

AN INVESTIGATION OF FACTORS RESPONSIBLE FOR HIGH LABOUR TURNOVER WITHIN NIGHTCLUBS IN NAIROBI

Kioko Kaunda J.,

Post Graduate Student, University of Nairobi Kenya.

E-Mail of the Corresponding Author: kiokokaunda@gmail.com

ABSTRACT

Purpose of the Study: This study sought to understand the factors responsible for high labour turnover within nightclubs in Nairobi, by seeking answers to the following questions: Do wages and salaries in this sector influence the rate of labour turnover?, does employee perception of labour laws impact on labour turnover?, and finally, does discrimination (ethnicity and sex) impact on labour turnover within nightclubs in Nairobi?

Statement of the Problem: The trend in nightclubs has been that of workers seeming to be outwardly happy and motivated at their places of work, but before long they move anyway. Thus, the superficial impression one is likely to form about workers in this sector is that of a reasonably motivated and passionate workforce, but the irony is that a majority of them rarely hold on to their jobs for long.

Research Methodology: This was an exploratory study aimed at explaining the pattern of labour turnover in nightclubs in Nairobi. It aimed at illuminating and explaining the factors responsible for high labour turnover, their root causes, and why they possibly keep on recurring. The study design was cross-sectional, in that data from a cross-section of respondents randomly chosen to represent the larger population was gathered at the shortest time possible.

Result: Findings from the study revealed that employees frequently change or leave nightclub employment mainly because of pay related issues. The other contributing factors include workers stage in life and thus age levels, human resource management structures, employee level of education and employer's approach to human capital among others.

Conclusion: The study concluded that generally human capital does not seem to be highly valued in this sector, an indication that employee needs may not be sufficiently achieved, and hence the high labour turnover within the sector.

Recommendation: The study recommended that there was need to review most of the labour laws if they were to be applied equitably between the worker and the employer, the trade unions need to be more aggressive and committed to their covenant with the workers. Finally, there was need for the employers to change their attitudes towards their workers and probably seek to invest more wisely in human capital in order to get the expected return for their investment, while at the same time checking the rate of labour turnover in this sector.

Keywords: *Labour, Turnover, Nightclubs, Hotel, Restaurant, Nairobi, Kenya*

1.1 BACKGROUND OF THE STUDY

Nightclubs operate under the guidance of The Hotel and Restaurants Act, Liquor Licensing Act and Public Health Act Laws of Kenya. Most of them fall under the category of a restaurant as stipulated in the Act. A restaurant is described as any premise which conducts the business of supplying for reward any food or drink, but does not include a staff canteen and/or any other premises where drinks or food is supplied only to persons who reside at such premises. Nightclubs in Nairobi are licensed night entertainment venues where food and drinks are offered for sale. The venues are characterized by the presence of discotheques that attract a clientele of young adults and middle income earners. The industry has been growing over the years with more nightclubs and discotheques mushrooming all over the city of Nairobi and its environs. This has been necessitated by improved performance of Kenya's economy and restructuring of various sectors of the economy in the recent past. For instance, in the year 2004 there was remarkable creation of new employment opportunities in all economic activities, among them nightclubs (CBS, 2005).

This growth had earlier been foreseen by Yambo (1980) who pointed out that among the eight industries examined, the service industry registered the greatest increase in the number of jobs created in Kenya in the post-colonial period. Indeed, indicators of performance, on wage employment for the year 2005 revealed that the rate of job creation in the service industry has been on an upward trend, recording 2.2%, 2.6% and 3.6% in the year 2002, 2003 and 2004 respectively (CBS, 2005). In the same period, the hotel industry employed 151,400, 156,700, and 161,700 persons in the year 2002, 2003 and 2004 respectively, thus registering an average increase of 3.1% during the period (Economic Survey, 2005). This growth notwithstanding, the nightclub industry is characterized by frequent resignations and high labour turnover, an aspect that has been attributed to poor pay and unfavourable working conditions the world over. Nzuve (1999) attributes the high labour turnover to low pay and discontent with the terms and conditions of employment. He observes that the main reason that triggers staff movement out of an organization is dissatisfaction with the terms and conditions of service. Thus, when employees feel insufficiently remunerated in relation to the existing industry pay and wage standards, they tend to be persuaded to renounce their jobs and move to other organizations that provide better terms and pay perks.

This frequent movement of staff out of an organization can be a serious problem in terms of reputation, performance and profitability of the organization. However, a small degree of labour turnover may be desirable to an organization since it creates opportunities to introduce new ideas and expertise. This notwithstanding, persistent resignations and subsequent recruitment can be costly to an organization in terms of lost or delayed production, work interruptions, risk of accidents among inexperienced workers, and can also adversely affect efficiency and staff morale. Some of the reasons that make workers to leave nightclub employment include voluntary resignation (due to various reasons e.g. health, job offers, etc), dismissal (including redundancy), and retirement. Voluntary resignations reflect a situation whereby an employee willfully terminates his/her contract of employment with an organization due to various work related issues such as poor pay, discrimination at the work place, etc. Hence, the focus of this study was to investigate factors responsible for the frequent resignations and change of jobs among nightclub employees (mainly waiters and waitresses), which in most cases are not foreseen by the management and can therefore have a particularly disruptive effect on the flow of the entire business process.

1.2 PROBLEM STATEMENT

Although the actual costs are difficult to estimate, high labour turnover can be expensive. To get some indication of the costs, organizations can figure it out by adding up the most obvious expenses e.g. those of advertising, recruitment and training, together with the cost of associated management and supervisory time. Nevertheless, these costs represent only a small proportion of the total cost of frequent resignations and the subsequent recruitment if one has to consider the long-term profitability of the organization. The trend in nightclubs has been that of workers seeming to be outwardly happy and motivated at their places of work, but before long they move anyway. Thus, the superficial impression one is likely to form about workers in this sector is that of a reasonably motivated and passionate workforce, but the irony is that a majority of them rarely hold on to their jobs for long. This is distressing especially noting the fact that this sector is covered by two Trade Unions namely; Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals & Allied Workers (KUDHEHIA) & Kenya Union of Commercial Food & Allied Workers (KUCFAW).

The frequent resignations in nightclubs can be viewed as a pointer to problems within various labour relations arrangements (e.g. Collective Bargaining Agreements) arrived at between employers and trade unions. It can also be postulated that the nature and structure of these collective bargaining agreements is such that workers find it easy to leave nightclub employment rather than seek trade union representation or follow the laid down industrial relations procedures. Hence, this study aims at investigating trade union activity among other factors thought to be responsible for the frequent resignations. More specifically, this study sought to unearth explanations for the high mobility among the ever smiling and courteous but nevertheless, itinerant nightclub employees, by identifying the factors that keep them ever migrating and always changing jobs from one nightclub to another. Nevertheless, resignation and frequent employee migration in search of jobs is not peculiar to the hotel industry in Kenya only, but it has also been phenomenal the world over.

Consequently, this paper proposed to investigate factors responsible for this trend within nightclubs in Nairobi so as to understand the problem better and hence attempt to find some tenable solution. Furthermore, the factors responsible for labour turnover especially among Kenyan nightclubs has never been investigated and analyzed systematically. In fact North (1949) writing on African Labour Efficiency, reiterated that labour turnover has not been studied systematically in Kenya. A lot has however, been written on costs and implications of labour turnover in organizations, but there is as yet no universally accepted account or framework that explains why employees choose to leave employment. By pointing out that there is no accepted means of predicting the likelihood of workers deciding to leave in the future. Lee and Mitchell (1994), seems to support this assertion. Hence, this study proposed to investigate factors responsible for this phenomenon in order to understand the intricacies involved and possibly generate knowledge and ideas towards minimizing the rates of labour turnover in nightclubs in Nairobi.

1.3 RESEARCH QUESTIONS

- i. Do wages and salaries in this sector influence the rate of labour turnover?
- ii. Does employee perception of labour laws impact on labour turnover?
- iii. Does discrimination (ethnicity and sex) impact on labour turnover in nightclubs in Nairobi?
- iv. Does employee level of education impact on labour turnover?

1.4 RESEARCH OBJECTIVES

- i. Investigate how salaries and wages in this sector influence the rate of labour turnover.
- ii. Find out if employee perceptions of labour laws have an impact on labour turnover.
- iii. Investigate whether the existence or lack of discrimination (on the basis of sex and/or ethnic criteria) influence labour turnover in this sector.
- iv. Find out whether employee level of education has an impact on labour turnover.

2.0 LITERATURE REVIEW

2.1 Empirical Review

2.1.1 Wage Levels and Labour Turnover

Freund (1988), argued that if capitalism has a meaning, it is as a mode of production in which wage labour is generalized within productive labour and where wage workers have no alternative to wage labour for the procurement of the necessities of life. This essentially means that salaries and wages are central to any employment relationship, other terms and conditions of service notwithstanding. The centrality of wages in monetary terms is pronounced because individual needs are as diverse as there are people. But money harmonizes their needs in that it forms and remains the common denominator of trade and industry. The more of it one has, the greater the utility at his disposal and therefore the more value one can add to his life, i.e. all other related factors notwithstanding. Green (1966) attests to this by arguing that salary and wages have an impact on workers life styles.

Owuor (1974:44-45), studying the primacy of determinants of rural-urban migration in Kenya found that wage differentials were a major pull factor. Rempel (1981:94-96), found out that the pattern of rural-urban income differential has a distinct monetary advantage for rural residents in Africa who obtain urban employment. He further found out that the differential is positively related to the length of stay in town and the migrant level of education. The positive influence of income or wage differential on labour migration can be used to explain the propensity of workers to change jobs from one organization to another and hence labour turnover. Therefore the importance of salaries and wages as core determinants of labour turnover cannot be over emphasized.

Vogel (1968), in his study on economies of East Africa established that as wages increase so does labour stability. He also found out that the higher wage earning groups had a lower labour turnover than that of the lowest wage-earning groups. This is an indication that low wages are likely to increase the rate of labour turnover while high wages have a relatively stabilizing effect on labour turnover. Herzberg (1966) viewed salary and wages as one of the extrinsic factors that contributes to job dissatisfaction. He thus viewed wages as a push factor from organizations that pay poorly and as a pull factor to organizations that have better pay for their workers. More often than not, the main cause of voluntary resignations is attributed to poor pay. Green (1966), agrees with this in his research on Wage levels, Employment and Productivity, by pointing out that the higher the wage levels for any given number of employment opportunities, the greater the number of persons seeking to obtain those jobs.

Maxwell (2007), shared this view in his book "*Be a People Person: Effective Leadership through Effective Relationships*". He gave a list of the best ten ways to reward good work and gain approval, and on the top of the list was money. Others include; recognition, time off, a piece of the action (added responsibilities), assigning workers to tasks they enjoy doing, advancement, freedom, personal growth opportunities, staff get-together (special time together), and gifts (Maxwell,

2001:100). These are forms of reward that are likely not to be extended to nightclub employees hence the preference of high rates of labour turnover within nightclubs. He further argued that, when we reward a person with something that is meaningful to him, we are encouraging him as well as increasing his self-esteem and personal worth. According to him money talks; it tells an individual how valuable he is to whoever pays his salary. Almost everybody responds to praises and raises and therefore wage levels will evidently determine one's decision to change jobs and therefore the rates of labour turnover among nightclub employees. It is arguably possible that the higher the wages the lower the rates of labour turnover, while the lower the wages, the higher the rates of labour turnover. This study therefore, attempted to ascertain this relationship of wage levels and rate of labour turnover, among other factors in its scope.

2.1.2 Employee Perception of Labour Laws and Labour Turnover

Upon the establishment of the nightclubs, the employment relationship on the face of it, has no much difference from that in other sectors of Kenya's economy. The rights and obligations of the parties are similar to those that arise out of any employment relationship. Apart from the express terms and conditions of contract, there are the implied rights and obligations of the employer and employee. The implied duties of the employer include mutual respect, duty to provide work, remuneration when there is no work, to indemnify the worker etc. The implied obligations of the employee include fidelity to employer, obedience, good behaviour, confidence, etc. The terms and conditions of employment are governed mainly by four Acts of Parliament. The Employment and Regulation of Wages and Conditions of Employment Act Cap 229, make rules governing wages, housing, leave and rest, health and safety, the special position of the juveniles and women and termination of employment(Owiti, 1990). Cap 229 sets up a process through which wages and conditions of employment can be regulated by the Minister in-charge of /labour matters. The Factories Act Cap 514 deals with the health, safety and welfare of an employee who works in a factory.

The law allows both employees and employers to form associations for the purpose of organizing themselves and exercising their collective strength. The most important of such associations are Trade Unions. Whenever disputes arise, either among employees or employers, or between employees and employers, certain stipulated procedures are followed in seeking solutions. These procedures are provided for by the Trade Unions Act Cap 233 and Trade Disputes Act Cap 234. Unfortunately many employees are ignorant of these legal provisions and employers often take this advantage to exploit them. To achieve maximum profits, employers have tried to keep labour costs at a minimum level while placing exorbitant prices on their goods and services (Hajee, 1981). Reduction of labour costs means placing a ceiling on the wage levels of workers. We can arguably say that the Kenyan Labour Laws do not recognize the disequilibrium in terms of bargaining power between parties to an employment contract. The employee has always been on the receiving end largely because of his ignorance or total disinterest on what good there may be within the labour law. Thus the Law of contract has essentially been used by the employer as a tool of exploitation and profiteering to the detriment of the workers.

2.1.3 Discrimination at the work place and Labour Turnover

Cities are showcases of colourful ethnic contrasts, as well as the arenas of inter-group conflict. It should be noted that life in the city may shape the nature of ethnic experience. However, ethnicity is not confined to the city, but the diversity of an urban population makes it particularly evident. Of central concern are the concepts of ethnicity, ethnic group, and minority group. Stated simply

ethnicity refers to a duality of experience based upon attachment to a culturally distinguishable group (ethnic group), that is contained along with other groups within a particular society. An ethnic group members share the sense of a distinctive origin and experience. The term minority group identifies a group whose members share a subordinate political position marked by some disadvantage and degree of powerlessness, as well as some conscious conception of themselves as a distinct group.

Skinner (1975) refers to an ethnic group as a socio-cultural entities which, while inhabiting the same state, or economic area, consider themselves biologically, culturally, linguistically, or socially distinct from each other and most often view their relations in actual or potential antagonistic terms. A minority group may or may not be an ethnic group. Examples of minority groups in Kenya include; women in leadership positions, persons with disabilities, pastoralists, among others. Thus it may not be assumed that an ethnic group is typically a minority group. In fact some ethnic groups are majority groups but the important point is that ethnicity is a concept altogether independent of inter-group conflict or power relations. Ethnicity cannot exist in isolation (Cohen, 1981). That is, this form of group's self-awareness comes about as a result of contact between two or more groups. The term ethnicity is usually reserved for instances in which the groups interact within the borders of a common society.

Ethnicity is more felt in organizations and institutions than generally out in the market place. The term carries with itself a connotation of discrimination and seclusion. It can be applied for unequal allocation of resources (opportunities, rewards, wage-levels etc.) by a majority ethnic group in an organization or a dominant small ethnic group against the others. The discrimination involves limiting the access to rewards and opportunities to some ethnic groups while making them freely accessible only to those members that belong to the privileged ethnic group in the organization. Discrimination is justified by a wide spread belief in inferiority, unworthiness and threat of domination by some members of particular ethnic groups. These groups may be perceived more or less to possess certain characteristics such as laziness, craftiness, dishonesty, or disloyalty, which is used to justify the unequal treatment. Thus the inter-group relations will be characterized by prejudice, which provides the justification of discrimination. This breeds acrimony among workers and increased job dissatisfaction and more often than not, leads to resignations, sackings and frustrations that translate to de-hiring and thus, has an impact on labour turnover.

Nightclubs are entertainment venues that mainly operate at night. Sex matters cannot be totally overlooked in the world of entertainment showbiz, and hence the reason to examine sex related inequalities among nightclub workers. In spite of debates and programmes on gender awareness and sensitization, there continues to be considerable public indifference to the low level of women participation in Kenya's labour markets. Male-female variations in human capital investment are themselves largely a function of discrimination right from the family level to the organization. Concerning Sex inequalities, Yambo (1980) observes that the attitudes which have confined girls and women to the home as opposed to the labour market, have also, until lately, denied them equal access to education and training and thus rendered them less mobile socially and economically. Consequently therefore, it can be argued that the female gender has always been disadvantaged in almost all spheres of the society.

2.1.4 Levels of Education and Skill

Anderson (1982) observes that education implies the accumulation of human capital, and just like any capital stock, the more human capital formation that takes place, the higher the productivity

of workers. Higher level of education and training has always been attributed to competitiveness in terms of demand and employability in the labour market. Although problems of high unemployment may persist and in some cases institutional barriers to upward mobility may be quite strong, in most places people with high levels of education and scarce technical skills have a competitive advantage over those with lower levels of education and training (Carmel, 1982). There exists two dominant views about the relationship between education and work and each of these views is embedded in a larger framework of assumptions about the role of school in servicing society (Henry, 1980). The first consists of a philosophic view that derives from the notion that education represents a mechanism of social growth. The second represents a more instrumental view that education is a device for increasing social efficiency.

In education for social efficiency the schools exist as part of a broad system of socialization that is designed to create adults who are competent in satisfying the demands that society places on its adult members. In general, the objective of socialization is to produce competent people, as defined by the particular society. It aims to develop a person who can take care of himself, support others, conceive and raise children, vote, fill an application form, etc. (Inkeles, 1966:265). Both views agree on the fact that education is meant to prepare people to face challenges of life. People thus invest in education and training so as to increase their competitiveness in all spheres of life. This is reflected in the labour market in that labour force participation rates in most countries positively relate to educational attainment.

Skills that are costly to acquire in terms of money and other resources will tend to command higher earnings. Employers will therefore tend to hire better educated workers for higher wages in relation to the less educated employees. Employers will also easily hire them for complex jobs that involve initiative and drive and the less educated workers for all other jobs. Thus, there is a tendency to lean heavily on education qualifications as an index of certain personal characteristics. Education credentials also act as surrogates for qualities which the employer regards as important because they predict a higher level of performance. As is the practice in many nations, employment policies of many companies and firms are based on investment on high cost labour force which in most cases is attributed to the highly educated and better trained cadre of workers.

Labour turnover rates can also be higher among individuals with low level education and training than those highly educated and possess special skills. This is due to the fact that their supply exceeds their demand and therefore their price in the market can be very low, if market forces are anything to go by. Majority of them therefore can be assumed to be dissatisfied with their low wages and thereby can be easily persuaded by a small wage difference when offered a job elsewhere. This is likely to be the scenario among nightclub workers majority of whom, are believed to be secondary school leavers. On the other hand, we can argue that employers value workers with high levels of education and specialized skills because of their productivity and therefore go out of their way to retain them as is the case with blue chip companies. Individuals with low levels of education and training are easily replaceable and thus rates of labour turnover among them can be higher than that of the highly educated workers.

2.2 Theoretical Framework

2.2.1 Herzberg Two Factor Theory

Herzberg (1966) in his two factor theory, reinforced the Freudian theory that human beings have two basic needs; the need to avoid pain and survive and the need to grow, develop and learn. He proposed that the primary determinants of an employee's satisfaction are factors intrinsic to the

work that they do. He called these factors “motivators” and they include the work itself, recognition, achievement, possibility of growth and advancement. These factors are concerned with the job itself rather than its surrounding physical, administrative or social environment. He argues that if the worker is truly motivated, the job itself will be the major source of motivation and therefore enough reason to stay much longer with the organization. In other words, Herzberg emphasizes the importance of matching people with jobs.

Nzuve (1997) agrees with Herzberg by arguing that when people are placed in jobs which they are not suited or qualified for or had not expected the result is dissatisfaction. This will act as a catalyst for them to leave and seek alternative jobs which they hope will sufficiently meet their needs and thus impact on labour turnover. Herzberg indicates that these factors do not serve to promote job satisfaction rather their absence or presence can create dissatisfaction. Nevertheless, the presence of hygiene factors can serve to eliminate dissatisfaction. According to the theory, a relationship exists between the overall nature of a job and employee satisfaction it is therefore important for organizations to have explicit strategies for dealing with differences among workers when designing jobs and assigning people to them. This is because matching people to jobs has an impact on job satisfaction and therefore an influence on labour turnover. The theory stimulated a great deal of empirical research, some of which was designed to test the conceptual validity of the theory and some of which assessed the usefulness of the implications of the theory for redesigning jobs. Nzuve (1999), argues that motivation, that is, the process that energizes, directs and sustains behaviour, is key to staff retention and significantly checks labour turnover. Therefore, Herzberg’s two factor theory can be used sufficiently to hypothesize and explain the factors responsible for high rates of labour turnover among nightclub employees.

2.2.2 Maslow’s Needs Theory

Abraham Maslow (1954) in his work *Motivation and Personality* developed a theory where he hypothesized an order in which human needs arrange themselves. He is known for establishing the theory of a hierarchy of needs, writing that human beings are motivated by unsatisfied needs, and that certain lower needs, need to be satisfied before higher needs can be satisfied. Maslow's felt that people are basically trustworthy, self-protecting, and self-governing. Humans tend toward growth and love. Although there is a continuous cycle of social conflict, he believed that violence and other social evils occur when human needs are thwarted. According to him, there are general types of needs (physiological, safety, love, and esteem) that must be satisfied before a person can act unselfishly. He called these needs "deficiency needs." As long as we are motivated to satisfy these cravings, we are moving towards growth, toward self-actualization. This theory can be used therefore to explain why nightclub employees have the tendency of changing jobs from nightclub to another, hence the high rates of labour turnover within nightclubs in Nairobi.

Safety needs emerges when the physiological needs are relatively well gratified. They are the needs for stability, security, dependence, law and order. Attempts to seek safety and stability in the world are seen in the common preference for familiar rather than unfamiliar, or the known rather than the unknown. For instance, there is tendency for employees to fear renouncing their unsatisfying jobs before finding another. Others have the phobia of job security in their new organization in case they quit their current one. All those are instances of security and stability factors that trigger human behaviour especially at the work place and thus impact on general organizational productivity as well as labour turnover. Love and belongingness are next on the ladder. Humans have a desire to belong to groups: clubs, work groups, religious groups, family, gangs, etc. We need to feel loved (non-sexual) by others, to be accepted by others. Performers appreciate applause.

We need to be appreciated. Beer commercials, often show how sharing beer makes good ambience for friendship and companionship.

In summary, these theories attempt to explain why nightclub employees tend to move in and out of the organization in the hope of getting better and favourable jobs. Thus, according to them, employee needs and expectations has an impact on job design and satisfaction and thus plays a role on labour turnover. This situation can be exemplified by the lack of opportunities for employee advancement and development as described by Herzberg, unfulfilled employee needs according to Maslow, that may eventually increase job dissatisfaction and hence workers decision to leave nightclub employment and hence high rates of labour turnover in the sector. Therefore, Maslow's Needs Theory brought out in the best way possible the basic motive (individual needs) that trigger nightclub employees in and out of organizations and thus contribute to high rates of labour turnover. To complement these two theories we examined briefly the social exchange theory and its centrality to social action and human behaviour especially how it can be used to explain the high rates of labour turnover among nightclub employees.

2.2.3 Social Exchange Theory

Sociologists and political scientists have tried to build theories around the idea that all action is fundamentally 'rational' in character and that people calculate the likely costs and benefits of any action before deciding what to do. This approach to theory is known as rational choice theory, and its application to social interaction takes the form of exchange theory. The fact that people act rationally has, of course, been recognized by many early sociologists such as Max Weber (1920), Bronislaw Malinowski (1922), Marcel Mauss (1925) and Talcott Parsons (1937). A pioneering figure in establishing rational choice theory in sociology was George Homans, who set out a basic framework of exchange theory, which he grounded in assumptions drawn from behaviourist psychology. Others include Blau (1964); Coleman (1973) ;Cook (1977) who extended and enlarged his framework, and helped to develop more formal, mathematical models of rational action.

Nightclub workers will therefore weigh the costs of attaining their objectives in one nightclub in relation to another and thus decide on whether to move or stay on employment thereby impacting on labour turnover. Individual needs always come first before organizational goals according to Maslow, and nightclub workers will rationally make decisions that are likely to enable them to take jobs in organizations that in exchange promote both motivators and hygiene factors according to Herzberg. Thus nightclub workers are likely to continuously change jobs from nightclub to nightclub, in search for that which provides better value in exchange for their labour input, hence influencing labour turnover in the sector. Rational choice theories hold that individuals must anticipate the outcomes of alternative courses of action and calculate that which will be best for them. Rational individuals choose the alternative that is likely to give them the greatest satisfaction (Coleman, 1973).

Trade Union plays a key role in harmonizing the exchange process in employment. Their effectiveness determines the level of satisfaction of the nightclub workers and therefore their propensity to disregard the trade unions and the collective bargaining agreements thereof, in order to pursue what is more rewarding to them. These in most cases come in the form of resignations and change of jobs and hence have an impact on labour turnover. Nightclubs on the other hand, seek to engage labour force that will give them the maximum return for their investment and will consequently not hesitate to replace the unproductive worker with a much more efficient and

productive ones and thereby influence labour turnover. Therefore, according to Maslow, Herzberg and Horman (social exchange theorist), the nightclub worker and the organization both impact on labour turnover in one way or the other.

2.3 CONCEPTUAL FRAMEWORK

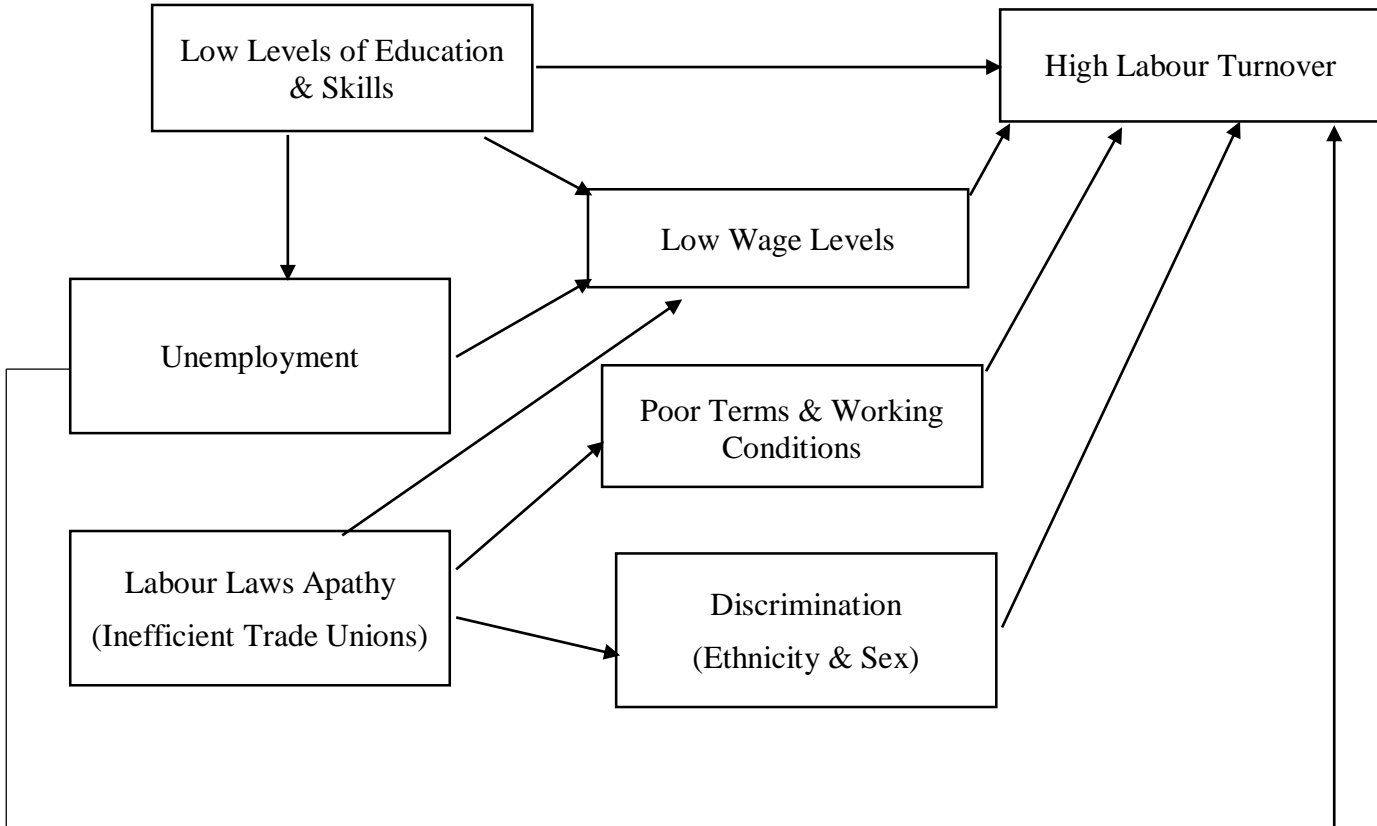


Figure 1: Conceptual Framework

3.0 RESEARCH METHODOLOGY

The study was carried out in Nairobi. This area was purposively selected due to its high concentration of nightclubs and its proximity to the researcher, which reduced the cost of the research. From the data obtained from the Liquor Licensing Board Nairobi Province, there were 69 licensed nightclubs within the city. This was an exploratory study aimed at explaining the pattern of labour turnover in nightclubs in Nairobi. It aimed at illuminating and explaining the factors responsible for high labour turnover, their root causes, and why they possibly keep on recurring. The study design was cross-sectional, in that data from a cross-section of respondents randomly chosen to represent the larger population was gathered at the shortest time possible. This study combined probability and non-probability sampling. In selecting the nightclub as the study unit as opposed to other units (e.g. hotels) in the leisure sector, the researcher used purposive or judgmental sampling which is a non-probability sampling procedure. The survey population in this study comprised of nightclub workers in Nairobi. The researcher obtained a list of licensed nightclubs in Nairobi from the Liquor Licensing Board, Nairobi. This formed the sampling frame

for the study and from a target of 69 nightclubs a sample size of 32 nightclubs was randomly drawn. The nightclubs were stratified into 7 categories representing the 7 divisions of Nairobi. In order to ensure that the sample was representative of the population, proportionate random sampling was employed. The unit of analysis was nightclubs and the nightclub employee was the unit of observation. Nightclub employee as cited elsewhere includes but is not limited to waiters and waitresses. The researcher relied on both primary and secondary data. Primary data were obtained using structured interview schedules for the key informants and questionnaires for the primary respondents.

4.0 DATA PRESENTATION AND ANALYSIS

4.1 The Trend of Labour Turnover

The researcher found out that all respondents interviewed had changed jobs at least once or twice over the last 4 years before joining the current nightclub. The study established that 78% of the respondents were past employees of different nightclubs within the city. The rate of labour turnover based on the number of separation during the year expressed as a percentage of the average number of employees in the same period was estimated as ranging from 15.6% to 37.5% within the nightclubs in Nairobi.

Table 1: Respondents Employment History

Industry	No. of companies worked for in the last 4 years before joining the current nightclub				Total
	One	Two	Three	More than Three	
Night Clubs	3	33	15	24	75
Others	15	3	0	3	21
Total	18	36	15	27	96

The results in Table 1 indicates that only 18(18.8%) respondents had worked in 1 nightclub before their current one, 36(37.5%) had worked in 2 nightclubs, 15(15.6%) had worked in 3 nightclubs, and 27(28.1%) had worked in more than 3 nightclubs. This shows that majority of the nightclub workers had worked for more than 2 nightclubs previously and therefore had a tendency of changing jobs predominantly within nightclubs. This tendency can be explained by the exposure and experience that they had so far gained in the sector. Borrowing from Maslow's Needs Theory, one can arguably say that this frequency is caused by the failure of the nightclubs management to sufficiently meet the needs of the workers as well as the possibility of emergence of higher needs. According to majority of the workers (53%), they were driven to change jobs mainly by low pay. Again, out of the 96 respondents interviewed 75(78.1%) of them were previously working in a nightclub before their current employment. Only 21(21.9%) of the total respondents were previously working in other sectors such as manufacturing sector. Those joining from other sectors were attracted by better motivators and hygiene factors (e.g. growth and pay respectively) according to Herzberg's two factor theory. They argued that nightclubs provide avenues and opportunities (eg. tips, and bonuses) not previously available in their former employment.

Table 2: Previous Duration of Employment

Duration of Employment	Frequency	Percentage
Below 1 year.	30	31.3
1 – 1.5 years	33	34.4
1.5 – 2 years	12	12.5
2 - 2.5 years	15	15.6
Above 2.5 years	6	6.2
Total	96	100

The results in Table 2 show the period of employment of the respondents in their previous nightclubs. 63(65.7%) of the respondents served for less than one and a half years in their previous employment, with 30(47%) of the 63 respondents working for less than one year. Thus, the brief duration of employment by majority of the respondents, is a reflection of high labour turnover among nightclub employees in this sector.

Table 3: Current Duration of Employment

Duration of Employment	Frequency	Percentage
Below 1 year.	30	31.3
1 – 1.5 years	36	37.5
1.5 – 2 years	21	21.9
2 - 2.5 years	6	6.2
Above 2.5 years	3	3.1
Total	96	100

Results presented in Table 3 shows the current duration of employment of the respondents. There is a small shift from the observed trend in table 2 above, in that there was only 66(68.8%) of the total respondents who had served for less than one and a half years. Out of those 66, 30(45%) of them had served for less than one year, an indication of relatively high labour turnover within nightclubs in Nairobi. This can arguably be as a result of various factors such as unfulfilled needs, perceived unequal exchange between the nightclub worker and the employer, new and higher emerging needs, opportunities (e.g. better pay), as well as general economic growth and costs of living that presented financial challenges to the worker in this sector.

4.2 Factors Responsible for Labour Turnover

The study sought to find out whether wages and salaries in this sector had an impact on the rate of labour turnover. When asked to gauge their salary in relation to their colleagues in other nightclubs, 54% of the respondents observed that it was low, 34% said it was at the same level, while 12 % said it was slightly above the rest. Thus, majority had the general perception that their wages were lower than their colleagues in the sector.

Table 4: Previous Salary by Current Salary Levels

CURRENT SALARY	PREVIOUS SALARY				Total
	Below 5,000/=	5,000 - 10,000/=	11,000 - 15,000/=	Above 15,000/=	
Below 5,000/=	18	3			21
5,000 - 10,000/=	21	24	3	3	51
11,000-15,000/=		3	6	3	12
Above 15,000/=		3	3	6	12
TOTAL	39	33	12	12	96

Table 4 shows that of the 96 respondents 39(40.6%) earned less than Kshs. 5,000/- per month from their previous employers. 33(34.4%) of the respondents earned between Kshs. 5,000/= and 10,000/=, 12(12.5%) of them earned between Kshs. 11,000/= and 15,000/= and 12(12.5%) earned above Kshs. 15,000/=. In the current employment, those who were previously earning below Kshs. 5,000/= reduced from 39(40.6%) to 21(21.9%), those previously earning between Kshs. 5,000/= to 10,000/= increased from 33(34.4%) to 51(53.1%). There was no change in percentage for those earning between Kshs. 11,000/= and 15,000/= as well as those earning above 15,000/=. The data shows a movement of nightclub workers previously earning less to other nightclubs where the wage levels are relatively higher. From the data therefore, it can be argued that wage levels are key determinants of labour turnover in nightclubs. This is an indication that there is a relationship between salary levels and the decision to change jobs among nightclub workers. This is in line with Freund (1988), who argued that salaries and wages are central to any employment relationship and therefore can influence the rates of labour turnover. We can therefore argue that wage levels are major push and pull factors in the labour market and therefore a great influence to rates of labour turnover among nightclub employees. Thus, the lower the wages the higher the likelihood of high rates of labour turnover and vice versa.

This finding also alludes to the argument by Vogel (1968), who established that as wages increase so does labour stability. He also found out that the higher wage earning groups had a lower labour turnover than that of the lowest wage-earning groups. This is in line with the findings as there was no change in percentage for those earning between Kshs. 11,000/= and 15,000/= as well as those earning above 15,000/= an indication that those earning high salaries did not have the tendency of frequently changing jobs. Therefore, we can arguably say that the key motivator of human behaviour is his potent needs. Remunerations is among the key factors that enable or impede individual efforts to satisfy these needs, factors that make him choose to stay or leave employment in search for better jobs thereby impacting on labour turnover. The employer or the organization plays a role in this through its policies and attitude towards its employee as seen in the theories of McGregor (1957), Argyris (1957) and Herzberg (1966). Thus employees will be persuaded to continually search for jobs that pays much better in order to meet their needs and therefore impact on labour turnover.

The employee is a key stake holder in labour turnover phenomenon. His potent needs at any given time are greatly influenced by his capabilities to satisfy them in terms of his position in the organization plus his level of education and skill, and therefore his marketability. Thus, one's level of education and expertise determines his position within the organization and also his competitiveness within the labour market. In this regard, the employee's level of education and skill was examined in relation to its impact on labour turnover. From the 51 respondents of those earning between Kshs 5,000/= and 10,000/=: 39 (76%) of them were college graduates. In addition, out of the 12 respondents earning above Kshs. 15,000/= 9(75%) were also college graduates. This is an indication that those with higher education earn relatively better salaries than their colleagues.

Table 5: Education by Migration Status Cross-Tabulation

Education	No. of Companies Worked in last 4 years before the current nightclub.				Total
	One	Two	Three	More than Three	
Primary	3(3.1%)				3(3.1%)
Secondary		15(15.6%)	6(6.2%)	12(12.5%)	33(34.3%)
College	15(15.6%)	21(22%)	9(9.4%)	15(15.6%)	60(62.6%)
Total	18(18.7%)	36(37.6%)	15(15.6%)	27(28.1%)	96(100%)

The results in Table 5 show that a majority of those who changed jobs more than thrice in a period of 4 years, were those with college education (i.e. 15 or 56% of 27 respondents). This is also evident in the other migration status categories. Another notable shift is evident from previous nightclubs especially among those who had attained secondary education, in that 6 out of 18 that were initially earning below Kshs. 5,000/= moved to the category of those earning between Kshs. 5,000/= - Kshs. 10,000/=: while 12(67%) out of 18 of those who had attained college education moved to the same category. There was no change for respondent who had primary education, an indication that a relationship exists between employee levels of education and labour turnover.

The study further conducted a cross tabulation between previous Salary and Level of Education and the findings revealed that education level appeared to determine the salary scale to some extent as well as a contributing factor to labour turnover within nightclubs in Nairobi. This alludes to the argument by Mark (1974) that better and highly educated workers will always have a better remuneration than their lower educated counterparts because they have a better bargaining power in the labour market. The economic explanation is that better educated workers earn more because they are more resourceful and productive due to their knowledge and skill. Employers will therefore tend to hire better educated workers for higher wages in relation to the less educated employees. Employers will also easily hire them for complex jobs that involve initiative and drive and the less educated workers for all other jobs. Thus, this frequent change of jobs and hence cause of high labour turnover in nightclubs, can be explained by the competitive advantage in terms of education, that some nightclub employees have over others.

Notably also was the absence of university graduates among the nightclub employees. Arguably, we can say that this is because nightclubs may tend to prefer less educated employees due to their tendency to pay lower wages which graduates may not be willing to take. Therefore, just like Vogel (1968) pointed out, there is a tendency for those with relatively high levels of education and training to have higher rates of labour turnover than their less educated counterparts. This is

because 12 (66%) out of the 18 respondents with college education and previously earning below Kshs. 5,000/= changed jobs, to nightclubs where they are currently earning between Kshs. 5,000/= to 10,000/=. This is in comparison to respondents with secondary level education in the same categories, whereby only 6(33%) out of 18 changed jobs.

Apparently, another critical aspect that came out from the study is the age factor of the employees in relation to the rate of labour turnover. Table 6 below shows a cross-tabulation between age and period of employment.

Table 6: Age by Previous Duration of Employment

Age	No. of Companies Worked in last 4 years before the current nightclub.					Total
	Below 1 yr	1 - 1.5yr	1 .5 -2 y rs	2 - 2.5yrs	Above 2.5yrs	
20 - 29yrs	27(28.2%)	6(6.2%)		3(3.1%)	9(9.5%)	45(47%)
30 - 39yrs	3(3.1%)	6(6.2%)	6(6.2%)	12(12.4%)	18(18.9%)	45(46.8%)
40 - 49yrs					6(6.2%)	6(6.2%)
Total	30(31.3%)	12(12.4%)	6(6.2%)	15(15.5%)	33(34.6%)	96(100%)

Table 6 shows that an employee’s stage in life can also affect one’s stability in a job. According to Nzuve (1997), older and married employees who have been with an organization for a long time can be more stable because of their family responsibilities while the young and unmarried can be very mobile. Table 6 above depicts this whereby those aged between 20-29 years, are the majority among the employees who had served for less than one and a half years in their previous nightclubs. The data also shows that those aged above 29 years had stayed for longer periods in their employments. For instance, 30(66%) out of 45 among those aged between 30 and 39 years had stayed in both their previous employment for a period of more than 2 years. Specifically, those aged between 40 and 49 years had stayed in their previous nightclub employment for periods of over two and a half years.

Table 7: Age by Migration Status

Age	No. of Companies Worked in last 4 years before the current nightclub.				Total
	One	Two	Three	More than Three	
20 - 29yrs	6(6.2%)	18(18.8%)	9(9.4%)	12(12.5%)	45(46.9%)
30 - 39yrs	12(12.5%)	18(18.8%)	6(6.2%)	9(9.4%)	45(46.9%)
40 - 49yrs			6(6.2%)		6(6.2%)
Total	18(18.7%)	12(12.4%)	21(21.8%)	21(21.9%)	96(100%)

Table 7 shows that 12 (57%) out of the 21 respondents who changed jobs for more than three times in a period of 4 years before their current nightclub were aged between 20 and 29years. This is in comparison with others in different age brackets. Overall, 78(81.3%) of the respondents changed jobs at least twice in period of 4 years, prior to their current nightclub hence recording an average of 2 years in one nightclub. The findings seem to indicate a relationship between age and labour

turnover. The essence is to establish possible causes of high labour turnover within nightclubs in Nairobi, and while the younger nightclub workers tend to change jobs more frequently the older nightclub worker is more complacent and hence less mobile. Age therefore seems to determine the duration one stays in nightclub employment, and consequently the frequency of changing jobs among the respondents. This can be attributed to various factors such as maturity and other social responsibilities that both the young and the older nightclub workers have among others.

It can also be argued that the younger the nightclub worker the less inexperienced in the market and the higher the temptation to explore what other nightclubs have to offer. As a result this is likely to lead to high rates of labour turnover among this category of nightclub employees. Again this can be explained by the dynamic nature of the industry and as such the increasing demand for new skills, innovativeness and adaptability to changing customer demands which the older nightclub worker may be a bit slow to respond to. As a result, the older nightclub worker is likely to be hesitant in changing jobs unless it is extremely important for them to do so. This may not be the case for the younger and more energetic nightclub employee.

Additionally, the study sought to examine how various forms of discrimination at the work place impact on labour turnover. The focus was mainly on whether nightclub employees considered ethnicity and sexual biases as key determinant in their decision to change jobs. In spite of the rich ethnic mix within the city, majority of respondents (78%) observed that discrimination along sex and ethnic lines was not as serious as to warrant one to change jobs. A cross tabulation of sex and duration of employment was carried out to establish whether there was a relationship between sex and labour turnover.

The study further found out that, of the 63 male respondents interviewed 33(52.4%) of them had served in their previous employment for a period of 2 years or less. The remaining 30(47.6%) had served for a period of more than two years. The results show a slightly different trend for the female, whereby 15(45.5%) out of 33 served in their previous nightclubs for a period of two years or less. The remaining 18(55.5%) served their previous nightclubs for a period of two years and above. Thus the rate of labour turnover among the female employees seems to be lower in comparison to their male counterparts.

In their current nightclubs however, there is a slight shift whereby 36(57.1%) out of the 63 male respondents had served for a period of 2 years and below, while the remaining 27(42.9%) having served for a period of more than two years. Similarly, there was small drift on the female respondents in their current nightclubs. Out of the 33 female respondents, 18(55.5%) had served their current nightclubs for a period of two years and below, while 15(45.5%) of them had served for a period of two years and above. This shows an almost a balanced trend for the male respondents in terms of period of service in one station. The trend for the female respondents changed showing a tendency to serve for lesser periods just like their male counterparts. However, when asked the question 'between men and women, who have left employment in large numbers?' 50% said 'Women', 15% said 'Men', and 25% said 'Balanced' while 10% were undecided. Therefore, the majority felt that female employees left employment in large numbers than men. Some of the reasons given were issues related to family (child bearing), and marriage among others.

The study attempted to measure discrimination as perceived by the respondents in terms of sex and ethnicity. Among the questioned asked was whether access to benefits and growth

opportunities in the nightclub were determined by ethnicity and/or sex. The following Frequency table shows the answers as provided by the respondents.

Table 8: Respondents Perception of Discrimination (Ethnicity) as Cause for Labour Turnover

Is access to opportunities determined by one's tribe (ethnicity)?	Frequency	Percentage
Yes	18	18.8
No	75	78.1
Others	3	3.1
Total	96	100

Table 8 shows that only 18(18.8%) out of 96 respondents felt that there was some discrimination in terms of ethnicity. On the other hand 75(78.1%) of the respondents felt that there was no inequalities along ethnic lines, that could necessitate change of jobs among nightclub employees.

The study also found that 24(25%) out of 96 respondents felt that there was some form of discrimination in that both men and women were not treated equally. However, 63(65.6%) of the respondents felt that both men and women are treated equally in all respects. Therefore, discrimination on sexual basis was not a key factor that could necessitate change of jobs among nightclub employees. Only a small number of the respondents (less than 9%) remained noncommittal on the issue. Therefore, the results indicated a weak relationship between labour turnover and discrimination along sex and ethnic lines within the nightclubs in Nairobi. The above findings negate results of The Commission for Racial Equality (1991) carried out in UK, which reported that, equal opportunity policies are rare and the better paid, higher status and more skilled jobs within the hotel sector continue to be held largely by men. It further suggested that there were major, structural shortcomings in recruitment practices and that racial discrimination was a significant problem. The report further offers evidence of lower salaries for female graduate workers in the leisure industry (HTF, 1998). The findings however shows that the case of discrimination along ethnicity and sex in allocation and access to opportunities within nightclubs in Nairobi, is not perceived to be prevalent and therefore may not be a strong determinant of labour turnover among nightclub employees.

Table 9: Religious Affiliation and Labour Turnover

How likely can faith and religion make one change jobs?	Frequency	Percentage
Very likely	9	9.4
Likely	9	9.4
Not likely	45	46.9
Not very likely	33	34.4
Total	96	100

Table 9 indicates that only 18.8% of the respondents felt that issues of faith and religion can have an impact on high labour turnover among nightclub employees. Almost half 46.9% of the respondents felt that issues of faith and religion are not likely to have an impact on labour turnover,

while 34.4% (33 respondents) felt very strongly that those issues are not likely to have an impact at all. This was explained in terms of the high unemployment rates and the fact that when one is looking for a job in nightclubs, issues of faith and religion usually do not count, since the job seeker already has an idea of how the work environment could be. Thus, faith and religion are not strong determinants of labour turnover among nightclub employees in Nairobi.

Labour laws essentially describe the rights and obligations of the parties involved in an employment relationship. For instance, the implied duties of the employer include mutual respect, duty to provide work, remuneration when there is no work, to indemnify the worker etc. The implied obligations of the employee include loyalty to employer, obedience, good behaviour, confidence, etc. During the study, there was an attempt to measure employee's perception of labour laws and understanding of their rights and obligations in order to establish whether it had an impact on labour turnover within nightclubs in Nairobi.

Regarding labour laws, 3.1% (3) of the respondents interviewed reported that they know some labour laws, while 96.9% (93) did not know any labour laws. However, the study found out that the respondents knew some of their rights and obligations as employees. 63 (65.6%) of the respondents knew their rights (e.g. right to rest days, leave, salary etc) as employee and that only 33 (34.4%) did not know their rights as employees. Therefore, we can arguably conclude that their ignorance of Labour Laws and their rights contribute to some extent to their frequent change of jobs. Some nightclub employees (9.2%) explained that they had to abscond and hence find employment elsewhere after being threatened to be surcharged for lost un-declared customer properties. While majority (80%) agreed that signing of a service contract was important, 18% of the respondents felt that it was not important or were scared of demanding a written contract in fear of losing their jobs. For some (36%), joining a trade union was prohibited by the employer and as such they would comply, take whatever remuneration and leave eventually when they find a better job hence impacting on labour turnover.

Table 10: Perception of Labour Laws by Migration Status

Perception of Labour Laws	No. of times changed jobs in the last 4 years before joining the current nightclub.				Total
	One	Two	Three	More than Three	
Some				3(3.1%)	3(3.1%)
None	18(18.75%)	36(37.5%)	15(15.65)	24(25%)	93(96.9%)
Total	18(18.75%)	36(37.5%)	15(15.65)	27(28.1%)	96(100%)

This notwithstanding, employee perception of labour laws as shown above, by itself may not be a very strong cause of high labour turnover within nightclubs. This is because Kenyan labour laws do not recognize the disequilibrium in terms of bargaining power between parties to an employment contract (Haijee, 1981). Mutunga (1980) observes that legal relations are fundamentally derived from economic relations. He further argues that the law of contracts treats unequal as equals, and although the Kenyan law has tried to mitigate this, the fundamental principle still remains, the worker is disadvantaged economically in relation to his employer. Thus given this imbalance, employee perception of the law may still not impact greatly on their decision to change jobs.

When asked to give some of the reasons that would make them take another job elsewhere, a majority (53.1%) of the respondents singled out poor wages as the main consideration that would make them change jobs. 9.4% of the total respondents identified lack of incentives and benefits while 37.5% pointed out poor working conditions among others. Other factors identified by the respondents include, harassment (18%), lack of growth opportunities (24%), long working hours (75%), lack of sufficient rest days (9.3%), and likelihood of getting tips. The findings concurs with Herzberg’s two factor theory as well as Maslow’s Needs theory, in that the nightclub workers identified various needs peculiar to each that would make them leave nightclub employment, hence impacting on labour turnover. The underlying factor was remuneration and therefore the net income to the employee in relation to the cost of living.

4.3 Other Factors Responsible For Labour Turnover

When asked to name other aspects that they thought contributed to high labour turnover within nightclubs, the key informants gave a variety of explanations as presented in Figure 2.

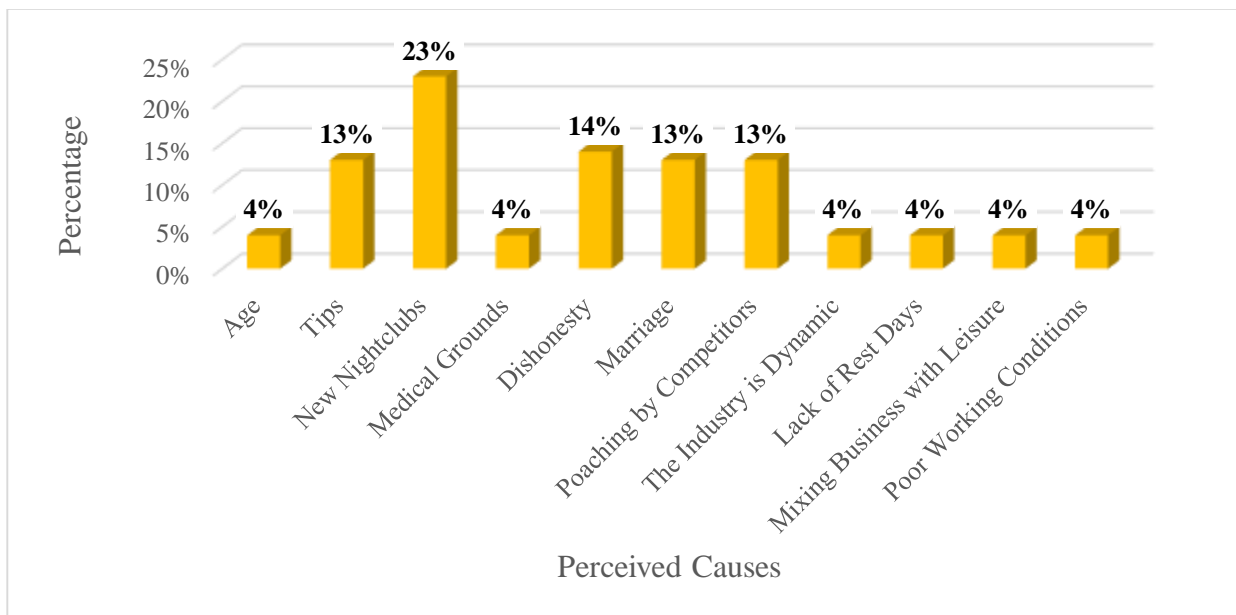


Figure 2: Percentage Distribution of the Perceived Causes of High Labour Turnover

A significant portion of the key informants (23%) named new and upcoming nightclubs as the main cause of high labour turnover within nightclubs in Nairobi as they attract new customers and seek experienced staff in order to make an impact in the market that is already overcrowded and competitive. In relation to this, 13% thus identified poaching by competitors as another cause of high labour turnover within nightclubs in Nairobi. Poaching was treated in isolation because the key informants explained that some competitors would use the mechanism to get their opponents out of business.

Out of the 36 key informants 14% of them identified dishonesty (i.e. theft by servant, stealing from clients among others) by the nightclub employee, 13% named marriage especially for women (i.e. once married, female workers tend to abscond), while another 13% singled out tips from customers

(i.e. nightclub workers tend to change jobs to venues where customers are known to frequently and generously give tips) as the key causes of high labour turnover among nightclub employees. Figure 2 above also shows that 4% of the key informants identified age factor of the nightclub workers to be a main cause of high labour turnover within nightclubs. Similar percentages identified inadequate rest days, mixing business with leisure (i.e. drinking and/or engaging in leisure activities while on duty), poor working conditions, sickness and finally, dynamism of the industry to be a main cause of high labour turnover.

In summary therefore, and from the empirical data analyzed above, one can conclude that indeed, high labour turnover exists among nightclub employees and that the main causes vary according to the potent needs and aspirations of an individual worker. The nightclub employer plays a central role in this trend as he/she is the provider and determinant of the value and benefits that the nightclub employee can get in exchange for his/her labour input. Therefore, labour turnover among nightclub employees is arguably determined by the value of exchange for their services. This can be summarized in terms and conditions of employment, both economic and social (Robertson & Thomas, 1968). These terms and conditions of employment, in itself relates to more than just rates of wages or earnings measured in monetary terms or other payments, it is partly a function of what wages can buy, considering the cost of living, prevailing costs of commodities and services, as well as opportunities for individual social development. Considering all these, and notwithstanding the ability of the employer (nightclub) to meet the required human capital, the rate of labour turnover in this sector cannot be overemphasized.

5.0 CONCLUSIONS

Based on the findings the study concluded that

Labour relations mean very little in this sector and the worker is usually left to hop, step and jump from one nightclub to the other hoping to find some solace. This is because trade union activity is very minimal (only 6.3% trade union members) and knowledge of labour laws is very poor owing to the fact that 96.6% did not know any labour law by name. The sector has a weak or non-existence of well-developed, formalized personnel and industrial relations policies. The overall picture is one of ad hoc, informal human resource practice which pays scant regard to professional standards. This report underline the difficulties that face this sector in terms of recruitment without due regard to contract of service (78% of the respondents never signed a contract of service), inability to retaining workers in the face of perceived poor wages, poor working conditions, and poor career advancement opportunities among others, that lead to high labour turnover.

Generally, human capital does not seem to be highly valued in this sector, an indication that employee needs may not be sufficiently achieved, and hence the high labour turnover within the sector. This is showed especially when a majority of the key informants (66.7%) acknowledge that labour turnover is a problem and yet they choose to resign to the situation without taking any corrective and preventing measure, in spite of the eminent costs involved.

Wages that are not in tandem with costs of living in the city have contributed to the high labour turnover in the nightclubs. This was indirectly expressed by 71.9% of the respondents, who cited low wages as their main cause of frequent change of jobs. Thus, although the wage levels are within the gazetted basic monthly earnings, the key concern is on what wages can buy, considering the cost of living, prevailing costs of commodities and services, as well as opportunities for individual social development. Arguably therefore, when given a slightly better pay (or monetary

incentives), nightclub workers change jobs in the hope of meeting a particular need, for instant house rent, food, clothing, among others.

6.0 RECOMMENDATIONS

The study made the following recommendations:

Firstly, employers should invest in better wages in order to make the sector more profitable not only to themselves, but also increase the national gross domestic product (GDP) as well as improved living standard of the workers, while at the same time reduce the rate of labour turnover in the sector.

Secondly, Labour inspections should be conducted more frequently by the Ministry of Labour to monitor the implementation of Labour Laws. This is to ensure good working conditions, fair wages, proper human resource practices and other related terms and conditions of employment are observed in the sector, and hence contribute towards reducing the rate of labour turnover.

Third, The Ministry of Labour should also create awareness among the workers on their rights and the channels to be followed in case of disputes and abuse of the same. This measure will not only contain employers, but will also make nightclub workers aware of their obligations as employees and some of the benefits they could be missing by frequently changing jobs, thereby curtail their frequent job changing habits.

Fourth, the trade unions in this sector need to increase their activity within this sector in order to sensitize the workers on issues pertinent to their nightclub employment, as well as improve their bargaining powers with the employers. This will arguably lead to improved terms and conditions of service and hence reduce labour turnover among nightclub employees.

Fifth, there is need to review the current labour laws in order to cater sufficiently for the needs of all the parties involved in labour relations. This is because most of the existing labour laws are pro-employer and therefore leave the employee disadvantaged. Thus, even as we seek to create awareness on labour rights among nightclub workers, there is need to review certain laws (e.g. The Employment Act Cap 226, and Regulation of Wages and Conditions of Employment Act Cap 229,) in order to effectively cater for issues such as wage policies that cater for changing socio-economic conditions among others.

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xifirovM@scs.cmm. unt.edu.

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