation).

Damghani, B. M. (2013). The Non-Misleading Value of Inferred Correlation: An Introduction to the Cointelation Model. *Wilmott*, 2013(67), 50-61.

Deloitte (2014). *Global Human Capital Trends 2014: Engaging the 21st-Century Workforce*, Toronto: Deloitte University Press.

Eisenberger, R., & Stinglhamber, F. (2011). *Perceived organisational support: Fostering enthusiastic and productive employees*. Washington, DC: American Psychological Association.

Fairlie, P. (2017). *Work engagement and employee well-being*, London: Research Handbook on Work and Well-Being.

Fowler Jr, F. J. (2013). *Survey research methods*. Sage publications.

Gichohi, P. M. (2014). The role of employee engagement in revitalizing creativity and innovation at the workplace: A survey of selected libraries in Meru County-Kenya. *Library Philosophy and Practice*, 0_1.

Henn, C., & Opie, T. (2012). Work-family conflict and work engagement among working mothers: Personality as a moderator. *International Journal of Psychology*, 47, 501.

Holtom, B. C., & Burch, T. C. (2016). A model of turnover-based disruption in customer services. *Human Resource Management Review*, 26(1), 25-36.

Hossain, S. M., Roy, M. K., & Das, P. K. (2017). Factors Affecting Employee's Turnover Intention in Banking Sector of Bangladesh: An Empirical Analysis. *ASA University Review*, 11(2).

House, R. J., & Mitchell, T. R. (1975). *Path-goal theory of leadership* (No. TR-75-67). WASHINGTON UNIV SEATTLE DEPT OF PSYCHOLOGY.

- Kam, C., Morin, A. J., Meyer, J. P., & Topolnytsky, L. (2016). Are commitment profiles stable and predictable? A latent transition analysis. *Journal of Management*, 42(6), 1462-1490.
- Kangure, F. (2015). *Relationship between job characteristics and employee engagement among state corporations in Kenya*, (Unpublished Dissertation).
- Kariuki, P. W. (2015). *Factors affecting employee turnover in the banking industry in Kenya: a case study of Imperial Bank Limited* (Doctoral dissertation, United States International University-Africa).
- Khaled, D., Mohammad R. N. (2014). Examining the relationship between perceived organizational justice and dimensions of organizational commitment. *International Journal of Advanced Biological and Biomedical Research*, 2(7), 2319-2326.
- Kim, K. Y., Eisenberger, R., & Baik, K. (2016). Perceived organizational support and affective organizational commitment: Moderating influence of perceived organizational competence. *Journal of Organizational Behavior*, 37(4), 558-583.
- Kim, S. H., Laffranchini, G., Wagstaff, M. F., & Jeung, W. (2017). Psychological contract congruence, distributive justice, and commitment. *Journal of Managerial Psychology*, 32(1), 45-60.
- Kim, W., & Hyun, Y. S. (2017). The impact of personal resources on turnover intention: The mediating effects of work engagement. *European Journal of Training and Development*, 41(8), 705-721.
- Kombo, D. K., & Tromp, D. L. (2006). Proposal and thesis writing: An introduction. *Nairobi: Paulines Publications Africa*, 10-45.
- Korsakiene, R., Stankevičienė, A., Šimelytė, A. & Talačkienė, M. (2015). Factors driving turnover and retention of information technology professionals. *Journal of Business Economics and Management*, 16 (1), 1-17.
- Lajoie, D., Boudrias, J. S., Rousseau, V., & Brunelle, É. (2017). Value congruence and tenure as moderators of transformational leadership effects. *Leadership & Organization Development Journal*, 38(2), 254-269.

- Lee, Y., Kwon, K., Kim, W., & Cho, D. (2016). Work engagement and career: proposing research agendas through a review of literature. *Human Resource Development Review*, 15(1), 29-54.
- Leiter, M. P., Jackson, N. J., & Shaughnessy, K. (2009). Contrasting burnout, turnover intention, control, value congruence and knowledge sharing between Baby Boomers and Generation X. *Journal of nursing management*, 17(1), 100-109.
- Madden, L., Mathias, B. D., & Madden, T. M. (2015). In good company: the impact of perceived organizational support and positive relationships at work on turnover intentions. *Management Research Review*, 38(3), 242-263.
- McNall, L. A., Scott, L. D., & Nicklin, J. M. (2015). Do positive affectivity and boundary preferences matter for work–family enrichment? A study of human service workers. *Journal of Occupational Health Psychology*, 20(1), 93.
- Moeller, C., & Chung-Yan, G. A. (2013). Effects of social support on professors' work stress. *International Journal of Educational Management*, 27(3), 188-202.
- Mokaya, S. O., & Kipyegon, M. J. (2014). Determinants of employee engagement in the Banking industry in Kenya; case of cooperative bank. *Journal of Human Resources Management and Labor Studies*, 2(2), 187-200.
- Muduli, A., Verma, S., & Datta, S. K. (2016). High performance work system in India: Examining the role of employee engagement. *Journal of Asia-Pacific Business*, 17(2), 130-150.
- Mugenda, A. G. (2013). Qualitative research methods.
- Mwangi, E. K. (2016). Factors Influencing Staff Retention in the Banking Industry in Kenya. A Case Study of Equity Bank Limited. *Strategic Journal of Business & Change Management*, 3(2).
- Olubiyi, O., Smiley, G., Luckel, H., & Melaragno, R. (2019). A qualitative case study of employee turnover in retail business. *Heliyon*, 5(6), e01796.

- Owor, J. J. (2016). Human resource management practices, employee engagement and organizational citizenship behaviours (ocb) in selected firms in Uganda. *African Journal of Business Management*, 10(1), 1.
- Phillips, A. S., & Phillips, C. R. (2016). Behavioral styles of path-goal theory: An exercise for developing leadership skills. *Management Teaching Review*, 1(3), 148-154.
- Ren, T., & Hamann, D. J. (2015). Employee value congruence and job attitudes: the role of occupational status. *Personnel Review*, 44(4), 550-566.
- Riaz, H., Akhtar, N., Moazzam, A., Luqman, R., Naz, H., & Tufail, H. S. (2017). Leadership effectiveness, turnover intention and the mediating role of employee commitment: a case of academic institutions of Pakistan. *European Online Journal of Natural and Social Sciences*, 6(4), pp-526.
- Robbins, S. P., & Judge, T. (2016). Behavior organizational. *Translatey by Parseian A, Arabi M. 1ST edition, Tehran, Institute of Operational.*
- Saks, A. M., & Gruman, J. A. (2014). What do we really know about employee engagement? *Human Resource Development Quarterly*, 25(2), 155-182.
- Sang, H., Guyo, W., & Odhiambo, R. (2014). The moderating influence of employee engagement on the relationship between labour productivity and performance based reward. *International Journal of Advanced Research in Management and social Sciences*, 9 (3), 10-23.
- Sharom, N. Q., & Abd Aziz, S. (2019, October). The Relationship between Person-Environment Fit, Employee Attitudes and Outcomes. In *e-PROCEEDINGS* (p. 461).
- Tse, H.H.M., Huang, X. & Lam, W. (2013). Why does transformational leadership matter for employee turnover? A multi-foci social exchange perspective. *The Leadership Quarterly*, 24(5), 763-776.
- Van Den Besselaar, P., & Sandström, U. (2016). Gender differences in research performance and its impact on careers: a longitudinal case study. *Scientometrics*, 106(1), 143-162.

Wachira, J. M. (2013). Relationship between employee engagement and commitment in Barclays bank of Kenya. *Unpublished Masters Theses UoN*.

Wahab, E., Goh, C. H., Shamsuddin, A., & Abdullah, N. H. (2014). The effect of perceived organizational support (POS) and affective commitment (AC) on employees' turnover intention: A study of Malaysian manufacturing company. *Social Sciences Research*, 545-552.

Wang, J. (2016). The Antecedents of Employee Engagement: a Comparative Analysis between Finland and Asia.