ANTECEDENTS OF PERCEIVED EMPLOYEE ENGAGEMENT AND TURNOVER INTENTION IN THE BANKING SECTOR IN NAIROBI CITY COUNTY KENYA

EVERLYNE CHERUTO CHELANGAT

DOCTOR OF PHILOSOPHY

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Antecedents of Perceived Employee Engagement and Turnover Intention in the Banking Sector in Nairobi City County Kenya

Everlyne Cheruto Chelangat

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DECLARATION

This Thesis is my original work and has not been presented for a degree in any other University

Signature………………………. Date……………………...

Everlyne Cheruto Chelangat

This Thesis has been submitted for examination in its present form with our approval as University supervisors.

Signature …………………………. Date………………………

Dr. Susan Were

J KUAT, Kenya

Signature …………………………. Date………………………

Prof. Romanus Odhiambo

MUST, Kenya

DEDICATION

This thesis is wholeheartedly dedicated to the Almighty God. I give thanks and praise to God and express His earnest gratitude for allowing Him to continually discover Himself through good health, a sound, balance life, guidance, strength, power of mind, protection, skills and for giving me a healthy life to complete this study. All of these, I offer to you.

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LIST OF ACRONYMS AND ABBREVIATIONS

AC   Affective Commitment

BBK   Barclays Bank of Kenya

COOP   Cooperative Bank of Kenya

COR   Conservation of Resources theory

EC   Employee commitment

Equity   Equity Bank

JC   Job Characteristics

JCT   Job Characteristics Theory

KCB   Kenya Commercial Bank

LMX   Leader-Member Exchange

NBK   National Bank of Kenya

OST   Organisational Support Theory

POJ   Perceived Organisational Justice

POS   Perceived Organisational Support

PSS   Perceived Supervisor Support

SIT   Social Identity Theory

Stanchart   Standard Chartered Bank

TI   Turnover Intention

TOJ   Theory of Justice

TRA   Theory of Reasoned Action

VC   Value Congruence

DEFINITION OF TERMINOLOGIES

Employee commitment

Employee Commitment is belief in the 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)

Employee engagement

A positive fulfilling work-related state of mind characterized by vigour, dedication and absorption (Saks & Gruman, 2014).

Job characteristics

The content and organisation of one's work tasks, activities, relationships, and responsibilities (Parker, 2014).

Perceived Organisational Support

Perceived Organisational Support - a general belief that one's organisation values (employee's) contributions and cares about their well-being (Saks & Gruman, 2014).

Perceived Organisational Justice

Organisational Justice refers to people's perceptions of fairness in organisations (Greenberg, 2013)

Perceived Supervisor Support	Perceived Supervisor Support refers to employees' perceptions of how the organisation values their contributions and provides for their well-being (Beheshtifar & Herat, 2013).
Turnover Intention	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, Stankevicˇienė, Šimelytė, & Talaˇkienė, 2015).
Value Congruence	Value congruence refers to the fit or similarity in terms of personal values between a leader and his/her followers (Erkutlu & Chafra, 2016).

ABSTRACT

To be engaged in a job is not just being cognitively attentive to the job, or feeling and expressing positive emotions on the job, or doing specific job tasks simply for the sake of doing them. When employees are not fully engaged in the organisation, not happy and satisfied with their work, they are more likely to shift their passions to searching and connecting with potential employers. The purpose of this study was to explore the antecedents of employee engagement and turnover intention in the banking sector in Nairobi City County in Kenya. The theories reviewed includes organisational support theory, theory of justice, conservation of resource theory, job characteristic theory, leader manager exchange theory and social identity theory and an empirical review of literature relevant to the study. 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. Logistic regression of coefficients results showed that Perceived Organisation Support and Turnover Intention were negatively and significant related. This implies that an additional unit of Perceived Organisation Support decreases the probability of turnover intention holding other factors constant. Perceived Organisation Justice and Turnover Intention were negatively and significant related. This implies that an additional unit of Perceived Organisation Justice decreases the probability of turnover intention holding other factors constant. 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. Job Characteristics and Turnover Intention were negatively and significant related. This implies that an additional unit of Job Characteristics decreases the probability of turnover intention holding other factors constant. Perceived Supervisor Support and Turnover Intention were negatively and significant related. This implies that an additional unit of Perceived Supervisor Support decreases the probability of turnover intention holding other factors constant. Lastly, the study found out that there was an increase in the value of R^2, implying that Employee Commitment boosts the level of explanation of independent variables on the variation of dependent variable. Further all the moderated variables are significance. This implies that employee commitment moderate the relationship between the employee engagement antecedents and turnover intention in the banking sector in Nairobi City County in Kenya. The study concluded that antecedents of employee engagement have negative and significant effect on turnover intention. 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.

CHAPTER ONE

INTRODUCTION

The study examined the antecedents of perceived employee engagement and turnover intention in the banking sector in Nairobi County City in Kenya. Specifically, this chapter provides information on the global perspective of antecedents of employee engagement and turnover intention and then narrows down to regional and then local perspectives. This chapter highlights the background information, statement of the problem, general and specific objectives, and research hypotheses, significance of the study, the scope of the study and the limitations of the study.

1.1 Background of the study

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).

While many organisations emphasize the promotion of engagement among their workforce, few studies inform human resource development (HRD) professionals how they can increase employees' work engagement (Shuck & Rocco, 2014), engagement is defined as the extent to which employees are physically, emotionally, and cognitively attached to their work. Engaged employees are strongly enthusiastic about their work and function as a critical source of inspiration for others (Albrecht, Bakker, Gruman, Macey & Saks, 2015).

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).

1.1.1 Global Perspectives of employee engagement and turnover intention

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.

1.1.2 Regional perspectives of employee engagement and turnover intention

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.

1.1.3 Local perspectives of employee engagement and turnover intention

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.

Research carried out in the banking sector by Wachira (2013) on the relationship between Employee Engagement and Commitment in Barclays Bank of Kenya, indicated the relationship between employee engagement and employee commitment and confirms that engaged employees have high levels of job satisfaction which attributes to

enjoyable, fulfilling feelings to the support they receive from the organisation, developing a feeling of both appreciation and obligation towards the organisation for its support and benefits. Mokaya and Kipyego (2014) carried out a research on determinants of employee engagement in Cooperative Bank. The results indicated that employee engagement was greatly influenced by performance management,

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.

1.1.4 Employee Commitment

Employee commitment (EC) is a belief in values and goals of the organisation, a sense of loyalty, moral obligation, heart desires, and feeling the need to stay in the organisation (Khaled & Mohammad, 2014). It is a definite desire to maintain organisational membership, identification with the purposes, successes of organisation, the loyalty of an employee, and a willingness to exert considerable effort on behalf of the organisation (Aydin, Sarier & Uysal, 2013). A force that binds an individual to a course of action that is of relevance to one or more targets (Kam, Morin, Meyer, & Topolnytsky, 2016).

Employee commitment has two inherent values: attitudinal, which describes the attachment of the employee to the organisation; and behavioural, which represents the intention of the employee to continue working for the organisation. The employee's emotional attachment to, identification with, and involvement in the organisation (Madden, Mathias, & Madden, 2015), all of which represent an attitudinal rather than a behavioural value.

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

Organisation Commitment comprises the strongest emotional component and includes general interests, principles, values, and goals (Kam *et al., 2016*). The strong link between individual commitment to an organisation or occupation is implying that employees are more committed after they weigh the pros and cons following resignation (Kam *et al., 2016*). Thus, OC is an effective and highly influential mechanism connecting employees and the organisation and provides cohesion and motivates employees to devote long-term effort to address external influences and meet customer demands.

1.1.5 Turnover Intention

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, Stankevicˇienė, Šimelytė & Talaˇkienė, 2015). Intent to leave, intent to quit, and turnover intention are often used interchangeably. Turnover intention is widely used as a cognitive predictor and as one of the strongest turnover predictors (Allen & Shanock, 2013). Turnover intention can be considered as a deputy for actual turnover. Individuals experience multiple commitments to multiple

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constituencies in their organisations and commitment with co-workers. The motivational mechanism for attachment or withdrawal behaviour in the organisation can be seen when employees lose this attachment, it may undermine their association with their organisations because they no longer feel the social bonding. (Allen & Shanock, 2013).

1.2 Statement of the Problem

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.

Numerous studies on turnover intention have pointed out employees' job satisfaction and organisational commitment as the most critical determinants of turnover intention (Basak, Ekmekci, Bayram & Bas, 2013). Gallup research has shown that only 13 percent of employees worldwide are engaged with their organisations, in the UAE it is 26 percent, while 60 percent are not engaged and 14 percent are actively disengaged (Crabtree, 2013).

While other studies have established that almost one in two workers are not engaged or are actively disengaged at work. A study by Aon Hewitt (2014) indicates that 39 per cent of employees are not engaged. Significantly, 16 per cent out of 39 per cent employees are actively disengaged (Aon Hewitt, 2014). This engagement gap costs billions of dollars in lost productivity each year (Saks & Gruman, 2014). This gap formed the motivation for this study which is an assessment of the antecedents of employee engagement and turnover intention in the banking sector in Nairobi City County in Kenya.

1.3 Objectives of the study

1.3.1 General Objective

The purpose of this study was to examine antecedents of perceived employee engagement and turnover intention in the banking sector in Nairobi city county, Kenya.

1.3.2. Specific Objectives

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

ii. To assess the effect of perceived organisational justice on turnover intention in the banking sector in Nairobi City County Kenya.

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

iv. To establish the effect of job characteristics on turnover intention in the banking sector in Nairobi City County Kenya.

v. To determine the effect of perceived supervisor support on turnover intention in the banking sector in Nairobi City County Kenya.

vi. To assess the moderating effect of employee commitment on the relationship between the employee engagement antecedents and turnover intention in the banking sector in Nairobi City County Kenya.

1.4 Research Hypotheses

H_0i: Perceived organisational support does not have a significant effect on turnover intention in the banking sector in Nairobi City County Kenya.

H_0ii: Perceived organisational justice does not have a significant effect on turnover intention in the banking sector in Nairobi City County Kenya.

H_0iii: Value congruence does not have a significant effect on turnover intention in the banking sector in Nairobi City County Kenya.

H_0iv: Job characteristics do not have a significant effect on turnover intention in the banking sector in Nairobi City County Kenya.

H_0v: Perceived supervisor support does not have a significant effect on turnover intention in the banking sector in Nairobi City County Kenya.

H_0vi: Employee commitment does not moderate the relationship between employee engagement antecedents and turnover intention in the banking sector in Nairobi City County Kenya.

1.5 Significance of the Study

The study will be of significance to the future scholars, academicians and researchers, Human Resource Practitioners and the banking sector.

1.5.1 Scholars and Researchers

This study may form a reference point for future researchers regarding the antecedents and outcomes of employee engagement in organisations. This will go a long way in adding past findings value and enable users have information and a deeper understanding of the need for a sound implementation of employee engagement in reducing turnover intention. The study also will offer a logical ground on which empirical indicators and hypotheses could be identified and tested so as to verify the theories. It will contribute to the body of knowledge and to other researchers as they will be able to appreciate the effects of employee engagement and inspire similar and further research in other industries and also contribute to the existing literature on employee engagement.

1.5.2 Human Resource Practitioners

This will better the understanding of the complexity and diversity of employee engagement and how it linked the importance of engagement to employees and employers and its effect on turnover intention, to assist the researchers develop a model that bridges the gap between employee engagement definitions and strategy and offer guidance to managers on how to connect socially in a committed organisations. Will be contended with the mix of motivation required to influence employees to be engaged and avert the effect of turnover in support of corporate goals.

1.5.3 Banking Sector

The findings of the study will benefit the banking sector which includes the employees, policy makers and implementers in industrial and human resource sector in formulating policies that embrace employee engagement which can be implemented by existing banks to give them a competitive advantage and for the new banks in setting structures that support employee engagement.

1.6 Scope of the Study

This study looked at the antecedents of perceived employee engagement and turnover intention in the banking sector in Nairobi city county, Kenya and was confined to the tier one commercial banks; there were six banks with a total number of 4,727 employees in the head offices and branches who are in Nairobi City County branches. Special focus was the top level and middle level management employees in branches which totalled to 1,760 and the study had sampled 326 respondents. The study analysed the following independent variable; perceived organisational support, perceived organisational justice, value congruence, job characteristic and perceived management support and dependent variables turnover intention.

1.7 Limitations of the study

The study involved a survey of six tier one banks Nairobi City County in Kenya and it was therefore difficult to generalize findings to other tier commercial banks institutions in Kenya the resource of time was identified as one of the constraining factors and was thus limited the intensity of research. Further, the understanding that research study required a significant amount of cost left the researcher with the financial limitation. However, despite of the above mentioned limitations, the researcher was expected to maintain pragmatism in the articulation of this study. One of the approaches the researcher used to mitigate on these challenges was to instigate a well-coordinated work plan and a budget.

Response bias may have inflated some of the results obtained as both values and outcomes were obtained from the same individuals. But was controlled by the researcher carrying out the research among the top level management and middle level management which are from different job groups and different levels. The nature of the sampled measures was obtained from employees in different branches across Nairobi City County. Hence, a strong possibility for restriction of range in values given the process, this was avoided since the study was carried out in different organizations since a stronger study would include employees from multiple organizations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the literature on employee engagement and turnover intention in published literature and previous studies. The chapter will set the conceptual framework; address the theoretical review, the empirical review which enshrines the critique of past studies on the same problem, the research gaps as identified by scholars in the area, summary of the literature and identify the knowledge gap that the study intends to bridge.

2.2 Theoretical Review

This study is based on a number of theories including: Organizational support theory by Eisenberger and Stinglhamber (2011), Theory of Justice by John Rawls 1972, Conservation of Resources theory by Hobfoll, 1989, Job Characteristics Theory by Hackman and Oldham's 1976, Social Identity theory by Tajfel 1979 and Theory of Reasoned Action by Fishbein and Ajzen's 1980. The central proposition of these theories is that when the employees feel that the organization supports, values, identifies with the, they tend to be more loyal and the cases of turnover intention will be minimal.

2.2.1 Organisational Support Theory

Organizational support theory (OST) by Eisenberger and Stinglhamber (2011) states that employees develop a general perception concerning the extent to which the organisation values their contributions and cares about their well-being perceived organisational support (POS). Employees believe that the organisation has a general positive or negative orientation toward them that encompasses recognition, contributions and concern for their welfare (Kim, Eisenberger, & Baik, 2016). Employees' who believe that the employers value their contributions and well-being are more loyal, there is a

great deal of empirical evidence that suggests that perceived organisational support is associated with many desirable outcomes such as turnover intention, performance, leadership behaviour, job satisfaction and organisational commitment (Stinglhamber, Marique, Caesens, Hanin, & De Zanet, 2015).

Perceived Organisational Support brings about a social identity process where employees feel obligated and feel part of the organisation and helps to achieve its goals and objectives. Expected increased efforts on the organisation's behalf will lead to greater rewards and also meets the socio-emotional needs, resulting in greater identification, loyalty and commitment to the organisation. Increased desire and obligation to help the organisation succeed, brings a greater psychological satisfaction and well-being. Enhanced POS to attributes favourable treatment received from the organisation hence a positive regard. The organisation's discretion when providing favourable treatment, as opposed to such extraneous factors as a tight job market or government regulations, should enhance POS (Eisenberger, Malone, & Presson, 2016).

This theory supports the variable Perceived Organisation Support by highlighting the dependents on employees' attributions and concerns on the organisation's intent behind their receipt of favorable or unfavorable treatment. This theory informed the researcher and enhanced understand on how organizational support can influence employee turnover in the banking sector in Nairobi County.

2.2.2 Theory of Justice

According to the Theory of Justice (TOJ) by John Rawls 1972, the information of distributive, procedural, and interactional justice is processed for making and revising total justice judgments. According to this theory, there are attitudes like organizational trust (Karriker, Williams, & Williams, 2017), job satisfaction (Kim, Eisenberger & Baik, 2016), organizational commitment (Ohana, 2016), OCB (Lemmon, & Wayne, 2015), and aggressive behaviours (Chan, & Lai, 2017) are effected with organizational justice.

According to (Lilly, 2015), perceived organisational justice is an important determinant of the more empowered (psychologically) and less empowered groups. Organizational justice explains the contribution of fairness in organisation because it is in direct relationship to the workplace. Organizational justice is the way in which employees feel that either they are treated fairly or not in their jobs in the organization. It is also considered by the employees on how these determinations affect other variables which relates to them in their work.

Organizational Justice is when employees perceive that the organizational procedures are fair (Caesens, Stinglhamber, & Ohana, 2016). When the employees perceive that the three forms of organizational justice: Distributive justice is a term that tells about the perceived justice from the consequences people receive as described by Enoksen, (2015). Procedural justice is all about the perception of people about the procedures to which the consequences belong (Enoksen, 2015) and interactional justice as the quality of interpersonal interactions of organizational decision-makers during organizational procedures (Lemmon, & Wayne, 2015), are perceived to be fair, as it will have a directional effect on employees. This theory supports Perceived Organizational Justice variable by explaining the matter why the workers react against unfair results or unsuitable procedures and inter-connections in the banking sector in Kenya.

2.2.3 Conservation of Resources Theory

Conservation of Resources theory (COR) by Hobfoll (1989), which propose that it is the basic tenet that individuals strive to obtain, retain, foster, and protect resources. Resources are the objective, the personal characteristics, conditions, or energies that are valued in themselves or because they contribute to achieving or preserving valued resources. Employees experience stress when their individuals' key resources are threatened with loss or are lost, or when individuals fail to gain resources following significant resource investment. According to this theory, individuals seek to acquire and

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retain resources, including their objects (homes, clothes, food), personal characteristics (self-esteem), conditions (being married or living with someone provides social support, more financial security), and energies (time, money, and knowledge) and if lost, in turn lead to job dissatisfaction, anxiety, and thoughts of quitting one's job.

Conservation of Resources Theory has been suggested as an integrative stress theory, which includes the worker's subjective processes (personality attributes such as locus of control and flexibility, which also exert influence on the perception of stress at work) and external environmental sources of stress (inherent extreme or noxious stimuli such as risk of physical harm, extreme temperature work conditions). Therefore, based on the theory, perceived value congruence is when the employees expect the employers to value their resources and whenever this is not honoured it leaves the worker with less resources to devote to the regular tasks, which, in turn, increases the sense of stress (Cropanzano & Byrne, 2000). The inflated sense of duty to perform activities that are not in congruence with employee beliefs increases the employees' stress levels and increases disengagement, disloyalty, absenteeism and turnover intention.

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 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.

2.2.4 Job Characteristics Theory

Job Characteristics Theory (JCT), by Hackman and Oldham's (1976), focuses on how work characteristics affect an individual's motivation and, in turn, outcomes such as performance. JCT discusses five core motivational "job characteristics" elements (task

variety, job autonomy, task significance, task identity, and job feedback). These characteristics satisfy the critical psychological states (the experience of meaningfulness), which then generate higher motivation and productivity. Beyond these core motivational characteristics, there are additional job characteristic which have also been identified as important as they cause various outcomes (Zacher, & Schmitt, 2016), including social characteristics (task interdependence), knowledge characteristics (cognitive requirements), and physical characteristics (physical comfort in the job).

This theory supports the variable job characteristic in closely relating the job characteristics approach of job autonomy and skill variety to job control and also considered these factors in interaction with job demands, such as time pressure. According to Karasek, the combination of job controls and job demands leads to jobs which including strain inflicting jobs which are of high job demands and low job control, and "active" learning-oriented, healthy jobs with both high demands and high control and social support acts as buffer against high demands. The theory is relevant to this study since it brought out clearly the influence of job characteristics variable on employee turnover intentions.

2.2.5 Leader-Member Exchange

Leader Member Exchange (LMX) by George Graen and Mary Uhl-Bien (1995) refers to a social exchange relationship between leaders and followers which is usually established through three stages proces namely: role-taking, role-making and role-routinization (Graen & Uhl-Bien, 1975). In this interactive process, the leaders will assign followers a certain role, and based on their response to the assignments, the leaders will decide whether to send other roles to followers and continue to build the relationship or not. When there is high-quality LMX, leaders regard followers as 'in-group members,' their social exchange relationship is governed by mutual trust, support and respect. When there is low-quality LMX, the leaders regard followers as 'out-group

members,' so the relationship is the opposite (Bauer, & Erdogan, 2015). LMX is as a result of role interaction by both leaders and followers; an interaction where both parties can have an impact (Bauer, & Erdogan, 2015). Empirical research by (Audenaert, Vanderstraeten, & Buyens, 2017), has shown that congruence between leaders and followers in psychological characteristics could further influence followers' outcome via LMX

Theoretical model of 'P-S fit LMX outcome' established by Audenaert, Vanderstraeten, and Buyens, (2017) discussed the outcome of leader-follower congruence, which mainly focused on turnover intention, follower turnover intention, which not only prevent organisations from maintaining their competitiveness for a long term, but also inflict on them more economic burdens than necessary in recruiting and training new members (Memon, Salleh, Baharom & Harun, 2014). To reduce follower turnover intention has become a problem of critical importance for organisations to address.

Employees have a strong need to fit in their work environment and have the support needed, and they tend to leave work environments that they do not fit in. Supervisors are the representatives of the norms and values of an organisation, and the degree to which employees and supervisors are congruent, may influence how well employees feel they fit and supported in the organisation (Audenaert, Vanderstraeten, & Buyens, 2017), and further lower their turnover intention. There is ample empirical evidence demonstrating negative relationship between LMX and turnover intention (Gooty, & Yammarino, 2016). When there is a high-quality LMX, 'in-group members' can gain emotional rewards and also more tangible benefits, such as a rise in wages and career. Based on the norm of reciprocity drawn from social identity theory, the 'in-group members' benefiting from high LMX quality may in turn produce emotions and behaviours such as a higher level of loyalty, more work engagement and lower turnover intention, which are more beneficial to the organisations (Tse, Huang & Lam, 2013).

This theory supports the variable perceived supervisor support by showing how if leaders are aligned with followers, both parties will share a unanimous view on the expectations for the role assigned, that is, their views are mutually validated and are favourable for followers to obtain a sense of fulfilment from the role assigned to them and make them more focused on it (Koopman & Conlon, 2015), which influences the leaders to evaluate the responses of followers positively, and send other roles to followers and continue to build their relationship. Therefore, congruence in leader-follower helps promote the relationship between them.

2.2.6 Social Identity Theory

Social Identity theory (SIT) by Tajfel (1979) states that it is a person's sense of who they are based on their group membership(s), proposed that the groups (social class, family, football team) which people belonged to were an important source of pride and self-esteem. Groups shapes the sense of social identity: a sense of belonging to the social world. To boost the self-image, the status of the group is enhanced to which we belong. Therefore, we divided the world into "them" and "us" based through a process of social categorization (we put people into social groups). This is known as in-group (us) and out-group (them). SIT states that the in-group will discriminate against the out-group to enhance their self-image. The social identity theory argues that group members of an in-group will seek to find negative aspects of an out-group, thus enhancing their self-image. Henri Tajfel proposed that stereotyping (putting people into groups and categories) is based on a normal cognitive process: the tendency to group things together.

The relationship between the organization and followers consists of followers' perceptions of organization responsibilities on one hand (that is what they believe the organization has promised) such as advancement opportunities, training and job security; and their obligations towards the organization on the other hand (what they believe they

owe the organization in return) such as loyalty, hard work and commitment (Korschun, 2015).

This theory supports the variable on employee commitment by showing how the employee categorizes people in the same way. They see the group to which we belong (the in-group) as being different from the others (the out-group), and members of the same group as being more similar than they are. This helps to explain how some employees are more committed than others. Commitment is when an employee feels that they are part of the in-group, where they will be more associated, contributes more and increase their self-image hence enhancing the status of the group to which they belong more unlike the employee who feels that they are in the out-group, will always withdraw from the group and be disengaged in their activities. The relevance of the theory to the study is explained in how employee commitment can influence the turnover intentions.

2.2.7 Theory of Reasoned Action

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

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

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

2.3 Conceptual framework

Conceptual Framework is a concise description of the phenomenon under study accompanied by a visual depiction of the major variable of the study (Mugenda, 2013). And according to (Kothari, 2008), Conceptual Framework is a diagrammatical representation that shows relationship between dependent and independent variables. The conceptual framework of this study consists of the following variables: perceived organisational support, perceived Organisational justice, value congruence, job

characteristic and perceived supervisor support. These independent variables affect the turnover intention. This is illustrated in figure 2.1

Perceived Organizational support • Positive relationships • Supportive behaviours • Extra-role behaviors	**Employee commitment** • Affective • Normative • Continuance	
Perceived Organizational justice • Distributive justice, • Procedural justice • Interactional justice		**Employees' Turnover Intentions** • Employee satisfaction • Working environment • Terms of engagement • Intentions to leave
Perceived Value Congruence • Personal values • Organisational values • Role Predictability		
Job characteristics • Task significance • Autonomy • feedback		
Perceived supervisor support • Instrumental support • Social support • Emotional support		
Independent variables	**Moderating variable**	**Dependent Variable**

Figure 2.1 Conceptual Framework

2.3.1 Perceived Organisational Support

Perceived Organisational Support (POS) is a general belief that one's organisation values (employee's) contributions and cares about their well-being (Saks & Gruman, 2014). POS has important benefits for employees and employers, it is crucial for organisations to recognize employees as valuable sources of human capital. For instance, studies have found that employees with high POS suffer less stress at work and are more inclined to return to work sooner after injury. High POS positively relates to performance (Kurtessis, Eisenberger, Ford, Buffardi, Stewart & Adis, 2017) therefore, organisations can best serve their employees and their bottom line by developing policies and strategies that contribute to positive employee beliefs and attitudes about the organisation. POS states that employees view their organisation as having a disposition to view them favourably or unfavourably as reflected in the treatment it provides them (Eisenberger, Malone & Presson, 2016). POS provides employees with a simple way to understand their valuation by the organisation and may vary from the view that the organisation regards them very positively to the opposite extreme of disdaining them and wanting to get rid of them given the first opportunity.

Employees value POS because it meets their needs for approval, esteem and affiliation and provides comfort during times of stress (Kurtessis *et al., 2017*). Favorable supervision and HR practices lead to high POS, employees are more satisfied with their jobs, feel more closely connected with the organisation, are more compelled to view organisational goals as their own and are more loyal and committed to the organisation. In addition to meeting the employee needs as indicated above, POS signals to employees that the organisation is ready to provide aid with one's job when needed and to reward increased performance (Eisenberger, Malone & Presson, 2016). Employees with high POS are more inclined to care about and further organisational goals. Thus, POS leads to increased employee performance and lessened absenteeism. POS is strongly driven by effective leadership, favorable HR practices, desirable job conditions and fair treatment.

When assessing their POS, employees pay particular attention to organisational practices over which the organisation has considerable discretion, as opposed to organisational practices imposed by external constraints such as government regulations or market competition for employees.

Higher-level managers enhance POS when they provide supportive policies and HR practices, whereas supervisors enhance POS through helpful and considerate actions. Though research consistently shows these factors are strongly related to POS, little has been written specifically for managers, HR professionals and supervisors concerning ways to enhance POS (Eisenberger, Malone & Presson, 2016). Fair organisational procedures and policies yield major contributions to POS because such procedures and policies are often viewed as strongly under the control of the organisation and central to employees' long-term interests (Kurtessis *et al., 2017*). In this way, organisations that treat their employees fairly and equitably convey a sense of concern for their well-being. As a result, and as shown by a great deal of evidence, fair treatment is among the strongest drivers of POS (Eisenberger, Malone & Presson, 2016).

2.3.2 Perceived Organisational Justice

Organisational justice refers to people's perceptions of fairness in organisations (Greenberg & Colquitt, 2013). The desire to be treated fairly is a universal and fundamental human value. Employees want to feel that they are part of their organisation, and fair treatment signals that they are valued and accepted by the organisation. Even unfavorable outcomes are accepted when procedures are viewed as fair. Developing valid and reliable measures for assessing the level of organisational justice is thus important for individuals as well as organisations. The processes of justice play a significant role in an organisation and the quality of treatment toward others may influence employee's beliefs, emotion, attitudes and behaviour in an organisation. Research literature has consistently shown that perceptions of organisational justice or

injustice are a key factor affecting the attitudes and behaviours of individuals in organisations (Shao, Rupp, Skarlicki & Jones, 2013).

The construct of organisational justice are: procedural justice ,which involves the fairness of processes used to determine how resources such as pay, promotions and job assignments are distributed; distributive justice, which concerns the fairness of the outcomes themselves; interpersonal justice, which involves the fairness in the treatment of employees, such as with respect and dignity; and informational justice, which involves the provision of necessary job-related information (Colquitt & Zipay, 2015). An exhaustive list and relevant information regarding the types of benefits being offered by employers can be found in a recent survey report by SHRM (Lee, Alonso, Esen, Schramm & Dong, 2014). Providing a customized menu of benefits to meet employee needs as they progress through different career and life stages conveys the organisation's concern with employees' personal welfare and, subsequently, may advance POS.

Procedural justice relates to perceived fairness in the processes through which decisions are reached. Perceptions of distributive justice are important for organisations because of their effects on a number of organisational outcomes such as performance, commitment, job satisfaction, organisational citizenship behaviour; and turnover intention (Chan & Lai, 2017).   Researchers have demonstrated that organisational justice influences employee attitudes and behaviours such as group commitment, job performance, organisational citizenship behaviour, job satisfaction, trust, withdrawal, collective esteem, and instrumentality (Colquitt *et al., 2013*). Perceived unfairness has also been linked to negative reactions such as sleep problems and psychological distress (Gluschkoff, Elovainio, Hintsa, Pentti & Vahtera, 2016).

2.3.3 Value congruence

Value congruence refers to the fit or similarity in terms of personal values between a leader and his/her followers (Erkutlu & Chafra 2016). As the leader and his/her

followers work around a common vision, they are likely to develop a core set of values that are more similar. This definition implies that employees will only accept decisions and be willing to take risks if mutual trust exists between the decision makers and those concerned with the implementation of these decisions. Even during uncertain situations, employees are likely to support management initiatives. Prior research on value congruence and leadership indicated that perceptions of value congruence with their organization appear to be of potential importance. Should they disagree with their organization's values, it is intuitive that followers would not invest extra effort toward its success. Conversely, a positive alignment of individuals with organizational values would be a fertile ground for transformational leadership effectiveness.Individuals with high levels of value congruence are more likely to work harder and perform extra-role behaviors 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 (Peng, Pandey, & Pandey, 2015). Organisational structure shapes individual values and motivation organisational context determines the extent to which individuals internalize external values. Because values become relevant and effective when individuals embrace them and identify them as their own core values, individually.

At the time of entry, per attraction-selection, an individual is attracted to (attraction) and selected by (selection) an organisation because of certain shared characteristics. But if the individual does not perceive such fit, he or she will leave the organisation or will be let go by the organisation in due course (attrition). 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 (Chan, & Lai, 2017).

2.3.4 Job Characteristics

Job characteristics represent a multidimensional construct (Rosen, Slater, Chang & Johnson, 2013), which subsumes decision-making autonomy, task variety, and feedback from job as first-order factors. Hackman and Oldham (1976) proposed the JCM, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism and work motivation).

The five core job characteristics can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors. Jobs that are high in motivating potential must be also high on at least one of the three factors that lead to experienced meaningfulness and also must be high on both autonomy and feedback. If a job has a high MPS, the JCM predicts that motivation, performance and job satisfaction will be positively affected and the likelihood of negative outcomes, such as absenteeism and turnover, will be reduced (Abhilasha, Sanjay & Saleena, 2016).

According to the JCM, certain core features of jobs, as seen by the worker, impact psychological reactions to the job and the outcomes that follow from those reactions

posits that perceived core job characteristics impact work outcomes through their effects on psychological reactions to the job (critical psychological states). The five core job characteristics are: "skill variety" (the perceived variety and complexity of skills and talents required to perform the job); "task identity" (the extent to which the job is seen as involving a whole, identifiable task); "task significance" (the extent to which the job affects the well-being of others); "autonomy" (the extent to which the job is seen as allowing for personal initiative in performing the work); "feedback from the job" (the extent to which the job, itself, provides information about job performance). The motivational characteristics include decision-making autonomy, task variety, and feedback from the job. Decision-making autonomy reflects the extent to which a job provides freedom, independence, and discretion to make decisions. Task variety refers to the extent to which individuals can perform different tasks at work. Feedback from job is the extent to which a job offers information about individuals' task performance. Motivational job characteristics make jobs enriched. Organisations can encourage positive attitudes among employees through enhancing jobs' enrichment (Oldham & Fried, 2016).

The dimensions are assumed to represent the extent to which a job is enriched and challenging, a single score along the three dimensions is deemed suitable to define job characteristics (Ghosh, Rai, Chauhan, Gupta & Singh, 2015). Evidence from the human resource development field is consistent with the findings that meaningful work characteristics have been reported to be associated with stronger affective commitment (Fairlie, 2017). Evidence shows that there is empowerment, which reflects the intrinsic motivation derived from challenging job characteristics, is positively related to affective commitment (Gillet & Vandenberghe, 2014). Although past research has essentially examined the relationships between job characteristics and affective commitment and contend that the same positive relationship will be observed with normative commitment. Specifically, higher levels of decision-making autonomy, task variety, and

feed-back from the job should instil more intrinsic motivation (Oldham & Fried, 2016), hence stronger affective and normative organisational commitment.

Attractive job characteristics are seen as valuable gifts to employees by employers, which can be returned through affective commitment, and following the reciprocity culture, as an investment in employee development that brings a sense of indebtedness (normative commitment). Challenging job characteristics (job autonomy, task feedback) are positively related to perceived sacrifice commitment and negatively related to few alternatives commitment as shown in previous research. The positive relationship characterised by commitment are the psychological resources that job characteristics bring to the employee, which may contribute to psychological need and satisfaction. The negative relationship is explained by the fact that these characteristics foster positive perceptions of one's employability. Research in the field of HRD suggests that organisational efforts of building employee development not only fosters affective commitment but creates confidence in one's employability (Gillet & Vandenberghe, 2014). Previous research have shown that perceived job characteristics (decision-making autonomy, task variety, and feedback from the job) will mediate a positive relationship between transformational leadership and affective, normative, and perceived sacrifice commitment.

2.3.5 Perceived Supervisor Support

Perceived Supervisor Support (PSS) refers to employees' perceptions of how the organisation values their contributions and provides for their well-being (Beheshtifar & Herat, 2013). Supportive supervising motivates and gives reasonable autonomy and choices for employees. It involves employees on the decision-making process, especially in situations that concern their work tasks. Supportive supervising concerns employees' emotions and needs, and it based on trust and qualified interaction between the supervisor and employee (Nisula, 2015).

Supervisors are the representatives of the employers and are responsible for directing, evaluating and coaching subordinates, they play a key role in seeing that the goals and objectives of the organisation are effectively implemented. They are open to encourage employees to express their own concerns, ideas, initiatives, initiations and to explore novel views and solutions to problems, and promote ideas further. It also encourages employees to learn and develop themselves by providing inspiring challenges (Nisula, 2015). Supervisors have been found to repay the organisation for their own POS by carrying out their jobs more effectively, including more supportive supervision of subordinates (Eisenberger, Wang, Mesdaghinia, Wu & Wickham, 2013), the sense of obligation and emotional commitment that POS can promote within employees, with the objective of helping organisations to reach their goals through higher performance (Arshadi & Hayavi, 2013). Aqeel and Ahmed (2014) observe that high levels of POS create feelings of obligation within employees, who will work with their 'heart,' to improve their performance such that organisational goals are met. Subordinates who feel supported by their supervisors' report increased POS and engage in more voluntary behaviours helpful to the organisation (Eisenberger, Malone & Presson, 2016).

Supervisor support has attached a wide spectrum of conceptualizations from servant leadership, self-management leadership, motivating supervising, empowering leadership, supportive leadership styles, and transformational leadership. They all share aim to foster and enhance followers' performance for organizational goals (Nisula, 2015). Individuals interpret the treatment they receive from the employer via their supervisors, and they translates into a feeling concerning the degree of power which they feel is exerted upon them (Eisenberger, Malone & Presson, 2016). PSS is better understood when organisations recognize and reward employees' performance, appreciate their contributions, involve them in decisions, and care about their well-being. Such behaviours eventually lead to higher performance (Campbell, Perry, Maertz, Allen & Griffeth, 2013).

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2.3.6 Employee Commitment

Employee Commitment (EC) is a belief in the 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). The EC variable is made up of three-component constructs which distinguishes between three 'psychological states;' affective, normative, and continuance commitment. Affective commitment touches on the employee's emotional attachment, involvement, and identification with the organisation.

Normative commitment refers to an employee's feelings of obligation and indebted to maintain their membership in the organisation. Continuance commitment relates to the perceived costs that the will incur when the employee leaves the organisation. For example due to the cessation of work relationships and the non-transferability of accumulated job skills. Affective commitment refers to the emotional attachment to the organisation, characterised by commitment to work aspects within the organisation, internalization of organisational goals, culture, values, willingness to put in extra effort to further organisational objectives, and inclination to stand up in favour of one's organisation (Kim, Eisenberger & Baik, 2016).

Any personal or situational variable (intrinsically motivated, absorbed) that contributes to an individual being involved in a course of action, recognize the value relevance of association with an entity or pursuit of a course of action, and/or derive his or her identity from association with an entity, or from working toward an objective, will contribute to the development of affective commitment. High levels of affective attachment brings desirable workplace outcomes where employees choose to and want to do so. Empirical evidence shows that affective commitment is positively related to highly coveted organisational outcomes, innovativeness, better use of time, helping

behaviour, organisational citizenship and job performance and has a negative association with employee turnover and absenteeism levels.

Employee commitment is the 'totality of internalized normative pressures to act in a way which meets organisational goals and interests (Jackson, Meyer & Wang, 2013). A workforce with affective commitment engages in various organisational tasks because they choose to and want to do so. Those with normative commitment complete their tasks because they need to or feel some form of 'moral' obligation to do so and those employees with continuance commitment do their job because they must in order to retain employment or to avoid sanction.

2.3.7 Turnover Intention

Turnover intention (TI) 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, Stankevicˇienė, Šimelytė & Talaˇkienė, 2015). The antecedents are: personal, job-related, and organisation-related. Personal factors include personal traits, feelings, attitudes, and states of mind. Motivation plays a major role in studies on work-related behaviour and can be considered a prime factor leading to turnover intention. Lacking intrinsic or extrinsic motivation affects employees in a similar way (Battistelli, Galletta, Portoghese & Vandenberghe, 2013). A lack of well-being or satisfaction also makes employees want to leave. This point out that employee can develop (dis)satisfaction with many different things, such as satisfaction with payment or promotion possibilities. Employee commitment is a feeling of belonging and giving one's own best to support the organisation, which has also been shown to reduce TI.

Job factors: The Job and task complexity describes how skilful employees have to be to complete their tasks effectively. Brings an impression of how a non-routine task is considered task complexity. A study by Moeller and Chung-Yan (2013) revealed that

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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 & 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).

Organisational factors: when employees develop expectations toward their companies and leaders, there is turnover intention if the company does not fulfil their desire hence considered constructs like perceived supervisor support, perceived organisational support and perceived support within the relationship between the employee and the employer. Employees even consider what their companies invest in their development when considering leaving (Sow, Ntamon & Osuoha, 2016).

2.4 Empirical Review

An empirical review is when the researcher views the information and theories currently available concerning the topic and the historical background of the topic. The point is to demonstrate the understanding of the field or topic in which they are conducting research and to show that the problem being studied has not been done before or has not been done before in the way proposed by the writer.

2.4.1 Perceived Organisational Support and Turnover Intention

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

A study by Robert Eisenberger, Malone and Presson (2016) on optimizing perceived organizational support to enhance employee engagement Perceived organizational support (POS), involves the extent to which employees feel the organization values their work contributions and cares for their well-being results showed that if the employees perceive that the organization values his or her work contributions and cares about their well-being, it has been shown to have important benefits for employees and employers. Employees with high POS suffer less stress at work and are more inclined to return to work sooner after injury. Developing and maintaining an engaged workforce remains a critical objective for HR professionals as domestic and foreign competition stiffens.

Provides an important tool for this. POS is linked to employees' increased psychological well-being and performance plus reduced absenteeism and turnover. It provides the HR professionals an upper-level managers and frontline supervisors with tactics to enhance POS and its benefits for employees and their work organizations.

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

In Kalidass and Bahron (2015) an investigation on the influence of perceived supervisor support, perceived organizational support and organizational commitment towards employees' turnover intention showed that Turnover intention has a significant relationship with POS, PSS and OC, there is a significant and negative relationship between PSS and turnover intention, POS and turnover intention and organizational commitment on employees' turnover intention. The results of the study showed a negative and significant relationship between PSS and employees' turnover intention. PSS has become one of the important factors in predicting the turnover intention, the less support from supervisor, the more likely the employees would leave the

organization that POS influence employees' turnover intention negatively. Employees respond to the effect of POS by showing their loyalty and change their perceptions on turnover intention to stay longer with the organization if the hotel employees feel of being appreciate, cares on their well-being, cares for their satisfaction and shows more concern would reduce the turnover intention found out that the organizational commitment, contributes exclusively towards turnover intention.

2.4.2 Perceived Organizational Justice and Turnover Intention

A study by Bigdoli, Saadati, Asghari, Saadati, Ghodsi and Bigdoli, (2015) analysed the relationship between the perception of organisational justice and organisational commitment and identified the different dimensions of organizational justice and discovering the relationship between these dimensions and organizational commitment and staff's job satisfaction, is closely related to the strength and weakness of justice components. The outcome of the analysis reveal that there is a close and significant relationship between organizational justice and organizational commitment. It suggested that managers need to establish organizational justice and encourage employees based on certain criteria of performance management through meritocracy, respecting individuals' rights, avoiding discrimination, providing equal opportunities for staff development to create more intimacy and friendship atmosphere and reciprocal respect and relationship between staffs and managers.

Virgolino, Coelho and Ribeiro (2017) studied the impact of perceived organisational justice, psychological contract, and the burnout on employee performance and the moderating role of organisational support, the findings show that POJ is more important when employees do not perceive there to be organisational support. There is a positive relationship between POJ and individual performance, however in the presence of higher POS; POJ increases the positive impact on individual performance.

The relationship between the PC and individual performance is not significant with the introduction of POS as the impacts remain insignificant. In the presence of higher POS, the PC has a positive impact on individual performance, and in the presence of lower POS, the PC has a negative impact on individual performance. In the presence of high POS, the PC reduces the negative impact on employee engagement, depersonalization/dehumanization and reduced personal accomplishments. The research suggested that employees' perceptions of the degree of PC compliance by the organisation, is influenced by their perceptions of POS; a high level of perceived POS leads to a high level of PC compliance.

A study by (Colquitt & Rodell, 2015) while measuring justice and fairness reviewed the measurement approaches used in the justice literature described the fundamental issues involved in constructing measures, such as item content, focus, context, and experience bracketing. Wherein measurement approaches are distinguished by; whether they emphasize more descriptive perceptions of justice rule adherence or more evaluative perceptions of fairness, whether they distinguish among particular justice dimensions and providing novel insights into the theoretical and practical importance of justice and fairness, these emerging issues represent refinements in the way scholars measure the constructs. Justice has been shown to predict attitudes and behaviors and that employees may consider the justice or fairness of events before they actually occur.

2.4.3 Value Congruence and Turnover Intention

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,

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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.

2.4.4 Job Characteristics and Turnover Intention

Parker, Broeck and Holman (2017) studied on the work design influences: a synthesis of multilevel factors that affect the design of jobs argued that poor-quality work designs are where work load and physical load has intensified, while cognitive demands and job discretion have declined are common. The results suggest that the challenges will be even greater in some contexts, where the higher-level context for high-quality job design (labor legislation, strong trade unions, low GDP, high unemployment) is often lacking,

and at the same time, from the bottom-up employee perspective, many employees will be most concerned with having a job solely to sustain themselves and their family financially. Achieving good work design requires a multipronged approach, including effective public policy, to stop the strong forces that currently drive "low-road" approaches to work organization and a managerial desire to create high-quality work operated in a situation of competing objectives and required the coordination of a fragmented set of stakeholders.

Serhan and Tsangari (2015) explore and discuss the factors affecting the retention of fresh graduates in the Lebanese labor market the research examined the effect of personal characteristics, core job dimensions and labor market conditions and if some or all of the personal characteristics like growth are moderating variables that affect the relationship between core job dimensions and the retention, as well as the role of culture and commitment as possible mediating variables, that influence the relationship between core job dimensions and retention.

The results show that Labor market outcomes will be a chain of events where the labor market embraces satisfied employees who are motivated, who show high involvement and thus are retained. Personal characteristics, the Job Characteristics Model doesn't take into consideration the cultural factor and that human behaviour at work is affected by the differences of values across national cultures, thus, culture needs to be added into personal characteristics.

Gillet and Vandenberghe (2014) investigated if transformational leadership can influence organizational commitment through impacting followers' perceptions of job characteristics (feedback from job, task variety, and decision-making autonomy the results found transformational leadership to be positively associated with affective, normative, and perceived sacrifice commitment, and negatively related to few alternatives commitment. Transformational leaders encourage the emergence of

affective commitment because they use emotional appeals and create a compelling vision that facilitates employees' identification with, and involvement in, the organization.

From a human resource development perspective, such leaders achieve these effects because they possibly increase the purposeful characteristics of work, and hence help people realize their potential and recognize their value as members of the community. The positive link between transformational leadership and normative commitment can be explained by the fact that transformational leaders encourage employees to transcend their self-interests in the name of the organization's mission and signal to employees that they are valued and respected, which instils a sense of obligation. Research on HRD also suggests that this effect can be created owing to these leaders providing instrumental support to employees that transformational leadership was positively related to perceived sacrifice commitment. This makes sense as transformational leaders likely create positive conditions that are perceived as valuable advantages to be kept, and hence would induce a sense of loss in case of leaving.

In contrast, transformational leadership was negatively associated with few alternatives commitment, suggesting that transformational leaders offer employees a variety of resources and benefits that lead to more optimistic perceptions of one's value on the labor market revealed that followers who viewed their supervisor as a transformational leader perceived higher levels of feedback from job, task variety, and decision-making autonomy, and thus regarded their jobs as more challenging findings revealed significant relationships between job characteristics and organizational commitment components. Employees' perceptions of job characteristics related positively to affective, normative, and Transformational Leadership and Organizational Commitment perceived sacrifice commitment, and negatively to few alternatives commitment.

Uppal and Mishra (2014) researched on the moderation effects of personality and organizational support on the relationship between prior job experience and academic performance the results indicate that job resources such as motivational job characteristics relate positively to work engagement and hence job performance. They suggested that in the presence of motivational job characteristics, individuals were motivated to utilize the personal resources effectively. In turn, individuals high at neuroticism are left with lesser resources for automatic orienting, individuals high at neuroticism experience reduced professional efficacy in jobs that lack general responsibilities. Social job characteristics were found to weaken the negative relationship between Neuroticism and job performance. Work conditions significantly weakened the relationship between neuroticism and job performance. It seems natural for individuals high at neuroticism due to their high susceptibility to distracters. Neurotic individuals are that when work conditions are conducive and favourable, individuals high at neuroticism would be more engaged and motivated at work known for 'temperamentalness and high stringiness.

2.4.5 Perceived Supervisor Support and Turnover Intention

Gkorezis Panagiotis (2015) examined the supervisor support and pro-environmental behaviour: the mediating role of LMX who elucidated that the mediating mechanisms of the relationship between supervisor support and pro-environmental behaviour. The results showed that leader-member exchange (LMX) served as a mediator in the relationship between supervisor support and pro-environmental behaviour, that LMX plays a key mediating role in explaining the association between leader behaviours and employee outcomes. Thus, it is argued that employees receiving support from their supervisors will experience high-quality exchanges with the latter and, in turn, will demonstrate elevated levels of task-related pro-environmental behaviour.

In Yozgat, Bahadinli, Deniz (2014) examined the role of perceived supervisors' support in promoting knowledge sharing within and outside the organization, and whether these processes help employees to increase their creative problem solving capacity. The results show that there exists a positive correlation between creative solving capacity and internal knowledge sharing / external knowledge sharing/ perceived supervisor support that perceived supervisor support moderates the relationship between knowledge sharing (internal and external) and creative problem solving capacity. Service sector employees' internal and external knowledge sharing increase their creative problem solving capacity. Perceived supervisor support has a positive impact on employees' creative problem solving capacity and moderates the relationship between internal and external knowledge sharing and employees' creative problem solving capacity. Perceived supervisors' support plays directly an important role on the relationship between knowledge sharing and creative problem solving capacity. In this way employees can come up with creative ideas to solve complex problems by providing a role model and shaping a culture that supports knowledge sharing.

Nisar, Marwa, Ahmad, and Ahmad, (2014) assessed the impact of perceived supervisor support on Organizational Citizenship Behaviour and the mediating role of trust. The findings of the study indicated that both independent study variables predicted greater organizational citizenship behaviour, trust plays a partial mediating role in relationship of perceived supervisor support with organizational citizenship behaviour. Perceived supervisor support and trust in supervisor are positively related to organizational citizenship behaviour and perceived supervisor support significantly predicted the organizational citizenship behaviour. Findings of the study links PSS and OCB with trust in supervisor and also propose an integrative model that examines the mediating processes underlying the relationship between leader support and employee OCB. It concludes that supervisor support influenced the employees' OCB indirectly through

two cognitive processes (job satisfaction and person–organization fit) and one affective process (job tension).

Azanza, Molero and Mangin (2015) examine the relationship between employees' perception of authentic leadership and their turnover intention as mediated by employees' work-group identification and work engagement. The predictors of turnover include; job satisfaction, organizational commitment and embeddedness. In this sense, the role that both work engagement and work-group identification play in employee turnover intention has received significant attention in the literature. Work engagement is related to greater job satisfaction and lower turnover intention. Moreover, work-group identification and job satisfaction are significantly linked, as are job involvement and retention. Economic crisis where uncertainty and temporary employment threaten employee work-group identification and work engagement, organizations require leaders who engage and motivate employees and who are thus able to retain valuable resources and reduce organizational brain drain. Results show that authentic leadership has a negative effect on turnover intention and positive effects on work engagement and work-group identification. The direct relationship between authentic leadership and turnover intention was found to be partially mediated by employees' work engagement. The implication of the study is that authentic leaders can influence employees' turnover intention by positively enhancing their engagement. The study highlights authentic leadership as a key element for retaining valuable employees through the promotion of employees' work engagement.

Chen, Wen, Peng and Liu, (2016) researched on Leader-follower congruence in loneliness, LMX and turnover intention and the purpose was to examine how the leader-follower relationship meditates the relationship between leader-follower congruence/incongruence in workplace loneliness and turnover intention. The results of the study found that LMX was higher when leaders and followers were congruent at workplace loneliness than otherwise. The low-low congruence condition had higher

LMX than the high-high congruence condition, more detrimental effects on LMX were produced when followers were at a higher level of workplace loneliness than leaders, and LMX partially mediated the congruence/incongruence effect of leader-follower workplace loneliness on follower turnover intention. Hence LMX was higher when leaders and followers were aligned in terms of workplace loneliness than otherwise, in the case of leader-follower congruence, LMX rose as their workplace loneliness fell, in the case of incongruence, followers had lower LMX when they were lonelier than their leaders and that LMX partially mediated the leader-follower congruence/incongruence effect of workplace loneliness on followers' turnover intention.

2.4.6 Employee Commitment and Turnover Intention

Paolillo, Platania, Magnano and Ramaci (2015) in their work on organisational justice, optimism and commitment to change which studied the role of organisational justice and dispositional optimism in predicting continuance commitment to change. The results suggest that optimism partially mediates the relationship between organisational justice and continuance commitment to change, perceived justice within an organisation is a determinant of optimism and both are related to continuance commitment to change, optimism partially mediates the relationship between organisational justice and continuance commitment to change. Employees who want to remain (affective commitment) are likely to attend work regularly, performing at the best of their ability; employees who remain for a sense of obligation (normative commitment) may do likewise only if they feel the obligation to reciprocate for benefits received. Employees who remain primarily to avoid costs (continuance commitment) may do little more than is required to maintain employment. For that reason, perceiving to be treated in a fairly way can encourage a sense of optimism among the people working there, and both justice and optimism can lead to a perception of less costs in not providing support for the changes, such that they are less afraid of the consequences related to that.

Dodman, Zadeh and Rahim, (2014) evaluated the relationship between perceived organizational justice and organizational commitment of physical education teachers in West Azerbaijan province. The results showed that there was a significant relationship between dimensions of organizational justice (distributive justice, procedural justice, interactive justice and interpersonal justice) except for distributive justice, and organizational commitment. The average perceived organizational justice and organizational commitment was suitable for physical education teachers, and there was a significant relationship between the components of organizational justice and organizational commitment except for distributive justice component. Also there was a significant relationship between the dimensions of organizational commitment and organizational justice, and the three components of organizational justice dimensions are significantly associated with organizational commitment. Moreover, there was no significant difference between views of physical education teachers on organizational justice in terms of demographic characteristics other than education characteristics, and there was no significant difference between views of physical education teachers on organizational commitment in terms of demographic characteristics.

Rabindarang, Bing and Yin, (2014) examined the impact of demographic factors on organizational commitment in technical and vocational education with the aim to bring out the difference between demographic factors & organizational commitment among educators. The results show that there was no significant difference between male and female towards organizational commitment, it shows that both male and female educators in technical and vocational education are in same working conditions and there also no significant difference between unmarried and married respondents towards organizational commitment in technical and vocational education. That there was difference among age groups towards organizational commitment, its shows that when the workers getting older, the intention to leave the organization is low. Increase and decrease of educational qualification does not affect organizational commitment.

2.5 Critique of the existing Literature

There has been widespread interest among organizations in how to keep employees engaged (Crawford, LePine, & Rich, 2010). Managerial interest in employee engagement is obvious given that there has been quite much research claiming the benefits of employee engagement on individual-level and business-level outcomes (Rich, LePine, & Crawford, 2010). Given the high importance of keeping employees engaged, it is certainly valuable to understand the antecedent variables that can result in high levels of engagement among employees (Akingbola & van den Berg, 2017). According to Wang (2016) earlier research on employee engagement has discovered quite a few factors that might impact the levels of employee engagement. However, these academic studies have lacked a structured framework to have a holistic look at the antecedents of employee engagement.

The existing literature relevant to present study limited their scope to analysing and indicate that the presence of high levels of employee engagement is also thought to enhance job performance, task performance, and organisational citizenship behaviours, productivity, discretionary effort, affective commitment, continuance commitment, levels of psychological climate, and customer service (Crawford, Rich, Buckman, & Bergeron 2014) in the developed economies such as India, Eastern Europe, central Europe and Western Europe.

Therefore, employee engagement antecedents and turnover intention were abundantly limited to the more advanced organisations. The measurement techniques as regarding employee engagement mainly leaned towards performance and productivity. Further, the literature reviewed did not reveal explicit combination of the seven mentioned models into a single conceptual framework to assess the relationship between the perceived organisational justice, perceived organisational support, job characteristic, value congruence, and perceived supervisor support; neither have any of the models

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considered the aspect of turnover intention. Apart from the technique of content analysis performed on mission statements of companies indicating the relevance of employee engagement, no use of the same was tested through the regression technique to provide empirical support on how the antecedents influence the outcomes.

2.6 Summary of literature reviewed

This chapter has reviewed the theoretical literature, the empirical works and the conceptual framework relevant to this study. The theories reviewed include the organisational support theory, theory of justice and conservation of resource theory, job characteristic theory, the leader member exchange theory, social identity theory and theory of reasoned action. The social identity theory explores the relationships we choose to create and maintain are the ones that maximize our rewards and minimize our costs. The leader member theory gives insight into the relationship between the focuses on the relationship that develops between managers and members of their teams.

The organisational support theory explains how employees develop a general perception concerning the extent to which the organisation values their contributions and cares about their well-being. Finally, by interlinking the theoretical and empirical literature, valuation models are derived and the variables that form the conceptual framework extrapolated the conceptual model then show the linkage for testing the relationship between employee engagement antecedents and turnover intention in the organisation.

2.7 Research Gap

Research by Fazio, Gong, Sims, and Yurova, (2017) on "The role of affective commitment in the relationship between social support and turnover intention", implied that high affective commitment and high organizational support do not combine to make positive synergy effect beyond simple additive impact on turnover intention. An employee whose affective commitment is high does not amplify the perception of support received from the organization, suggesting a balanced psychological state where

the social exchange is fair. On the contrary, supervisor support appears to over justify the affective commitment held by the employee so that more intensive decrease in turnover intention is called for.

Moreover, the higher the affective commitment, the more amplification of the effect of PSS. Findings suggest that this baseline level of support has important implications for reducing employee turnover intention. That is, even without strong levels of affective commitment, organizations can influence the turnover intention of employees by providing a foundation level of support. Supervisors can enhance this foundation by providing additional support in their interactions with employees. Both POS and PSS have direct influence on turnover intention, organizations should be aware that focusing on affective commitment is not enough. Efforts need to be made to convey the message of strong social support to employees. Moreover, because PSS has a positive synergy with affective commitment; organizations can emphasize training supervisors to provide employee social support, especially for those who are highly committed to the organization.

The study recommended a future research to investigate the roles played by organizational and supervisor support. Although the two constructs could simply be different manifestations of the same phenomenon, our findings suggest their impact on employee's perceptions vary significantly. Is it because organizational support is more abstract than supervisor support? To explore the distinctiveness between POS and PSS, there is need to establish a greater supervisory role in human resource development. Further, the role of affective commitment in the model is worth additional examination. Particularly, affective commitment was not often seen as a moderator in the literature. Yet, it may profoundly change people's attribution process so that the impact of other attitude will be altered. Studies exploring the underlying mechanism of how affective commitment changes the impact of other attitudes would bring more insight to the construct.

Another research on organizational justice and learning goal satisfaction by Kumar and Jauhari, (2016) suggested that scholars can explore the interacting effect of the four OJ dimensions in various relationships, OJ and TI could be studied. In addition, effects of various other types of participation (participation on issues specific to one's job) and effects of other similar constructs such as job involvement and psychological empowerment could be interesting extensions of the study. To add, alternative approaches to measurement (instead of needs and satisfaction of needs being measured through same item, both can be measured differently) could also be explored. A research by Kim, and Hyun, (2017) "The impact of personal resources on turnover intention: the mediating effects of work engagement", recommended a research on other factors including job resources are related to work engagement and turnover intention, controlling effects of the other factors on the work engagement and turnover intention.

Lastly, the previous studies employed both quantitative and qualitative research methods to acquire a more in-depth understanding of the potential roles and influences of work engagement. The current research focused on the quantitative research method. However, qualitative approaches could add depth and detail to the research findings of quantitative research and elaborate the meaning of the findings with expanded dialog. Future research could explore the quantitative nature of the structural relationships between work engagement and its antecedents (self-efficacy, OBSE and optimism) and consequences (turnover intention) identified in this study and gather employees' critical incident accounts that would provide details to explain the relationships.

This study sought to address these gaps by laying emphasis on the relation between the antecedents of employee engagement and turnover intention and the moderating role of employee commitment on this relationship in the banking sector so that areas for improvement could be identified. The objectives sought to examine the effect of perceived organisational support on turnover intention in the banking sector in Nairobi City County in Kenya, assess the effect of organisational justice and turnover intention

in the banking sector in Nairobi City County in Kenya, examine the effect of value congruence and turnover intention in Nairobi City County in the banking sector in Kenya, establish the effect of job characteristics and turnover intention in the banking sector in Nairobi City County in Kenya, determine the effect of perceived supervisor support and turnover intention in the banking sector in Nairobi City County in Kenya, assess the moderating role of affective commitment on the relationship between the employee engagement antecedents and turnover intention in the banking sector in Nairobi City County in Kenya. The desire of the present research is to bring in a combined assessment to examine if employee engagement is related to lower turnover intention by performing studies in the emerging markets and more specifically Kenya.

2.8 Summary

The above chapter reviewed the various theories that explain the independent and dependent variables. The conceptual framework is drawn up from the reviewed literature in line with the following criteria, title, scope, methodology forming the basis for the critique of literature. It is from these critiques that the research gaps both conceptual and contextual were identified.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a description of the methods to be applied in carrying out the study. It shall be organized under the following subheadings: Research philosophy, research design, the targeted population, sampling frame, sampling technique, research instruments, and data collection & analysis procedures.

3.2. Research Philosophy

Research philosophy is the foundation of knowledge on which underlying predispositions of a study are based (Robson, 2014). According to Robson (2014) research philosophy plays a significant role in expanding awareness and assumption about the ways in which scholars see the world. There are two major stances, which are ontology and epistemology. According to Bryman and Bell (2007), epistemology refers to what is considered acceptable knowledge and whether social studies and natural studies can employ the same methods and principles to study reality or not. On the other hand, ontology refers to a researcher's belief system on what constitutes a fact. It mainly reflects an individuals' interpretation of whether social entities are perceived as objective or subjective (Blaikie, 2007).

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. Research philosophy is the underlying assumption upon which research and development in the field of inquiry is based. Research philosophy is an important part of research methodology for collecting data in effective and appropriate manner. According to (Kelly, Lesh & Baek, 2014), research philosophy is a perspective that is based on the set of shared assumptions, values, concepts and practices. 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).

3.3 Research Design

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).This method was preferred because Cross-sectional studies are sometimes carried out to investigate associations between factors and the outcome of interest (Mugenda, 2013) and therefore guided the study in bringing out the relationship between, antecedents of employee engagement, employee commitment and turnover intention. Cross-sectional survey design has been used by a number of scholars (Waithaka, Mburu, Koror & Muathe, 2012; Morse, 2016 & Wildemuth, 2016).

3.4 Target Population of the study

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.

3.5 Sampling Frame

The sampling frame is a representation of the list of all population units from which the sample will be selected (Cooper & Schindler, 2011). This is a specific list of all members of the population from which the sample will be ultimately selected (Freberg, Vandiver, Watkins, & Canivez, 2008). 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.

3.5.1 Sampling Technique and Sample Size

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). Each respondent is chosen randomly and entirely by chance, such that each has the same probability of being chosen (Mugenda, 2013).Stratified random sampling allows one to draw externally valid conclusions about the entire population based on the sample. Its advantages are that it is free of classification error, and it requires minimum advance knowledge of the population.

A sample is a proportion of a population selected for observation and analysis and used to make inference to the population from which it was obtained (Kothari, 2008). Sample selection depends on the population size, its homogeneity and its cost of use and the degree of precision required (Salant & Dillman, 1994). The total population of the study according to Central Bank of Kenya supervisory report of 2016 was 6,487 who were all the employees in the branches and head offices in the Nairobi City County where the staff are categorised into three that is top level management (467), middle level management (1,293) and lower level management (Unionisable) (4,727). The target population of the study was 1,760 employees in middle level and top level management. The sample size of the study was selected using Slovin's (or sometimes Sloven's) formula.

Denoting by n the sample size, Slovin's formula is given by:

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

$$n = \frac{1760}{1 + (1760 \times 0.05^2)} = 325.92$$

where N is the target population size and e is the margin of error.

Table 3.1 Sample Size

Bank	Target Population	Top Level	Middle level	Sample Population
BBK	348	97	251	58
COOP	260	73	147	52
EQUITY	248	85	163	49
KCB	373	102	271	62
NBK	210	63	187	36
STANCHART	321	80	241	69
TOTAL	**1760**	**500**	**1260**	**326**

3.6 Data Collection Instruments

The study adopted the use of a questionnaire which comprised of close ended questions in a 5 point Likert scale and open ended questions. Sutrisna (2009) points out that,

questionnaires are appropriate for studies since they collect information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments as well as experiences of individuals. In addition, Marshall and Rossman (2010) also pointed out that, questionnaires are appropriate for studies since they collect information that is not directly observable as they inquire about feelings, opinion, motivations and attitudes of individuals. Therefore, individual opinions were weighed in a scale which will assist in infilling the descriptive statistics obtained. The data was converted into percentages to show the strongest opinion from the staff. The use of questionnaires was preferred because it covered a wide area instantaneously without bias on the side of the researcher and the respondents. Questionnaires were administered and followed up closely which enabled the researcher achieve the objectives.

3.7 Data Collection Procedure

This study used primary and secondary data. The primary data was obtained by the researcher from the administered questionnaires that the respondents completed. Questionnaires were hand-delivered or sent to all respondents. Follow-up was done through personal visits and telephone calls to facilitate response rate. Secondary data included publication written by another author who were not direct observer or participant in the events described (Mugenda, 2013).

3. 8 Pilot Study

A pilot study is a small scale preliminary study conducted in order to evaluate feasibility, time, cost, adverse events, and effect size (statistical variability) in an attempt to predict an appropriate sample size and improve upon the study design prior to performance of a full-scale research project (Freberg *et al.,* 2008). A pilot study is usually carried out on members of the relevant population, but not on those who will form part of the final sample. The study carried out a pilot test on 20 members of staff

who are in the lower level management, who are not part of the target population, thus avoiding any influence on the later behaviour of the research subjects.

3.8.1 Reliability of the research instrument

Reliability according to Mugenda (2013) reflects the consistency that an instrument demonstrates when applied repeatedly under similar conditions. The pilot method was employed so as to estimate the reliability of the questionnaires; reliability measures the extent to which questionnaires give the same results after being administered to the same respondents. Cronbach's (alpha) was used as a (lower bound) estimate of the reliability of a psychometric test. It has been proposed that it can be viewed as the expected correlation of two tests that measure the same construct (Nunnally, 1978). By using this definition, it is implicitly assumed that the average correlation of a set of items is an accurate estimate of the average correlation of all items that pertain to a certain construct where if: $\alpha \geq 0.9$ is Excellent $0.9 > \alpha \geq 0.8$ is Good, $0.8 > \alpha \geq 0.7$Acceptable, $0.7 > \alpha \geq 0.6$ is Questionable, $0.6 > \alpha \geq 0.5$ is Poor and $0.5 > \alpha$ is Unacceptable. It requires a reliability of 0.70 or higher for there to be a relation (Nunnally, 1978).

3.8.2 Validity of the research instrument

Validity according to (Mugenda, 2013) is the accuracy and meaningfulness of inferences, which are based on the research results. It is the degree to which the results obtained from the analysis of the data actually represent the actual phenomenon under study. It therefore has to do with how accurately the data obtained in the study represents the variables of the study. If such data is a true reflection of the variables, then inferences based on such data will be accurate and meaningful. To ensure content validity, the questionnaires were subjected to thorough examination by supervisors in charge of the proposal development. The supervisors were asked to evaluate the statements in the questionnaire for relevance. On the basis of the evaluation, the

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instruments were adjusted appropriately before subjecting it to the final data collection exercise. Their review comments were used to ensure that content validity is enhanced.

3.9 Measurement of Variables

The unit of analysis was the banks; this choice was consistent with previous studies on antecedents and outcome of employee engagement and turnover. The key variables of the study were independent (Perceived organisational support, perceived organisational justice, Value congruence, job characteristics and perceived supervisor support), the moderating variable (organisational commitment), dependent variable (Turnover Intention).

Table 3.2 Measures of Variables

Variable definition	Sub- variables measurement indicators	No of items	Scale	Level
Perceived organisational support	Perceived support for participation in HRD practices will be measured using the 9-item PIED scale Perceived Investment in Employee Development (PIED) scale developed by Lee and Bruvold (2003)	8	Section two: Using a 5-point Likert scale and open ended question.	Interval level
Perceived Organisational justice	Perceptions Organisational justice,will be measured using three items from Beehr & Walsh,(1976) and an 8 item questionnaire by (Folger and Cropanzano, 1998) and 3items adopted from Colquitt Rodell (2015)	8	Section three: Using a 5-point Likert scale and open ended question	Interval level
Value Congruence	Quinn and Rohrbaugh (1983) derived the CVF by analyzing the relationship among Campbell's (1977) effectiveness criteria and 5 items from Geert Hofstede (1988)	8	Section four: Using a 5-point Likert scale and open ended question	Interval level
Job Characteristics	Will use the 16-item Job Diagnostic Survey (JDS) developed by Hackman and Oldham (1975) to measure the core job dimensions of skill variety, task identity, task significance, autonomy, and feedback. The scale consists of three items for each of the five job dimensions.	8	Section five: Using a 5-point Likert scale and open ended question	Interval level
Perceived	Measurement of Procedural Justice Perceptions of	8	Section six:	Interval

supervisor support	procedural justice is measured with a 15-item scale developed by Niehoff and Moorman (1993).		Using a 5-point Likert scale and open ended question	level
Moderating Variable **Organisational Commitmen**t	Affective Commitment Scale from eight items from (Mowday. Porter & Steers. 1982) and Five items from Meyer and Allen's (1997).	8	Section seven: Using a 5-point Likert scale and open ended question	Interval level
Turnover Intention	Measured using the 14-item questionnaire by Roodt (2004).	8	Section eight: Using a 5-point Likert scale and open ended question	Interval level

3.10 Data Analysis and Presentation

Data analysis refers to the examination of what has been collected with an aim to make deductions and inferences Kothari (2008). The nature of data collected was qualitative and quantitative, it was used to analyse questions that were sampled into categories that correspond to specific codes, and interpreted list, which provided meaningful categories with characteristic key words. Hence the researcher went through the responses tallied them in regard to the outcome from different respondents.

According to (Smith, 2015), qualitative data comes in various forms. In analysing quantitative data, SPSS was used to provide summaries about the variables which included the means, frequencies, percentages and ranges. The following models that was used to test the hypothesis based on the relationship between variables includes:

Stage 1: Relationship between antecedents of employee engagement on turnover intention in an organisation.

$$\text{Logit } z = \ln\left(\frac{P}{1-P}\right) = z, \text{ where } z = \beta_o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \mathcal{E}$$

X_1 and B_1 are respectively the ith dimension of antecedents that was hypothesis to influence of outcomes and associated coefficient, while p is the probability of antecedents associated with X_1; $\mathcal{E}$ was the error term.

Stage 2: The moderation effect was represented by the interaction effect between the dependent and independent variable. In a multiple regression equation, the moderator variable was as follows:

$$\text{Ln}\left(\frac{P}{1-P}\right) = L_i = \alpha + \text{ß}_1 X + \text{ß}_2 Z + \text{ß}_3 Z + \mathcal{E}$$

$$P(Y) = \alpha + \text{ß}_1 POS*EC + \text{ß}_2 POJ*EC + \text{ß}_3 VC*EC + \text{ß}_4 JC*EC + \text{ß}_5 PSS*EC + \mathcal{E}$$

In this equation, the interaction effect between X (all variables) and Z (EC) measured the moderation effect. This test checked the significance of the regression model with the prediction that the moderating variables moderated the relationship between independent and dependent variable that is H0: $\beta3 = 0$ against H1: $\beta3 \neq 0$. If null is rejected at $\alpha=0.05$ level of significant, then Z_i is taken to having significant moderator effect. Typically, if there is no significant relationship on the dependent variable from the interaction between the moderator and independent variable, moderation is not supported.

3.11 Statistical Tests

Statistical methods were applied in all the phases of time series analysis from collecting data to evaluating results. Statistical errors are very common in scientific research and at least one error in the 50% of research article. Many of the statistical methods including correlation, regression, analysis of variance and parametric tests are based on normal distribution (Ghasemi & Zahedisal, 2012). Avioli (2012) show that the descriptive, normality, and verification tests can be assessed with the normal distribution. Narrowing down the context to inferential tests, the two main forms are parametric and nonparametric. Parametric tests require assumptions while nonparametric do not. However, nonparametric require even stronger evidence to reject the null hypothesis (Montgomery, Peck & Vining, 2015).

3.11.1 Test of Normality

Assumptions and technicality for the application of statistical tools and suitability of the tests are important in research work and normality is one of the most important aspects for statistical analysis (Singh & Masuku, 2014). If these tests are non-normality, then the data either have outliers, multiple modes, incorrect measuring tools, incorrect distributions, zero/infinite limits, or scanty collections. Avioli (2012) show that the descriptive, normality, and verification tests can be assessed with the normal distribution.

The normal distribution is a bell-shaped curve, in which the mean, median, and mode are equal, and are located at the centre. Also, it is symmetric about the mean, continuous, asymptotic to the horizontal, and has a total area of 1.00 or 100% (50% lies to the left and the other 50% to the right of the mean). Testing of normality is required for most of the statistical procedures. In the context of correlation, regression and parametric test based on the normal distribution under the assumption that the population from which the samples are taken is normally distributed (Ghasemi & Zahediasl, 2012).

3.11.2 Test of Hypotheses

The hypothesis was tested by using the logistic regression. The acceptance/rejection criterion was that, if the p-value is less than 0.05, then H_0 is rejected but if it's greater than 0.05, the H_0 fails to be rejected. The study tested null hypothesis that assumed that the observation was due to a chance factor. Hypothesis tests assessed the likelihood that the given data set came from a normal distribution. Null Hypothesis (H_0): The sample data are significantly different from a normal population and the null (H_0) that the distribution is arbitrary (Singh & Masuku, 2014). Null hypothesis (H_0): The sample data are significantly different than a normal population. The critical range at 5% level of significance and n=17 lower limit is 3.06 and upper limit is 4.31.

3.11.3 Test of Assumptions

The assumptions of multiple regression linearity, homoscedasticity and multicollinearity were assessed (Kalina, 2012). Linearity assumed a straight-line relationship between the predictor variables and the criterion variable, and homoscedasticity assumed that scores were normally distributed about the regression line. Linearity and homoscedasticity was assessed by examination of a scatter plot. The absence of multicollinearity assumed that predictor variables were not too related and were assessed using Variance Inflation Factors values over 10 suggested the presence of multicollinearity (Leech, Barrett & Morgan 2014).

CHAPTER FOUR

RESEARCH FINDINGS ANALYSIS AND DISCUSSIONS

4.1 Introduction

The chapter presents the results of the primary data which was collect through the use of questionnaires. Both descriptive and inferential statistics were used in data analysis. The results were analysed from response rate, background information, independent variables namely perceived organisational support, organisational justice, value congruence, job characteristics and perceived supervisor support the mediating variable of employee commitment and the dependent variable being turnover intention. Factor analysis was performed to identify the patterns in data and to reduce data to manageable levels (Loewen, & Gonulal, 2015). Correlation analysis was performed to show the strength of the relationship between turnover intention and perceived organisational support, organisational justice, value congruence, job characteristics, perceived supervisor support and the mediating variable of employee commitment. Regression analysis was run to show the relationship between turnover intention and the independent variables.

4.2 Response Rate

Data was collected from the banking sector, targeting top level and middle level management managers of tier one bank in the Nairobi City County. The response rate is the extent to which the final data set includes all sample subjects and it is arrived at the number of the people with whom interviews are completed, divided by the total number of people in the entire sample, including those who refused to participate and those who were unavailable, multiplied by 100 (Fowler, 2013). A total number of 326 questionnaires were administered to the top level and medium level management employees in the tier on banks in Nairobi City County. A total number of 296 of the managers responded positively giving a response rate of 91%. A response rate of above

70% is adequate for analysis (Kothari, 2008) thus a response rate of 91% in this study is considered adequate.

Table 4.1: Distribution of response rate

Response	Frequency	Percent
Returned	296	91%
Unreturned	30	9%
Total	**326**	**100%**

4.3 Pilot Results

4.3.1 Reliability Test

Reliability according to Mugenda (2013) is a measure of the desired research instrument to yield consistent results after repeated trials. On the other hand, it is the extent to which there is no biasness, therefore it ensures consistent measurement across the various items in the instrument, while validity is a measure of the degree of accuracy and meaningfulness of inference based on the research results (Kirk & Miller 1986). In the study, reliability study was done on all items, which were also validated by component factor analysis. Cronbach (2003) noted that the more consistent an instrument is, the more the reliable the measures and noted that the coefficient ranges from 0 to 1. Cooper and Schindler, (2012) accepted an alpha of 0.8 and above while Mugenda (2013) noted an alpha of 0.6 and below to be poor. The Cronbach's Alpha is a reliability measure which shows how well the items in the instrument are correlated to each other, while factor analysis was conducted in order to reduce the data to a meaningful and manageable set of factors. Table 4.2 shows Cronbach's Alpha values for the each variable which are above 0.8 implying that the instrument is satisfactory for measurement. The study adopted the Cronbach's Alpha since all the variables (Perceived Organisational Support, Perceived Organisational Justice, Value Congruence,

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Job Characteristic, Perceived Supervisor Support and Employee Commitment) were above 0.8.

Table 4.2: Reliability Analysis

Variable	N of Items	Cronbach's Alpha	Reliability
Perceived Organisational Support (POS)	6	.939	Reliable
Perceived Organisational Justice (POJ)	6	.842	Reliable
Value Congruence (VC)	6	.910	Reliable
Job Characteristic (JC)	6	.829	Reliable
Perceived Supervisor Support (PSS)	6	.866	Reliable
Employee engagement (EC)	6	.839	Reliable

According to Revelle and Zinbarg (2009), an alpha coefficient value more than 0.7 indicates that the gathered data has a relatively high internal consistency that could be generalised to reflect the opinion of the respondents in the targeted population. From the table above, which indicates that the instrument is highly satisfactory since all the coefficients are above 0.8 like POS 0.939, POJ0.842, VC 0.910, JC 0.829, PSS 0.866 and EC 0.839 are sufficient confirmation of data reliability for the five independent variables. As per Table 4.3, the dependent variable had a coefficient of 0.925 which is above the 0.7 which means that the variable was highly reliable and satisfactory.

Table 4.3: Reliability Analysis for turnover intention

Variable	Cronbach's Alpha	N of Items	Reliability
Turnover Intention (TI)	.925	6	Reliable

4.3.2 Validity test

Validity refers to what the test actually measures and requires the use of recognised subject matter expert to evaluate whether test item assess defined contrast. Validity is concerned with whether the findings will really explain the effect of internal control systems in the banking sector in Nairobi City County. To be able to determine this, content validity was achieved by subjecting the questionnaires to 5 human resource experts who made their comments on the relevance of each item. The results of their response were analysed to establish the percentage representation using content validity formula:

Content Validity Index = (number of judges declaring item valid) / (total number of items).

Table 4.4 Shows results that the test yielded an average index score of 92%. This shows that the instrument was valid.

Table 4.4: Validity Results

Rater	Total Items	Valid Items	Fraction
1	56	52	0.928571
2	56	54	0.964286
3	56	50	0.892857
4	56	51	0.910714
5	56	53	0.946429
Average			**0.928571**

4.4 Demographic Information

This section describes the characteristics of the study population based on the data collected and analysed. Every target population has its own characteristics. The respondents participated in the study were asked to indicate their job titles, gender, age, education and years of service in the organization.

4.4.1 Job title and designation

The study targeted managers in the top level and middle level management, from the respondents sampled, there were 47% at the top level management and 53% at the middle level management. This indicates the ability of the study to access respondents from across the management forming a good representation generalizable to the population.

Table 4.5: Response of job title/Designation

Job Title	Frequency	Percentage
Top level	138	47%
Middle Level	158	53%
Total	**296**	**100%**

4.4.2 Gender of the Respondents

The respondents profile comprises of 27% male and 73% female. This implies that more female than male participated in the study. This is a fair distribution of gender balance and meets the requirements of gender parity as espoused by gender crusaders. Since the opinion will be sought on how antecedents of employee engagement and turnover intention from the opinion from both sides of the gender. This disagrees with a study by Van Den Besselaar, and Sandström, (2016) that in spite of women being major actors in Kenya's economy, and notably in agriculture and the informal business sector, men dominate in the formal sector citing the ratio of men to women in formal sector as 74%:26%.

Table 4.6: Response of Gender Distribution

Gender	Frequency	Percentage
Male	80	27%
Female	216	73%
Total	**296**	**100%**

4.4.3 Distribution of Age

Majority of the respondents were aged between the age of 41 to 45 years as depicted in table below. This implies that the service has middle aged individuals who are ready to meet challenges in the organisation. This also shows that they have enough experience and thus they can make a contribution. This finding is in contrast to previous studies by Darmadi, (2013) which found the average age in their respective studies to be approximately 50 years. Darmadi, (2013) concluded that their employees were mature and therefore gave very reliable information.

Table 4.7: Distribution of respondents Age

Age bracket	Frequency	Percentage
25-30 years	4	1%
31 – 35 years	30	10%
36 – 40 years	99	33%
41-45 years	103	35%
46-50 years	50	17%
51 and above	10	3%
Total	**296**	**100%**

4.4.4 Distribution of level of education

The largest percentage of respondents 50% indicated they had post graduate level, while 39% had attained undergraduate level, 10% had attained diploma level and 1% had attained either "A" or "O" level. Thus their input to the study was worthwhile as they were able to understand and interpret the questions well.

Table 4.8: Respondents distribution of level of Education

Level of Education	Frequency	Percentage
"A" or "O" level	3	1%
Diploma level	30	10%
Graduate level	115	39%
Post Graduate level	148	50%
Total	**296**	**100%**

4.4.5 Distribution of Years of service

Majority of the respondents were had served the organisation between 11 to 15 years as depicted in table below. This implies that most of the managers have serve in the organisation for a long time hence understand the culture, processes and procedures of the organization.

Table 4.9: Respondents distribution of years of service

Years of service	Frequency	Percentage
0- 5 years	53	18%
5 - 10 years	80	27%
11 - 15 years	125	42%
16-20years	28	9%
21-30	10	3%
31 and above	0	0%
Total	296	100%

4.5 Factor Loading Analysis

Factor analysis is an approach that involves condensing information contained in a number of variables into a smaller set of dimensions (factors) with a minimum loss of information. Factor analysis was conducted to assess the convergent validity of the hypothetical constructs (Mugenda, 2013). Factor analysis establishes threshold of variables to be considered for interpretation. Tabachinick and Fidell (2007) described factor loading as follows 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good) or 0.7 (excellent).This was assessed using the value of standards loading of the indicators for the underlying construct the scores are to be statistically significant above 0.5 (Nunnally,1978). Mabert, Soni, and Venkataramanan (2003) stated that factor loading with Eigen values (total variance) greater than 0.5 should be extracted and coefficients

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below 0.49 deleted from matrix since they are not importance. It is conducted in order to reduce the data to a meaningful and manageable set of factors (Sekaran & Bougie, 2006) and help analyse the structure of the interrelationships (correlations) by defining the factors.

Fit statistics are evaluated to determine which predetermined model(s) best explain the relationships between the observed and the latent variables. Hair, Black, Babin, and Anderson (2010) described this as a primary statistical problem optimally estimating the parameters of the model and determining the goodness of fit of the model to sample data on measureable variables.

4.5.1 Factor Loading for Construct Perceived Organisational Support

Table 4.10 shows factor loading for construct perceived organisational support and the items: POS1, POS2, POS3, POS4, POS5 and POS6 had a factor loading greater than 0.8. Which according to Mabert *et al.,* (2003), factors loading with Eigen values greater than 0.5 should be extracted and below 0.49 not considered? The item with the highest loading factor was "Organisation strongly considers extra-role behaviours" and "Help is available from my organisation when i have a problem" with 0.969. This means that the organisation has played a major role in building extra-role behaviours and is always ready to help the employees when they need help. The item with the least loading factor was "My organisation shows little concern for me" which means that not always will the organization be concerned on all aspects of the employees.

Table 4.10: Factor Loading for Construct Perceived Organisational Support

Code	Item	Factor loading
POS1	Organisation has helped build your positive relationship	0.942
POS2	Organisation really cares about building supportive behaviours	0.942
POS3	Organisation strongly considers extra-role behaviours	0.969
POS4	My organisation shows little concern for me	0.873
POS5	My organisation is willing to help me if I need a special favour	0.962
POS6	Help is available from my organisation when I have a problem	0.969

4.5.2 Factor Loading for Construct Perceived Organisational Justice

Table 4.11 shows factor loading for construct perceived organisational justice and the items: POJ1, POJ2, POJ3, POJ4, POJ5 and POJ6 had a factor loading greater than 0.8. The item with the highest loading factor was "The procedures uphold ethical and moral standards" with 0.998 which means that the procedures of the organisation uphold the code of ethics of the organisation and ensure adherence to moral standards. The item with the least loading factor was "I am able to express my views using the procedures in place" with 0.825 which means that not all the employees able to express views using procedures.

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Table 4.11: Factor Loading for Construct Perceived Organisational Justice

Code	Item	Factor loading
POJ1	We feels that the distributive justice in organization is fair	0.901
POJ2	I can count on my organisation to have fair procedural justice	0.877
POJ3	That the interactive justice governs relationships	0.981
POJ4	My organisation treats me with dignity and respect	0.866
POJ5	I am able to express my views using the procedures in place	0.825
POJ6	The procedures uphold ethical and moral standards	0.998

4.5.3 Factor Loading for Perceived Construct Value Congruence

Table 4.12 shows factor loading for perceived construct value congruence and the items: VC1, VC2, VC3, VC4, VC5 and VC 6 had a factor loading greater than 0.9. The item with the highest loading factor was "Personal values are congruent with those of the organisation" with 0.949 that the values that the organization have put in place do not compromise the values of the individual employees. The item with the least loading factor was "The organisation embraces subjective fit" with 0.924 which means that the organisation should enhance objective fit to the employees.

Table 4.12: Factor Loading for Perceived Construct Value Congruence

Code	Item	Factor loading
VC1	The organisation embraces subjective fit	0.924
VC2	The organisation contributes to objective fit in the organization	0.934
VC3	There is Role predictability of the individual employees are met	0.933
VC4	Organisational behaviours are congruent with personal behaviours	0.948
VC5	Organisational values are communicated to organisation members	0.941
VC6	Personal values are congruent with those of the organisation	0.949

4.5.4 Factor Loading for Perceived Construct Job Characteristics

Table 4.13 shows factor loading for perceived construct job characteristics and the items: JC1, JC2, JC3, JC4, JC5 and JC6 had a factor loading greater than 0.9. The item with the highest loading factor was "The job requires use of variety of skills and talent" with 0.960 which means that the managers perform various duties in their role profiles which give them exposure to different scenarios that require use of various skills. The item with the least loading factor was "The employees have autonomy/discretion in decision making" with 0.923 which means that not all times will the employees have autonomy over decisions made in the organisation.

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Table 4.13: Factor Loading for Construct Job Characteristics

Code	Item	Factor loading
JC1	Your job and the results affects the wellbeing of others significantly	0.951
JC2	The employees have autonomy/discretion in decision making	0.923
JC3	The employees receive feedback on their jobs	0.925
JC4	There are opportunities for personal growth and development	0.925
JC5	The work is stimulating and challenging	0.93
JC6	The job requires use of variety of skills and talent	0.96

4.5.5 Factor Loading for Construct Perceived Supervisor Support

Table 4.14 shows factor loading for perceived supervisor support and the items: PSS1, PSS2, PSS3, PSS4, PSS5 and PSS6 had a factor loading greater than 0.8. The item with the highest loading factor was "Show concern for my rights as an employee" with 0.933 which means that the employees concerns and rights are respected by the organisation. Followed by "There is instrumental support to all the employees" with 0.914 which shows that the organisation provides tools/instruments that enables the employees execute their duties effectively. The item with the least loading factor was "The supervisors offer social support to the employees" with 0.880 which means that not all

supervisors offer social support to the employees; it depends with the level of interactions.

Table 4.14: Factor loading for construct perceived supervisor support

Code	Item	Factor loading
PSS1	There is instrumental support to all the employees	.914
PSS2	The supervisors offer social support to the employees	.880
PSS3	The supervisor gives me emotional support whenever I need it.	.922
PSS4	Ensures employee concerns are heard before job decisions	.911
PSS5	Clarify decisions and provides additional information to employees	.910
PSS6	Show concern for my rights as an employee	.933

4.5.6 Factor Loading for Perceived Construct Employee Commitment

Table 4.15 shows factor loading for perceived employee commitment and the items: EC1, EC2, EC3, EC4, EC5 and EC6 had a factor loading greater than 0.8. The item with the highest loading factor was "Working here has a great deal of personal meaning to me" with 0.977 which means that the employees feel happy and enjoy working for their employers. Followed by "Do not feel like 'part of the family' at my organisation" with 0.899 which shows that employees feel 'part of the family' in the organisation.

Table 4.15: Factor Loading for Perceived Construct Employee Commitment

Code	Item	Factor loading
EC1	There's sense of affective commitment or emotional attachment	.826
EC2	There is normative commitment where I maintain membership	.856
EC3	Continuance commitment where employee perceive costs of leaving	.870
EC4	Do not feel like 'part of the family' at my organisation	.899
EC5	Working here has a great deal of personal meaning to me	.977
EC6	Problems faced by my organisation are also my problems	.880

4.5.7 Factor Loading for Perceived Construct Turnover Intention

Table 4.16 shows factor loading for perceived construct turnover intention and the items: TI1, TI 2, TI 3, TI 4, TI 5 and TI 6 had a factor loading greater than 0.8. The item with the highest loading factor was "The Job and task assigned are complex which help build on the skills" with 0.913 which means that the organisation plays a key role in employee development. Followed by "Your current job affects your personal well-being" with 0.906 which shows that the job and careers of the employees have a positive impact in the wellbeing of the employee and "Your most important personal values at work are compromised" with 0.895 which shows that the values that are important to the individuals are not compromised by the organisation.

Table 4.16:   Factor Loading for Perceived Construct Turnover Intention

Code	Item	Factor loading
TI1	The Job and task assigned are complex which help build on the skills	.913
TI2	Employees develop expectations toward their companies and leaders	.866
TI3	Your most important personal values at work are compromised	.895
TI4	Vested personal interest (pension fund) prevents you from quitting.	.813
TI5	Your current job affects your personal well-being.	.906
TI6	The troubles associated with relocating, prevent you from quitting.	.805

4.6 Descriptive Analysis of variables

The purpose of descriptive statistics is to enable the study to meaningfully describe a distribution of scores or measurements using indices or statistics. The type of statistics or indices used depends on the type of variables in the study and the scale of measurements. The commonly used measurements are percentages, mode, mean and median. This study used percentages to present the study findings on factors used to examining the relationship between antecedents of employee engagement and turnover intention among the commercial banks in Nairobi City County.

4.6.1 Descriptive Analysis for Perceived Organisational Support

Table 4.17 shows a likert scale analysis that was used to establish the influence of perceived organisational support on turnover intention among the commercial banks in Nairobi City County. Respondents' opinion was sought on whether they think that the Organisation has helped build their positive relationship and the results indicate that 93.1% Strongly Agree, 6.1% Agree, 0.3% Not Sure, 0.1% Disagree and 0.4% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the organisation has built a positive relationship for them.

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

Opinion sought on whether the organisation show little concern for employees indicate that 1.8% Strongly Agree, 1.3% Agree, 1.5% Not Sure, 16% Disagree and 79.4% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly disagree that the organisation show little concern for employees. The study sought an opinion on whether they think that the Organisation is willing to help them when they need a special favour and the results

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

An opinion on whether they are happy with how the organisation is concerned with their wellbeing, goals and values and the results indicate that 68% of the employees were happy while 32% were not. When asked on what to be improved, statuesque 35%, resources 20% training 25%, open policies 11% and motivation 9%. Thus from the results, we can deduce that the highest number of employees in the banking sector are happy with the organization as it is. Further sought an opinion on what the employees think that the organization can do to provide them with support needed in the workplace and the results were training 22%, flexible work schedules45% and more exposure16% and job rotation 17%. From the results, the employees feel that the organization should introduce more flexible working hours so that the employees can have better work life balance. The overall results had an average mean of 4.53 showing that the respondents agreed with most of the statements; however the responses were varied as indicated by average standard deviation of 0.441

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

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

Table 4.17: Descriptive Analysis on Perceived Organisational Support.

Statements	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Mean	Std. Deviation
Organisation has helped build your positive relationship	93.1	6.1	0.3	0.1	0.4	4.93	0.251
Organisation really cares about building supportive behaviours	93.2	6.1	0.2	0.3	0.2	4.93	0.251
Organisation strongly considers extra-role behaviours	96	3.1	0.1	0.3	0.5	4.97	0.181
My organisation shows little concern for me	11.8	21.3	7.4	26	33.4	2.52	1.435
My organisation is willing to help me if I	85.1	14	0.3	0.3	0.3	4.86	0.35

need a special favour							
Help is available from my organisation when I have a problem	96.2	3.1	0.2	0.1	0.4	4.97	0.181

Valid N (296)

4.6.2 Descriptive Analysis on Perceived Organisational Justice

Table 4.18 shows a Likert scale analysis that was used to establish the influence of perceived organisational justice on turnover intention among the commercial banks in Nairobi City County. Respondents' opinion was sought on whether they feel that the distributive justice in organization is fair and the results indicate that 67.4% Strongly Agree, 28.2% Agree, 1.2% Not Sure, 2.3% Disagree and 0.9% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree and feel that the distributive justice in organization is fair.

The study sought opinion on whether they can count on the organisation to have fair procedural justice and the results indicate that 63.2% Strongly Agree, 30.7% Agree, 2.7% Not Sure, 0.7% Disagree and 2.7% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree they can count on the organisation to have fair procedural justice. Also sought opinion on whether they think that there is interactive justice governs relationships in the organisation and the results indicate that 67.1% Strongly Agree, 26.3% Agree, 2.3% Not Sure, 3% Disagree and 1.3% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agrees that there is interactive justice governs relationships in the organisation. Opinion sought on whether the employees think that the organisation treats them with dignity and respect and the

results indicated that 70.3% Strongly Agree, 24% Agree, 2.3% Not Sure, 0.4% Disagree and 3% Strongly Disagree. From the results we can deduce that the highest number of employees strongly agree that the organisation treats them with dignity and respect.

The study sought an opinion on whether they are able to express their views using the procedures in place and the results indicate that 63.4% Strongly Agree, 29.1% Agree, 3.1% Not Sure, 3.3% Disagree and 1.1% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that they are able to express their views using the procedures in place. Further sought an opinion on whether they think that the procedures uphold ethical and moral standards and the results indicate that 69.1% Strongly Agree, 26% Agree, 1.1% Not Sure, 0.8% Disagree and 3% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the procedures uphold ethical and moral standards.

An opinion on whether the organisation should introduce or enhance a mechanism and tools so as to ensure organisational justice is achieved in the organisation and the results indicate that 73% want objective performance appraisal, fair reward system 13%, staff air views 10%, others 4%. Thus from the results, we can deduce that the highest number of employees in the banking sector suggest enhancement of the appraisal to be objective. Further sought an opinion on how the organisation can improve on the rights of the employees as stipulated in the policies and the results suggest that the organisation can do more training 45%, flexible work schedules 45%, more exposure 16% and job rotation 17%. From the results, the employees feel that the organization should do more training for them and offer flexible work schedules as this will help employees be more skilful and be able to handle other aspects concerning life better with flexible schedules. Based on the average mean of the results, the respondents agreed with most of the statements but their responses were varied as indicated by the standard deviations.

When employees perceive that there is justice in the organisation, they desire to be treated fairly is a universal and fundamental human value. Employees want to feel that they are part of their organization, and fair treatment signals that they are valued and accepted by the organization. Even unfavourable outcomes are accepted when procedures are viewed as fair.

The findings corroborates with the study by Alkhadher and Gadelrab (2016) that, perceived organisational justice influences attitudes and behaviours such as group commitment, job performance, organizational citizenship behaviour, job satisfaction, trust, withdrawal, collective esteem, and instrumentality (Colquitt *et al., 2013*). Perceived unfairness has also been linked to negative reactions such as sleep problems and psychological distress (Gluschkoff *et al., 2016*), absenteeism, withdrawal, and theft (Greenberg & Colquitt, 2013).

Table 4.18: Descriptive Analysis on Perceived Organisational Justice.

statements	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Mean	Std. Deviatio
We feels that the distributive justice in organization is fair	67.4	28.2	1.2	2.3	0.9	4.6	0.661
I can count on my organisation to have fair procedural justice	63.2	30.7	2.7	0.7	2.7	4.56	0.682
That the interactive justice governs relationships	67.1	26.3	2.3	3	1.3	4.59	0.693
My organisation treats me with dignity and respect	70.3	24	2.3	0.4	3	4.61	0.689
I am able to express my views using the procedures in place	63.4	29.1	3.1	3.3	1.1	4.53	0.726
The procedures uphold ethical and moral standards	69.1	26	1.1	0.8	3	4.61	0.674

Valid N (296)

4.6.3 Descriptive Analysis on Value Congruence

Table 4.19 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

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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 behavior transcending organizational boundaries occupational status may serve as an indicator of collective values among certain type of people sharing the same professional identity

Table 4.19: Descriptive Analysis on Value Congruence

statements	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Mean	Std. Deviatio
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 behaviors 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)							

4.6.4 Descriptive Analysis on Job Characteristics

Table 4.20 shows a likert scale analysis that was used to establish the influence of Job characteristics on turnover intention among the commercial banks in Nairobi City County. Respondents' opinion was sought on whether they think that their job and the results affects the wellbeing of others significantly and the results indicate that 73% Strongly Agree, 22.1% Agree, 1.2% Not Sure, 0.7% Disagree and 3% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that their job and the results affects the wellbeing of others significantly.

The study sought opinion on whether the employees have autonomy/discretion in decision making and the results indicate that 69.1% Strongly Agree, 23.3% Agree, 0.5% Not Sure, 2.4% Disagree and 4.7% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the employees have autonomy/discretion in decision making. Also sought opinion on whether the employees receive feedback on their jobs and the results indicate that 72.2% Strongly Agree, 20.2% Agree, 0.9% Not Sure, 4.7% Disagree and 2% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the employees receive feedback on their jobs.

Opinion sought on whether there are opportunities for personal growth and development and the results indicate that 74% Strongly Agree, 19.1% Agree, 2.1% Not Sure, 4.2% 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 there are opportunities for personal growth and development. The study sought an opinion on whether they think that their work is stimulating and challenging and the results indicate that 74.3% Strongly Agree, 18.2% Agree, 2.1% Not Sure, 1.2% Disagree and 4.2% Strongly Disagree. From the results we can deduce that the highest number of employees in the

banking sector strongly agree that that their work is stimulating and challenging. Further sought an opinion on whether they think that their job requires use of variety of skills and talent and the results indicate that 74% Strongly Agree, 22% Agree, 1.4% Not Sure, 0.2% Disagree and 2.4% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that their job requires use of variety of skills and talent. The results mean indicate that respondents were in agreement with most of the statements presented, however the responses were distributed about the mean.

An opinion on whether the employees participate in decision making 77% said yes while 23% said no, when they were asked on what more the organisation can do to encourage involvement and participation, 28% delegation of duties, 13% open door policy, 40% reward creativity and innovation, 10% sought opinions and 9% others. Thus from the results, we can deduce that the highest number of employees in the banking sector are involved in decision making but would like the organisations to reward creativity and innovation so that to motivate the employees, they become proactive and pose positive challenge to the rest of the members.

Further sought an opinion on what the employees think are the mechanisms that the organization can adopt to improve on the job characteristics in the workplace and the results were 15% job rotation, 19% job enlargement, 20% job enrichment, 21% training& mentorship, 24% job classification and 1% others. A professional who's greater intention to leave the organizations is because they feel that their jobs are not significant to their professionals. In order to avoid this, managers need to constantly update these individuals on the contributions of their work is making the overall organizational performance.

The findings corroborates with the study researched by Uppal and Mishra (2014) that, job resources such as motivational job characteristics relate positively to work

engagement and hence job performance. They suggested that in the presence of motivational job characteristics, individuals were motivated to utilize the personal resources effectively and hence low turnover.

Table 4.20: Descriptive Analysis on Perceived Job Characteristics.

Statements	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Mean	Std. Deviatio
Your job and the results affects the wellbeing of others significantly	73	22.1	1.2	0.7	3	4.63	0.793
The employees have autonomy/discretion in decision making	69.1	23.3	0.5	2.4	4.7	4.53	0.931
The employees receive feedback on their jobs	72.2	20.2	0.9	4.7	2	4.56	0.926
There are opportunities for personal growth and development	74	19.1	2.1	4.2	0.6	4.58	0.906
The work is stimulating and challenging	74.3	18.2	2.1	1.2	4.2	4.59	0.909
The job requires use of variety of skills and talent	74	22	1.4	0.2	2.4	4.65	0.749
Valid N (296)							

4.6.5 Descriptive Analysis on Perceived Supervisor Support

Table 4.21 shows a likert scale analysis that was used to establish the influence of perceived supervisor support on turnover intention among the commercial banks in Nairobi City County. Respondents' opinion was sought on whether they think there is instrumental support to all the employees and the results indicate that 76% Strongly Agree, 18.3% Agree, 2.1% Not Sure, 3.4% Disagree and 0.2% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that there is instrumental support to all the employees.

The study sought opinion on whether they think that the supervisors offer social support to the employees and the results indicate that 71.1% Strongly Agree, 20.1% Agree, 0.6% Not Sure, 4.2% Disagree and 4% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the supervisors offer social support to the employees. Also sought opinion on whether they think that the supervisor can give them emotional support whenever they needed it and the results indicate that 68.2% Strongly Agree, 24.2% Agree, 5.1% Not Sure, 0.8% Disagree and 1.7% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the supervisor can give them emotional support whenever they needed it.

Opinion sought on whether the organisation ensures employee concerns are heard before job decisions and the results indicated that 69.9% Strongly Agree, 23.5% Agree, 4.1% Not Sure, 0.5% Disagree and 2% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the organisation ensures employee concerns are heard before job decisions and the results.

The study sought an opinion on whether they think that the Organisation clarify decisions and provides additional information to employees and the results indicate that 67.9% Strongly Agree, 23.6% Agree, 6.1% Not Sure, 1.7% Disagree and 0.7% Strongly

Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the organisation clarify decisions and provides additional information to employees. Further sought an opinion on whether they think that the organization shows concern for the rights of the employees and the results indicate that 74% Strongly Agree, 20.6% Agree, 3% Not Sure, 0.7% Disagree and 1.7% Strongly Disagree. Based on the mean of the results, the respondents agreed with most of the statements but the responses were varied as indicated by the standard deviations. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the organization shows concern for the rights of the employees.

An opinion on what more the supervisors can do to provide support in the workplace and the results indicate that 15% emotional intelligence, 20% all-inclusive decisions, 35% more accessible, and 30% others. Thus from the results, we can deduce that the highest number of employees in the banking sector suggest that the supervisors should be more accessible. Further sought an opinion on how often the supervisors explain decision made about their jobs the results indicated that 80% regularly, 15% sometimes and 5% rarely from the results, the supervisors explain decisions made about jobs to the employees it shows that employees who have a positive relationship generally have positive synergy and helps motivate other employees, mentor other employees, encourages and bring the best of each of the employees. They provide guidance and lead the team according to the strategies and vision of the organisation.

The findings corroborates with the study by (Nisar *et al., 2014*) that perceived organisational support predicted greater organizational citizenship behaviour; trust plays a partial mediating role in relationship of perceived supervisor support with organizational citizenship behaviour. Perceived supervisor support and trust in supervisor are positively related to organizational citizenship behaviour and perceived supervisor support significantly predicted the organizational citizenship behaviour.

Table 4.21: Descriptive Analysis on perceived supervisor support.

statements	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Mean	Std. Deviation
There is instrumental support to all the employees	76	18.3	2.1	3.4	0.2	4.66	0.751
The supervisors offer social support to the employees	71.1	20.1	0.6	4.2	4	4.57	0.84
The supervisor gives me emotional support whenever I need it.	68.2	24.2	5.1	0.8	1.7	4.58	0.746
Ensures employee concerns are heard before job decisions	69.9	23.5	4.1	0.5	2	4.59	0.767
Clarify decisions and provides additional information to employees	67.9	23.6	6.1	1.7	0.7	4.55	0.784
Show concern for my rights as an employee	74	20.6	3	0.7	1.7	4.65	0.731

Valid N (296)

4.6.6 Descriptive Analysis on Employee commitment

Table 4.22 shows a Likert scale analysis that was used to establish the influence of Employee commitment on turnover intention among the commercial banks in Nairobi City County. Respondents' opinion was sought on whether they think that there's sense

of affective commitment or emotional attachment to the organization and the results indicate that 91.2% Strongly Agree, 8.1% Agree, 0.3% Not Sure, 0.3% 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 there's sense of affective commitment or emotional attachment.

The study sought opinion on whether there is normative commitment where they can maintain membership and the results indicate that 85.1% Strongly Agree, 14.1% Agree, 0.3% Not Sure, 0.4% 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 there is normative commitment where they can maintain membership. Also sought opinion on whether they think that there is continuance commitment where employee perceive costs of leaving and the results indicate that 85.2% Strongly Agree, 14.1% Agree, 0.1% Not Sure, 0.2% Disagree and 0.4% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that there is continuance commitment where employee perceive costs of leaving. Opinion sought on whether the employees do not feel like 'part of the family' at the organisation and the results indicate that 0.3% Strongly Agree, 0.7% Agree, 0.5% Not Sure, 13.3% Disagree and 85.2% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly disagree that the employees do not feel like 'part of the family' at the organisation.

The study sought an opinion on whether they think that working in that organisation has a great deal of personal meaning to them and the results indicate that 90% Strongly Agree, 9.2% Agree, 0.5% Not Sure, 0.2% Disagree and 0.1% Strongly Disagree. From the results we can deduce that the highest numbers of employees in the banking sector strongly agree that working in that organisation has a great deal of personal meaning to them. Further sought an opinion on whether they perceive that problems faced by the organisation are also their problems and the results indicate that 90.2% Strongly Agree,

9.1% Agree, 0.1% Not Sure, 0.2% Disagree and 0.4% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that problems faced by the organisation are also their problems.

An opinion on whether they feel that the workplace environment encourages employee commitment and the results indicate that 92% of the employees said "Yes" and 8% said "No". When asked on how the employer can improve further, 25% collect feedback, 32% engaging employees, 20% involving and 25% others. Thus from the results, we can deduce that the highest number of employees in the banking sector are of the opinion that the organisations should engage the employees more. Further sought an opinion on how the organisation impact on their personal meaning and create a sense of belonging 81% positively, 7% negatively and 11% others. According to the results respondents agreed with most of the statements but the responses were distributed about the mean as indicated by the standard deviations. Based on the mean of the statements, respondents agreed with most of the statements however their responses were varied. From the results, the highest number of employees feel that the organization impact positively on their personal meaning and create a sense of belonging.

Employees who are committed in an organization are highly motivated and have strong attachment to the organisation where working for the organisation will have a personal meaning to them. Those employees will feel part of the family and any problem faced by the organisation; they will feel as it is their problem too.

These findings corroborates with the study by (Rabindarang, Bing & Yin, 2014) that there was difference among age groups towards organizational commitment, its shows that when the workers getting older, the more they become committed to the organisation and the intention to leave the organization is low.

Table 4.22: Descriptive Analysis on Perceived Employee Commitment.

statements	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Mean	Std. Deviatio
There's sense of affective commitment or emotional attachment	91.2	8.1	0.3	0.3	0.1	4.91	0.284
There is normative commitment where I maintain membership	85.1	14.1	0.3	0.4	0.1	4.86	0.35
Continuance commitment where employee perceive costs of leaving	85.2	14.1	0.1	0.2	0.4	4.85	0.353
Do not feel like 'part of the family' at my organisation	2	0.7	12.8	21.3	63.2	3.53	1.63
Working here has a great deal of personal meaning to me	90	9.2	0.5	0.2	0.1	4.9	0.334
Problems faced by my organisation are also my problems	90.2	9.1	0.1	0.2	0.4	4.4	0.313
Valid N (296)							

4.6.7 Descriptive Analysis on Turnover Intention

Table 4.23 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.

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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 4.23: 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

4.7 Diagnostic Tests

4.7.1 Test of Multicollinearity

Multicollinearity is a statistical phenomenon in which two or more predictor variable in a multiple regression model are highly correlated, the undesirable situation where the correlations among the independent variables are strong. A set of variables is perfectly

multicollinear if there exists one or more exact linear relationship among some of the variables. Tolerance of the variable and the VIF value were used where values more than 0.2 for tolerance and values less than 10 for VIF means that there is no multicollinearity.

For multiple regressions to be applicable there should not be strong relationship among variables. Statistics used to measure multicollinearity include tolerance and variance inflation factor. From the findings, the variables had a tolerance values >0.2 and VIF values <10 as shown in table 4.24 indicate that there is no multicollinearity among the independent variables (perceived organisational support, perceived organisational justice, value congruence, job characteristic and perceived supervisor support).

Table 4.24: Multicollinearity test for Tolerance and VIF

Study Variable	Collinearity Statistics	
	Tolerance	**VIF**
POS	0.621	1.612
POJ	0.530	1.887
VC	0.568	1.759
JC	0.548	1.826
PSS	0.563	1.777
EC	0.542	1.846

4.7.2 Test of Heteroscedasticity

The error process may be homoscedastic within cross-sectional units, but its variance may differ across units: a condition known as group wise heteroscedasticity. The best command calculates Breuch Pagan for group wise heteroscedasticity in the residuals. The null hypothesis specifies that $\sigma^2_i = \sigma^2$ for i =1...Ng, where Ng is the number of cross-sectional units. The results in table 4.25 indicate that the null hypothesis of homoscedastic error terms is rejected as supported by a p-value of 0.0003 and thus

heteroscedasticity error terms. The problem was corrected by estimating the models with robust standard errors.

Table 4.25: Heteroscedasticity Results

Breuch-Pagan / Cook-Weisberg test for heteroscedasticity
H$_o$: Constant variance
Variables: fitted values of Turnover Intention.
chi2(1)   =   13.32
Prob > chi2   =   0.0003

4.7.3 Test of linearity

Linearity assumes a straight-line relationship between the predictor variables and the criterion variable. This was assessed by examination of a scatter plot of all the independent variables against the dependent variable to measure if there is a straight line relationship. All the independent variables depicted a straight line relationship with the dependent variable as shown in Figure 4.1
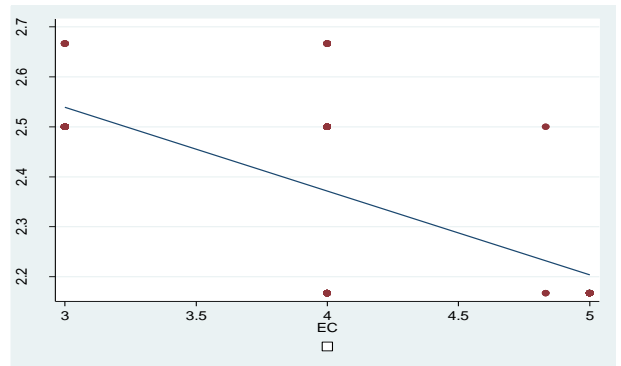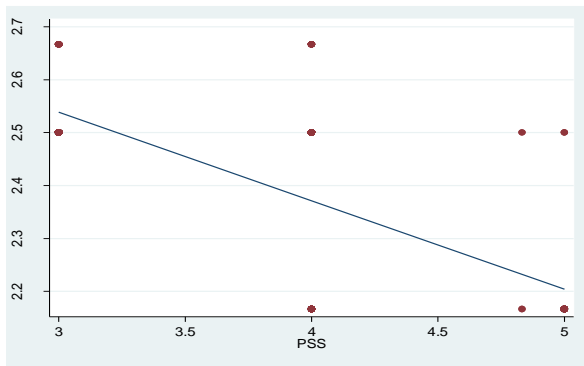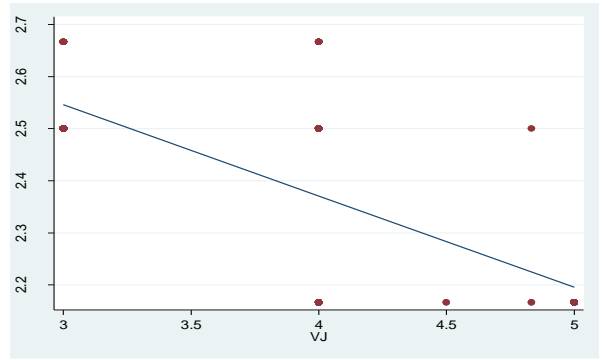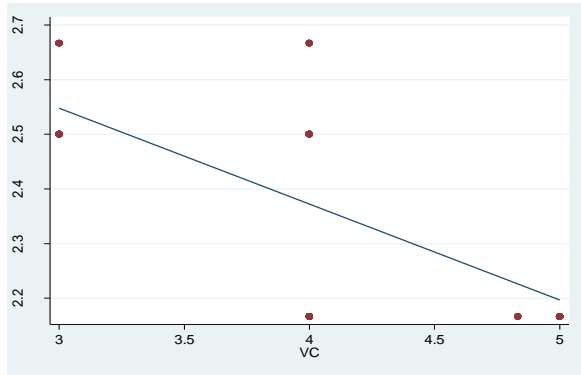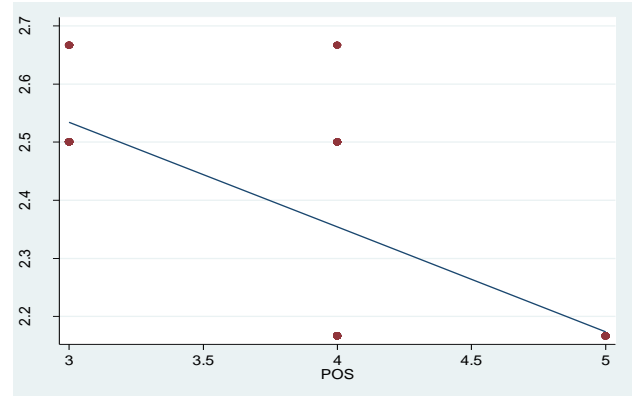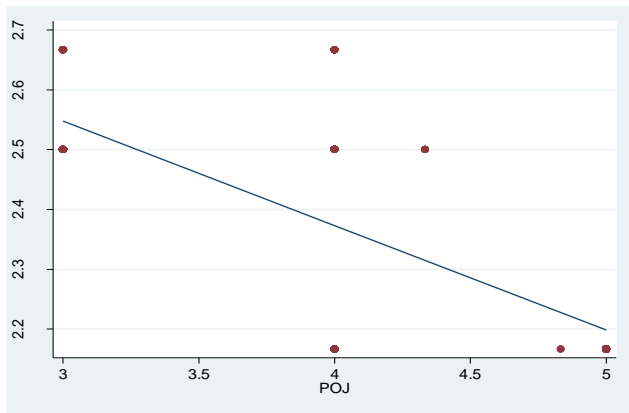
Figure 4.1: Scatter Diagrams for Linearity

4.7.4 Test of Normality

Test of normality determines if the data is well modelled and normally distributed (linear). It is used to measure how far data deviates from the Gaussian by looking at the graph and seeing if the distribution deviated grossly from a bell shaped normal distribution. It is a determination of the likelihood of a random variable of being normally distributed. It is an assessment of the normality of data in statistical tests. Avioli (2012) showed that the descriptive, normality, and verification tests can be assessed with the normal distribution. Singh and Masuku, 2014 states that if these tests are non-normality, then the data either have outliers, multiple modes, incorrect measuring tools, incorrect distributions, zero/infinite limits, or scanty collections. In order to fit a linear model, the dependent variable has to be normally distributed. The test for normality was first examined using the graphical method approach as shown in the Figure 4.2 below. The results in the figure indicate that the residuals are normally distributed.

Histogram

Dependent Variable: Binary_Turnover_Intention

Mean = 5.25E-16
Std. Dev. = 0.990
N = 296
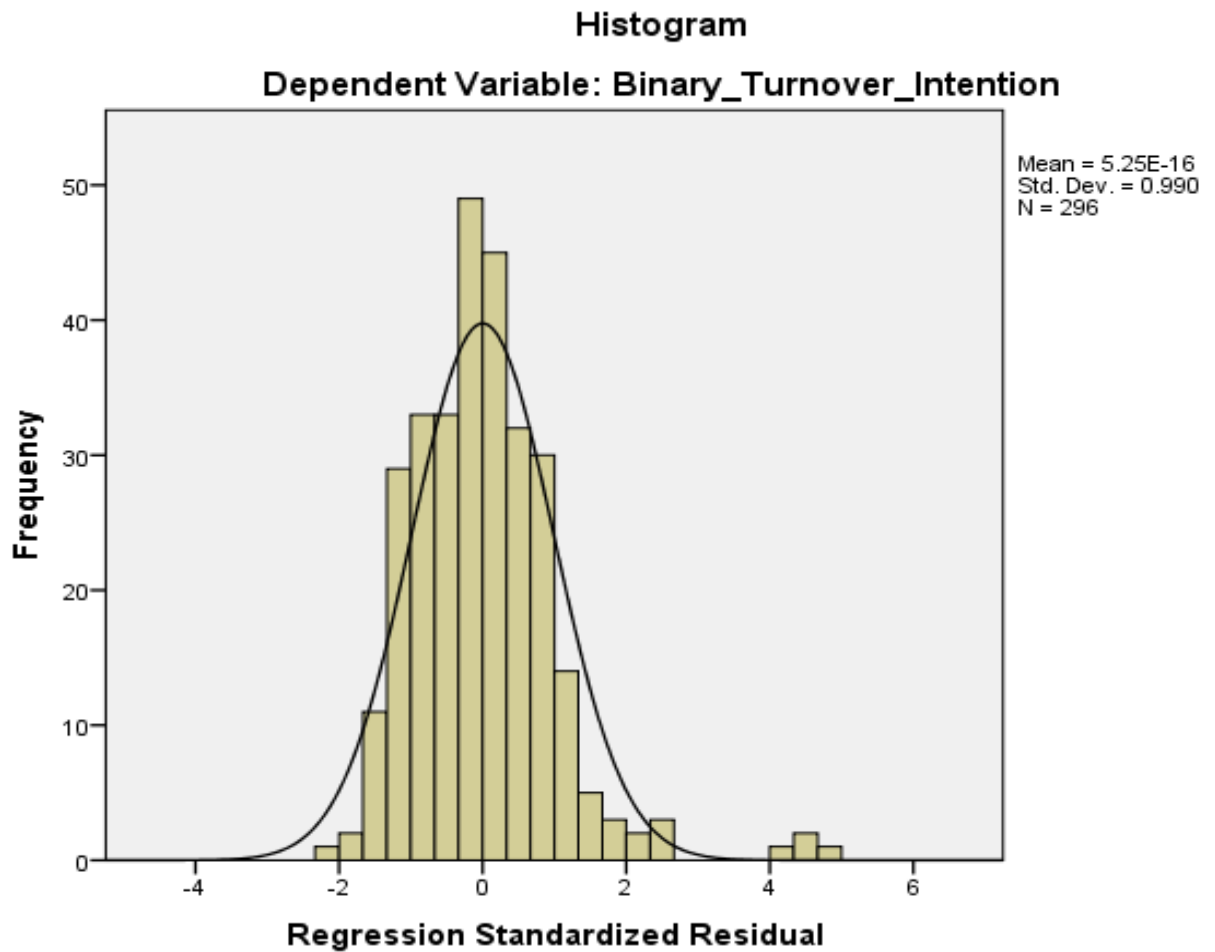
Figure 4.2: Test for Normality

Further, normality of turnover intention (dependent variable) was done by use of Kolmogov-Smirvov test. Given that H_0 and H_1, set a=0.05, the rule is that reject H_0 if P. value is less than 0.05 or else fail to reject. The dependent variable should be normally distributed because the study was analysed using a multiple regression model where the condition of normality must be satisfied.

H_0: The data is not normal.

H_1: The data is normal.

Table 4.26 Indicates that using the of Kolmogov-Smirvov and Shapiro-Wilk test of normality, variables data are normal since the p-values are 0.000 which are below 0.05 for all the variables and thus we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1). The study concluded that Perceived organisational support, perceived organisational justice, value congruence, job characteristics, perceived supervisor support, employee commitment and turnover intention variables are normal in distribution and hence subsequent analysis could be carried out.

Table 4.26: Test for normality

POS		Kolmogorov-Smirnov			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
POS	3.0000	.499	99	.000	.469	99	.000
	4.0000	.328	141	.000	.721	141	.000
POJ	3.0000	.509	83	.000	.436	83	.000
	4.0000	.350	137	.000	.741	137	.000
VC	3.0000	.521	79	.000	.390	79	.000
	4.0000	.354	150	.000	.745	150	.000
JC	3.0000	.507	86	.000	.444	86	.000
	4.0000	.355	140	.000	.736	140	.000
	5.0000	.539	70	.000	.158	70	.000
PSS	3.0000	.513	88	.000	.423	88	.000
	4.0000	.343	135	.000	.744	135	.000
	5.0000	.538	73	.000	.275	73	.000
TI	3.0000	.534	83	.000	.311	83	.000
	4.0000	.334	144	.000	.758	144	.000
	5.0000	.539	69	.000	.159	69	.000

A normal residual according to (Shenoy & Madan 1994), is a dependent variable that is normally distributed. Shenoy and Madan (1994) stated that for a variable to be normally distributed, it must have most of its points lying on the theoretical quartile line which is fitted from the normal QQ plot it indicates that the observed values versus the expected normal values are randomly distributed along the line of the best fit indicating that the dependent variable is not normally distributed then the normality has to be sought for before proceeding to check whether the dependent variable is influenced by the other independent variables. Figure 4.3 shows the normal QQ plot which indicates that the condition for normality for turnover intention is met. The dependent variable should be normally distributed because the study was using multi linear regression and the condition of normality must be satisfied.

The QQ plot shows whether the data deviates from other distribution but only interested in normal distribution. The QQ plot determines whether the proportion of the observed scores fall below any one score, then the z-score that would fit that proportion if the data were normally distributed is calculated and the z-score that would cut off that proportion (the expected normal value) is translated back into the original metric to see what raw score that would be. The scatter plot shows the relationship between the actual observed values and what those values would be expected when the data is normally distributed.

Normal Q-Q Plot of TI
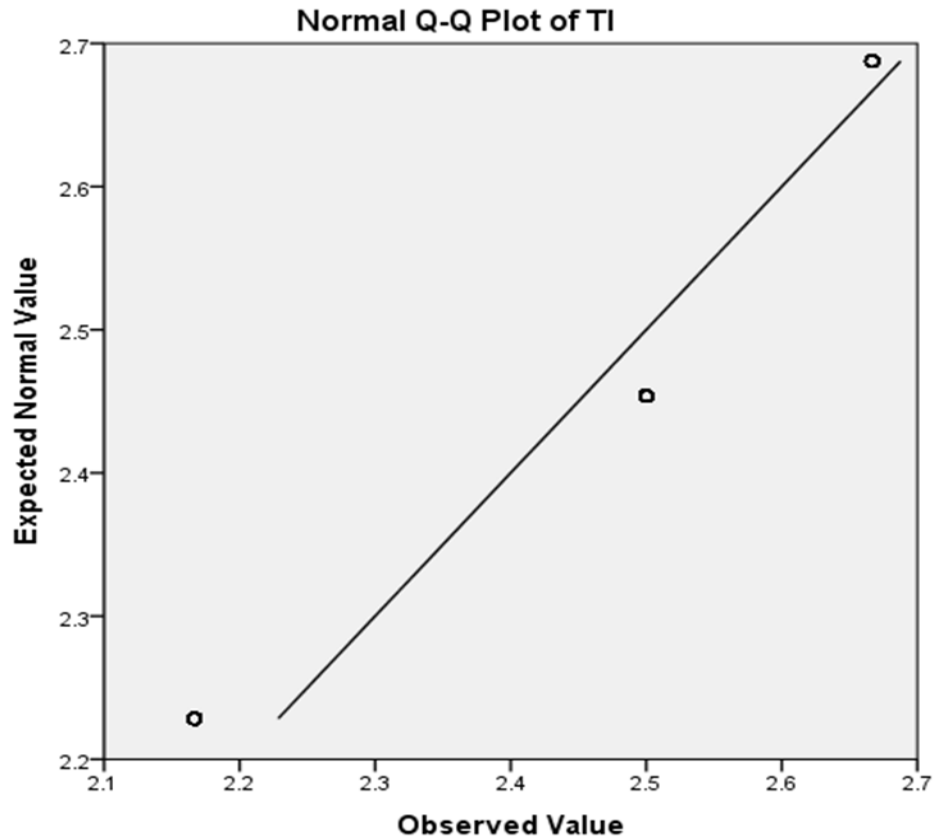
(usually adjacent) time periods (or cross-section observation) are correlated, then it is said that the error term is serially correlated. Serial correlation will not affect the biasness or consistency of ordinary least squares (OLS) estimator, but it affects their efficiency. To use a linear model, there should be no serial correlation among the observations. In table 4.27, the dependent variable must be independent and this was tested using Durbin-Watson (d) test which state that d=2 indicates that there is no autocorrelation. The value of (d) always lies between 0 and 4 where 0 indicates autocorrelation while above 1 indicates the residuals are interdependent, the results from the study presented 1.024 which indicates that the residuals are interdependent.

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Table 4.27: Durbin Watson test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.885[a]	.784	.779	.0857039	1.024

a. Predictors: (Constant), EC, POS, VC, PSS, JC, POJ

b. Dependent Variable: TI

4.8 Inferential Analysis

Inferential statistics are a set of methods used to make generalization, estimates, predictions or decisions. Statistical inference is the process of drawing conclusions from data that subject to random variation, for exam, observational error or sampling variation (Upton, 2008). This statistics are used to describe systems of procedure that can be used to draw conclusions from datasets arising from systems affected by random variation like observational errors, random sampling or random experimentation (Freedman, 2008). Inferential statistics are used to test hypotheses and make estimations using sample data. Thus, we use this statistics to make inferences from our data to more general conditions. In this study, inferential analysis was conducted through the use of correlation and regression analysis to determine the relationship between the dependent and other variables as used in the study.

4.8.1. Correlation Tests (Pearson Correlation) of variables

Correlation analysis refers to any of a road class of statistical relationship involving dependence. It is used to analyse the degree of relationship between the variables Perceived organisational support, Perceived Organisation Justice, Value congruence, Job characteristics, Perceived supervisor support, Employee commitment 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 Pearson Correlation(r) informs of the magnitude and direction of the relationship between two variables, the bigger the coefficient the stronger the association (Mugenda, 2013). The coefficient of determination was used to measure how well the regression line presents the data. If the regression line passes exactly through every point on the scatter plot, it would be able to explain all of the variation. The further the line is away from the points, the less it is able to explain.

Results in table 4.28 revealed that there was a strong negative association between perceived organisational support and turnover intention (-0.551, P-value <0.05). Secondly there was a significantly negative association between perceived organisational justice and turnover intention (-0.661, P-value <0.05). Thirdly there was a significantly negative association between value congruence and turnover intention (-0.380, P-value <0.005). Fourthly there was significantly negative association between job characteristic and turnover intention (-0.589, P-value <0.005). Fifth there was a significantly negative association between perceived supervisor support and turnover intention (-0.387, P-value <0.005) and finally there was a significantly negative association between employee commitment and turnover intention (-0.219, P-value <0.005). Since none of the independent variable had a correlation coefficient greater than + or − 0.7 then the variables had no multicollinearity problem.

The results support the findings of Kalidass and Bahron (2015) which indicated that there is a negative and significant relationship between PSS and employees' turnover intention. PSS has become one of the important factors in predicting the turnover intention, the less support from supervisor, the more likely the employees would leave the organization that POS influence employees' turnover intention negatively. Employees respond to the effect of POS by showing their loyalty and change their perceptions on turnover intention to stay longer with the organization if the hotel employees feel of being appreciate, care on their well-being, cares for their satisfaction and shows more concern would reduce the turnover intention.

The results support with the findings by Bigdoli, *et al*., *(2015)* which indicate that he different dimensions of organizational justice and discovering the relationship between these dimensions and organizational commitment and staff's job satisfaction, is closely related to the strength and weakness of justice components. The outcome of the analysis reveals that there is a close and significant association between perceived organizational justice and turnover intention.

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.

The results support the findings of Parker, Broeck and Holman (2017) which indicate that factors affecting the design of jobs argued that poor quality work designs are where work load and physical load has intensified, while cognitive demands and job discretion have declined are common. The results suggest that the challenges will be even greater in some contexts, where the higher-level context for high-quality job design (labor

legislation, strong trade unions, low GDP, high unemployment) is often lacking, and at the same time, from the bottom-up employee perspective, many employees will be most concerned with having a job solely to sustain themselves and their family financially.

The results supports the findings of Nisar (2014) which indicate that Perceived supervisor support is positively related to organizational citizenship behaviour and perceived supervisor support significantly predicted the organizational citizenship behaviour. Concludes that supervisor support influenced the employees' OCB indirectly through two cognitive processes (job satisfaction and person–organization fit) and one affective process (job tension).

The results supports the findings of Paolillo, *et al*., (2015*)* which indicate that employees who want to remain (affective commitment) are likely to attend work regularly, performing at the best of their ability; employees who remain for a sense of obligation (normative commitment) may do likewise only if they feel the obligation to reciprocate for benefits received. Employees who remain primarily to avoid costs (continuance commitment) may do little more than is required to maintain employment. For that reason, perceiving to be treated in a fairly way can encourage a sense of optimism among the people working there, and both justice and optimism can lead to a perception of less costs in not providing support for the changes, such that they are less afraid of the consequences related to that.

Table 4.28: Correlation Analysis Matrix

		Turnover Intention	POS	POJ	VC	JC	PSS	EC
Turnover Intention	Pearson Correlation	1.000						
	Sig. (2-tailed)							
POS	Pearson Correlation	-.551**	1.000					
	Sig. (2-tailed)	0.000						
POJ	Pearson Correlation	-.661**	.422**	1.000				
	Sig. (2-tailed)	0.000	0.000					
VC	Pearson Correlation	-.380**	.329**	.298**	1.000			
	Sig. (2-tailed)	0.000	0.000	0.000				
JC	Pearson Correlation	-.589**	.415**	.461**	.310**	1.000		
	Sig. (2-tailed)	0.000	0.000	0.000	0.000			
PSS	Pearson Correlation	-.387**	.288**	.316**	0.060	.339**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000	0.300	0.000		
EC	Pearson Correlation	-.219**	.185**	.114*	.361**	.202**	0.068	1.000
	Sig. (2-tailed)	0.000	0.001	0.049	0.000	0.000	0.244	

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

* Correlation is significant at the 0.05 level (2-tailed).

The scatter diagram figure 4.4 shows the correlation analysis relations between perceived organizational support, perceived organizational justice, value congruence, job characteristic, perceived supervisor support, employee commitment and turnover intention. The scatter plot figure shows that there is a strong negative relationship between perceived organizational support, perceived organizational justice, value congruence, job characteristic, perceived supervisor support, employee commitment and turnover intention

Scatterplot
Dependent Variable: TI
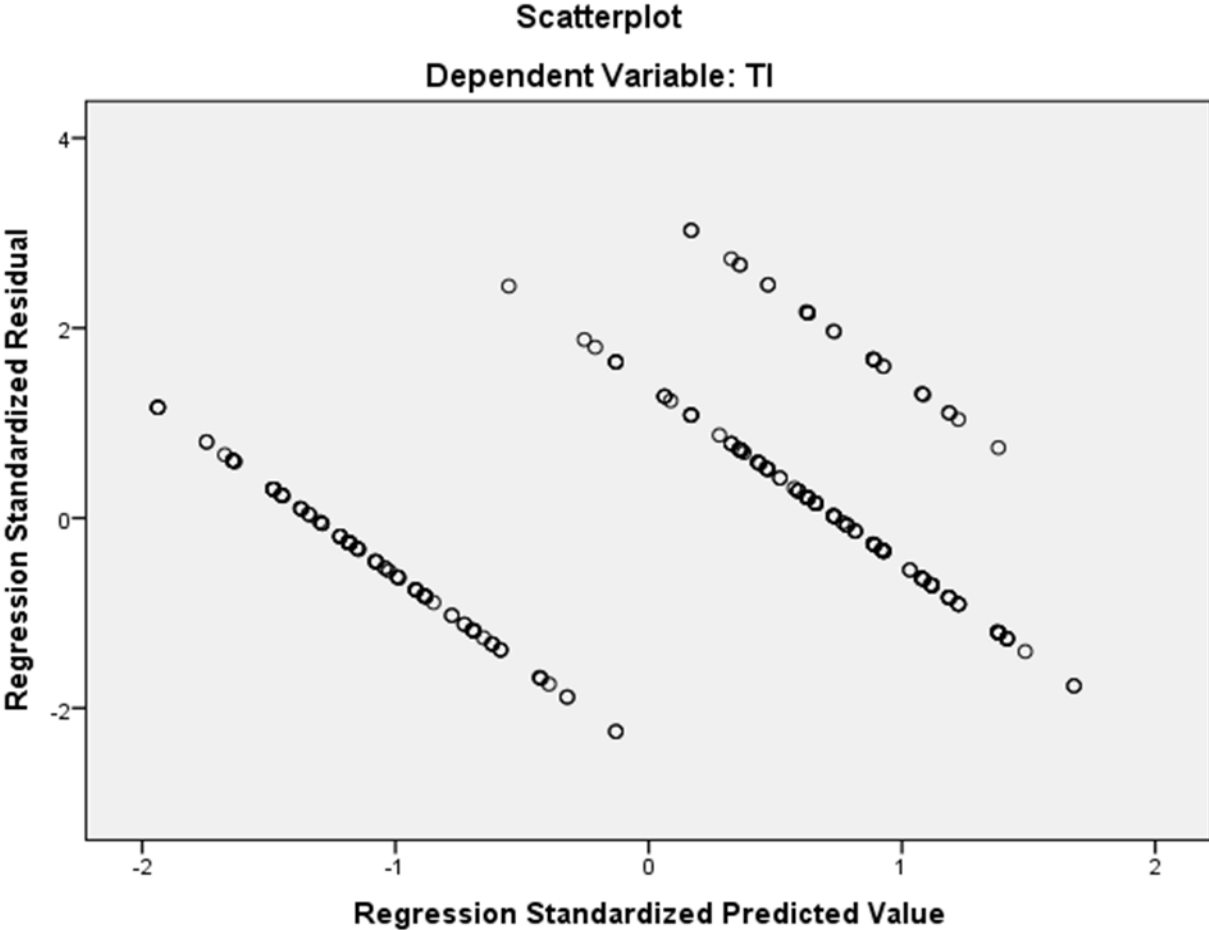
4.8.2 Logistic Regression Analysis

Regression Analysis is a statistics process of estimating the relationship between variables, it is used to establish the statistical significance relationship between the independent variables (perceived organisational support, perceived organisational justice, value congruence, job characteristic and perceived supervisor support) on the dependent variable (turnover intention) and evaluate the contribution of each independent variable in explaining the dependent variable, when the other variables are controlled. Regression analysis helps in generating equation that describes statistical relationship between one or more predictor variables and the response variable. In interpreting results, the R^2 was obtained how well each variable data fitted in the model. The study conducted a test to establish the relationship of the independent variables (perceived organisational support, perceived organisational justice, value congruence, job characteristic and perceived supervisor support), a mediating variable (employee commitment) relate to the dependent variable (turnover intention). The study used logit regression model since the dependent variable was binary in nature, that is, high turnover intention and low turnover intention.

Logit Regression Analysis for Perceived Organisation Support and Turnover Intention

The first objective of the study was to examine the effect of perceived organisational support 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 perceived organisation support and the dependent variable (turnover intention) by evaluating the contribution of the independent variable in explaining the dependent variable, when the other variables are controlled. From the results in table 4.29 the perceived organisation support was found to have a Pseudo R^2 value of 0.288. This means that POS explains 28.8% of the variation in Turnover Intention.

The analysis of the variance (ANOVA) results is showed by a Wald Chi/F statistic, which indicated a Wald Chi/ F statistic value of 45.360 which was greater than $F_{0.05}$ 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 Perceived Organisation Support and Turnover Intention are negatively and significant related (β=-1.675, p=0.000). This implies that an additional unit of Perceived Organisation Support decreases the probability of turnover intention by 1.675 points holding other factors constant. This agrees with findings by (Kurtessis *et al.*, 2017) that favorable supervision and HR practices lead to high POS, employees are more satisfied with their jobs, feel more closely connected with the organisation are more compelled to view organisational goals as their own and are more loyal and committed to the organisation. Employees with high POS are more inclined to care about and further organisational goals. Thus, POS leads to increased employee performance and lessened absenteeism and low turnover intention.

Table 4.29: Logit Regression between POS and Turnover Intention

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

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

Where:

$P(Y)$ = Probability of Turnover Intention

X_1 = POS

Hypothesis Testing for Perceived Organisation Support and Turnover Intention

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

Results in Table 4.29 above show that the calculated f-statistic of 45.360 was higher than the tabulated/critical f statistic (F $\alpha_{0.05}$ = 3.84). The findings were further supported by a p-value of 0.000. This indicated that the null hypothesis was rejected hence perceived organisational support has a significant effect on turnover intention in the

banking sector in Nairobi City County in Kenya. This agrees with findings by Kurtessis *et al*., (2017) that favourable supervision and HR practices lead to high POS, employees are more satisfied with their jobs, feel more closely connected with the organisation are more compelled to view organisational goals as their own and are more loyal and committed to the organisation. Employees with high POS are more inclined to care about and further organisational goals. Thus, POS leads to increased employee performance and lessened absenteeism and low turnover intention.

Logit Regression Analysis for Perceived Organisation Justice and Turnover Intention

The second objective of the study was to examine the effect of perceived organisational justice 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 perceived organisation justice 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 4.30 the perceived organisation justice was found to have a Pseudo R^2 value of 0.4599. This means that POS explains 45.99% 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 29.82 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 Perceived Organisation Justice and Turnover Intention are negatively and significant related (β=-2.633, p=0.000). This implies that an additional unit of Perceived Organisation Justice decreases the probability of turnover intention by 2.633 points holding other factors constant. This agrees with findings by (Chan, & Lai, 2017) that Perceptions of distributive justice are important for organisations because of their effects on a number of organisational outcomes such as performance, commitment, job satisfaction, organisational citizenship behaviour; and turnover intention. Organisational justice influences employee attitudes and behaviours such as group commitment, job performance, organisation-al citizenship behaviour, job satisfaction, trust, withdrawal, collective esteem, and instrumentality (Goldman & Cropanzano, 2015).

Table 4.30: Logit Regression between POJ and Turnover Intention.

Turnover Intention	Coef.	Robust Std. Err.	z	P>|z|
POJ	-2.633	0.482	-5.460	0.000
cons	7.757	1.434	5.410	0.000
Number of Observations =	296			
Pseudo R^2 =	0.4599			
Wald Chi (1)/F statistic =	29.8200			
Prob>chi =	**0.000**			

$P(Y) = 7.757 -2.633X_2$.

Where:

P(Y) = Probability of Turnover Intention

X_2. = POJ

Hypothesis Testing for Perceived Organisation Justice and Turnover Intention

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

Results in Table 4.30 above show that the calculated f-statistic of 29.82 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 Perceived organisational justice has a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya. This agrees with findings by (Chan, & Lai, 2017) that Perceptions of distributive justice are important for organisations because of their effects on a number of organisational outcomes such as performance, commitment, job satisfaction, organisational citizenship behaviour; and turnover intention. Organisational justice influences employee attitudes and behaviours such as group commitment, job performance, organisational citizenship behaviour, job satisfaction, trust, withdrawal, collective esteem and instrumentality (Goldman & Cropanzano, 2015).

Logit Regression Analysis for Value Congruence and Turnover Intention

The third 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 R^2 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 (β=-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 4.31: 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

$X_3.$ = VC

Hypothesis Testing for Value Congruence and Turnover Intention

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_o is rejected but if it's greater than 0.05, the H_o 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 4.31 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.

Logit Regression Analysis for Job Characteristics and Turnover Intention

The forth objective of the study was to examine the effect of Job Characteristics 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 Job Characteristics 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 4.32 the Job Characteristics was found to have a Pseudo R^2 value of 0.347. This means that JC explains 34.7% 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 37.01 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 Job Characteristics and Turnover Intention are negatively and significant related (β=-2.023, p=0.000). This implies that an additional unit of Job Characteristics decreases the probability of turnover intention by

2.023 points holding other factors constant. This agrees with findings by (Oldham & Fried, 2016) which showed that job characteristics and affective commitment and contend that the same positive relationship will be observed with normative commitment. Specifically, higher levels of decision-making autonomy, task variety, and feed-back from the job should instil more intrinsic motivation (Oldham & Fried, 2016), hence stronger affective and normative organisational commitment. Meaningful work characteristics have been reported to be associated with stronger affective commitment causing lower turnover intention.

Table 4.32: Logit Regression between Job Characteristics and Turnover Intention

Binary Turnover Intention	**Coef.**	**Robust** **Std. Err.**	**z**	**P>|z|**
JC	-2.023	0.333	-6.080	0.000
Cons	5.813	0.985	5.900	0.000
Number of Observations =	296			
Pseudo R^2 =	0.347			
Wald Chi (1)/F statistic =	37.010			
Prob>chi =	**0.000**			

$P(Y) = 5.813 - 2.023X_4.$

Where:

$P(Y)$ = Probability of Turnover Intention

$X_4.$ = JC

Hypothesis Testing for Job Characteristics and Turnover Intention

The hypothesis was tested by using the logistic regression. The acceptance/rejection criterion was that, if the p value is less than 0.05, the H_o is rejected but if it's greater than

0.05, the H_o fails to be rejected. The null hypothesis was that Job Characteristics does not have a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya. The alternative hypothesis was that Job Characteristics has a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya.

Results in Table 4.32 above show that the calculated f-statistic of 37.010 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 Job Characteristics has a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya. This agrees with findings by (Oldham & Fried, 2016) which showed that job characteristics and affective commitment and contend that the same positive relationship will be observed with normative commitment. Specifically, higher levels of decision-making autonomy, task variety, and feed-back from the job should instil more intrinsic motivation (Oldham & Fried, 2016), hence stronger affective and normative organisational commitment. Meaningful work characteristics have been reported to be associated with stronger affective commitment causing lower turnover intention.

Logit Regression Analysis for Perceived Supervisor Support and Turnover Intention

The fifth objective of the study was to examine the effect of Perceived Supervisor Support 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 Perceived Supervisor Support and the dependent variable (turnover intention) by evaluating the contribution of the independent variable in explaining the dependent variable, when the other variables are controlled. From the results in table 4.33,

Perceived Supervisor Support was found to have a Pseudo R^2 value of 0.435. This means that PSS explains 43.5% 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 32.130 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*) = α, so the critical value z* corresponds to the = $α/_2$ significance level. To achieve a significance level of 0.05 for a two-sided test, the absolute value of the test statistic (|z|) must be greater than or equal to the critical value 1.96 (which corresponds to the level 0.025 for a one-sided test). This shows that the overall model was statistically significant and describes the goodness of fit of the model.

Logistic regression of coefficients results shows that Perceived Supervisor Support and Turnover Intention are negatively and significant related (β= -1.191, p=0.000). This implies that an additional unit of Perceived Supervisor Support decreases the probability of turnover intention by 1.191 points holding other factors constant. This agrees with findings by Hammer, Johnson, Crain, Bodner, Kossek, Davis, and Berkman, (2016) which found that Perceptions of supervisor work-life support is when an employee perceives that their supervisor cares about his or her work-life well-being. Supportive supervisor behaviours include emotional support, instrumental support, role modelling behaviours and creative work-life management. Individuals interpret the treatment they receive from the organisation via their superiors, and this translates into a feeling and when they perceive positive treatment it leads to higher performance and low turnover.

Table 4.33: Logit Regression between Perceived Supervisor Support and Turnover Intention

Binary Turnover Intention	Coef.	Robust Std. Err.	z	P>|z|
PSS	-1.191	0.210	-5.670	0.000
Cons	3.284	0.689	4.760	0.000
Number of Observations =	296			
Pseudo R^2 =	0.435			
Wald Chi (1)/F statistic =	32.130			
Prob>chi =	**0.000**			

$P(Y) = 3.284 - 1.191X_5$.

Where:

$P(Y)$ = Probability of Turnover Intention

X_5. = PSS.

Hypothesis Testing for Perceived Supervisor Support and Turnover Intention

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

Results in Table 4.33 above show that the calculated f-statistic of 32.130 was higher than the tabulated/critical f statistic (F α $_{0.05}$= 3.84). The findings were further supported p-value of 0.000. This indicated that the null hypothesis was rejected hence Perceived

Supervisor Support has a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya. This agrees with findings by Hammer *et al*., (2016) which found that Perceptions of supervisor work-life support is when an employee perceives that their supervisor cares about his or her work-life well-being. Supportive supervisor behaviours include emotional support, instrumental support, role modelling behaviours and creative work-life management. Individuals interpret the treatment they receive from the organisation via their superiors, and this translates into a feeling and when they perceive positive treatment it leads to higher performance and low turnover.

Overall Logistic Regression before Moderation

Before testing for the moderating effect of Employee committee on the relationship between the employee engagement antecedents and turnover intention in the banking sector in Nairobi City County in Kenya, an overall model was estimated. The results presented in Table 4.34 present the overall fitness model used in the regression model in explaining the study phenomena. Independent variables were found to be satisfactory in explaining turnover intention. This is supported by coefficient of determination also known as the R square of 63.1%. This means that independent variables explain 63.1% of the variations in the dependent variable which is turnover intention.

The results indicate that the overall model was statistically significant. Further, the results imply that Perceived Organisational Justice, Perceived Organisational Support, Perceived Supervisor Support, Value Congruence, Job Characteristics and Employee commitment are good predictors of turnover intention. This was supported by an F statistic of 31.360 which was greater than $F_{0.05}$ critical of 2.21 and the reported p value (0.000) which was less than the probability that $2 P (Z > z^*) = \alpha$, 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).

Logistic regression of coefficients results shows that Perceived Organisation Support and Turnover Intention are negatively and significant related (β=-0.8903, p=0.000). Perceived Organisation Justice and Turnover Intention are negatively and significant related (β=-2.025, p=0.000). Value Congruence and Turnover Intention are negatively and significant related (β=-1.796, p=0.034). Job characteristics and Turnover Intention are negatively and significant related (β=-0.896, p=0.034). Lastly, Perceived Supervisor Support and Turnover Intention are negatively and significant related (β=-0.5069, p=0.006).

A study by Eisenberger, Malone and Presson, (2016) stated that favourable supervision and HR practices lead to high POS, employees are more satisfied with their jobs, feel more closely connected with the organisation, are more compelled to view organisational goals as their own and are more loyal and committed to the organisation. In addition to meeting the employee needs as indicated above, POS signals to employees that the organisation is ready to provide aid with one's job when needed and to reward increased performance. Employees with high POS suffer less stress at work and are more inclined to return to work sooner after injury. High POS positively relates to performance and low turnovers. The desire to be treated fairly is a universal and fundamental human value. Employees want to feel that they are part of their organisation, and fair treatment signals that they are valued and accepted by the organisation. Even unfavourable outcomes are accepted when procedures are viewed as fair. Perceptions of distributive justice are important for organisations because of their effects on a number of organisational outcomes such as performance, commitment, job satisfaction, organisational citizenship behaviour; and turnover intention (Lemmon, & Wayne, 2015).

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

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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 (Chan, & Lai, 2017). The motivational job characteristics include decision-making autonomy, task variety, and feedback from the job. Decision-making autonomy reflects the extent to which a job provides freedom, independence, and discretion to make decisions. Motivational job characteristics make jobs enriched. Organisations can encourage positive attitudes among employees through enhancing jobs' enrichment (Oldham & Fried, 2016).

Supervisors, who act as representatives of the organisation are responsible for directing, evaluating and coaching subordinates, play a key role in seeing that the goals and objectives of higher management are effectively implemented. Aqeel and Ahmed (2014) observe that high levels of POS create feelings of obligation within employees, who will work with their 'heart,' to improve their performance such that organisational goals are met. Subordinates who feel supported by their supervisors' report increased POS and engage in more voluntary behaviours helpful to the organisation (Eisenberger, Malone & Presson, 2016).

Table 4.34: Overall Model before Moderation

Turnover Intention	Coef.	Robust Std. Err.	z	P>|z|
POS	-0.89031	0.213548	-4.170	0.000
POJ	-2.02528	0.565096	-3.580	0.000
VC	-0.17963	0.189058	-2.950	0.034
JC	-0.89672	0.234036	-3.830	0.000
PSS	-0.50693	0.27824	-2.820	0.006
Cons	14.45757	3.093716	4.670	0.000
Number of Observations=	296			
Pseudo R^2=	**0.631**			
Wald Chi (1)/F statistic	31.360			
Prob>chi=	0.000			

$P(Y)= 14.457-0.8903X_1- 2.0252X_2-0.1796X_3-0.896X_4-0.506X_5$

Where $P(Y)$ = Probability of Turnover Intention.

X_1 = POS

X_2 = POJ

X_3 = VC

X_4 = JC

X_5 = PSS

Overall Logistic Regression after Moderation

The sixth and the last objective was to assess the moderating effect of employee commitment on the relationship between the employee engagement antecedents and

turnover intention in the banking sector in Nairobi City County in Kenya. All the independent variables were moderated by the variable Employee Commitment to give a composite (interaction term). Results are presented in Table 4.35.

The R^2 before moderation was 63.1% but after moderation the R^2 increased to 77.7%. This implies that Employee Commitment boosts the level of explanation of independent variables on the variation of dependent variable. Further all the moderated variables are significance with P value p values<0.05. This implies that employee commitment moderate the relationship between the employee engagement antecedents and turnover intention in the banking sector in Nairobi City County in Kenya.

Logistic regression of coefficients results shows that Perceived Organisation Support & employee commitment interaction and Turnover Intention are negatively and significant related (β=-0.119, p=0.012). Perceived Organisation Justice & employee commitment interaction and Turnover Intention are negatively and significant related (β=-0.028, p=0.007). Value Congruence & employee commitment interaction and Turnover Intention are negatively and significant related (β=-0.340, p=0.000). Job characteristics & employee commitment interaction and Turnover Intention are negatively and significant related (β=-0.398, p=0.040). Lastly, Perceived Supervisor Support & employee commitment interaction and Turnover Intention are negatively and significant related (β=-0.090, p=0.013).

Current empirical evidence suggests that affective commitment is positively related to innovativeness, job performance, helping behaviour, organisational citizenship, better use of time, and other highly coveted organisational outcomes, has a negative association with employee turnover and absenteeism levels. Employee commitment is the 'totality of internalized normative pressures to act in a way which meets organisational goals and interests (Jackson *et al*., 2013). This explains the strong

negative, significant relationship between antecedents of employee engagement and turnover intention in the banking sector in Nairobi City County in Kenya.

Table 4.35: Moderating Effect of Employee Commitment

Turnover Intention	Coef.	Robust Std. Err.	z	P>|z|
POS*EC	-0.119	0.048	-2.500	0.012
POJ*EC	-0.028	0.086	-2.320	0.007
VC*EC	-0.340	0.089	-3.840	0.000
JC*EC	-0.398	0.194	-2.050	0.040
PSS*EC	-0.090	0.060	-2.500	0.013
Cons	12.885	3.020	4.270	0.000
Number of Observations=	296			
Pseudo R^2=	**0.777**			
Wald Chi (1)/F statistic	35.940			
Prob>chi=	0.000			

P(Y)= 12.885-0.119 POS*EC − 0.028 POJ*EC -0.340 VC*EC -0.398 JC*EC -0.090 PSS*EC

Hypothesis Testing for Moderator Variable

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_o is rejected but if it's greater than 0.05, the H_o fails to be rejected. The null hypothesis was that Employee commitment does not moderate the relationship between employee engagement antecedents and turnover intention in the banking sector in Nairobi City County in Kenya. The alternative hypothesis was that Employee commitment moderates the relationship between employee engagement antecedents and turnover intention in the banking sector in Nairobi City County in Kenya. Results in Table 4.35 above show that the calculated f-

statistic of 35.940 was higher than the tabulated/critical f statistic (F $\alpha_{0.05}$ = 2.21). The findings were further supported p-values< 0.05. This indicated that the null hypothesis was rejected hence Employee commitment moderates the relationship between employee engagement antecedents and turnover intention in the banking sector in Nairobi City County in Kenya.

This agrees with findings by Jackson *et al.,* (2013) showed that affective commitment is positively related to innovativeness, job performance, helping behaviour, organisational citizenship, better use of time, and other highly coveted organisational outcomes, has a negative association with employee turnover and absenteeism levels. A workforce with affective commitment engages in various organisational tasks because they choose to and want to do so. Those with normative commitment complete their tasks because they need to or feel some form of 'moral' obligation to do so and those employees with continuance commitment do their job because they must in order to retain employment or to avoid sanction.

4.9 Summary of Hypotheses

The summary results of the hypotheses are presented in Table 4.36.

Table 4.36: Summary of Hypotheses

Objective No	Objective	Hypotheses	Rule	p-value	Comment
Objective 1	To examine the effect of perceived organizational support on turnover intention in the banking sector in Nairobi City County in Kenya.	H_o: Perceived organizational support does not have a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya.	Reject H_o if p value <0.05	p<0.05	The null hypothesis was rejected, therefore, Perceived organizational support has a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya
Objective 2	To assess the effect of organizational justice on turnover intention in the banking sector in Nairobi City County in Kenya.	H_o: Perceived organizational justice does not have a significant effect on turnover intention in the banking sector in Nairobi. City County in Kenya.	Reject H_o if p value <0.05	p<0.05	The null hypothesis was rejected; therefore, Perceived organizational justice has a significant effect on turnover intention in the banking sector in Nairobi. City County in Kenya.
Objective 3	To examine the effect of value	H_o: Value congruence	Reject H_o if	p<0.05	The null hypothesis was rejected;

Objective No	Objective	Hypotheses	Rule	p-value	Comment
	congruence on turnover intention in the banking sector in Nairobi City County in Kenya.	does not have a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya.	p value <0.05		therefore, Value congruence has a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya.
Objective 4	To establish the effect of job characteristics on turnover intention in the banking sector in Nairobi City County in Kenya	H_o: Job characteristics does not have a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya.	Reject H_o if p value <0.05	$p<0.05$	The null hypothesis was rejected; therefore, Job characteristics have a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya.
Objective 5	To determine the effect of perceived supervisor support on turnover intention in the banking sector in Nairobi City County in Kenya.	H_O: Perceived supervisor support does not have a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya.	Reject H_o if p value <0.05	$P<0.05$	The null hypothesis was rejected; therefore, Perceived supervisor support has a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya

Objective No	Objective	Hypotheses	Rule	p-value	Comment
Objective 6	To assess the moderating effect of employee commitment on the relationship between the employee engagement antecedents and turnover intention in the banking sector in Nairobi City County in Kenya	H_o: Employee commitment does not moderate the relationship between employee engagement antecedents and turnover intention in the banking sector in Nairobi City County in Kenya.	Reject H_o if p value <0.05	P<0.05	The null hypothesis was rejected; therefore, Employee commitment moderate the relationship between employee engagement antecedents and turnover intention in the banking sector in Nairobi City County in Kenya.

4.10 Model Optimization and Revised Conceptual Framework

Based on the results in Table 4.34 a model optimization was conducted. The aim of model optimization was to guide in derivation of the final model (revised conceptual framework) where only the significant variables are included for objectivity. Results in Table 4.34 were arrived at through running multiple regressions. No variable was dropped since all the variables were significant. The variables were arranged in order of their impact they have on the dependent variable. Results of the new conceptual framework are presented in Figure 4.5.

Perceived Organizational justice
- Distributive justice,
- Procedural justice
- Interactional justice

Job characteristics
- Task significance
- Autonomy
- feedback

Perceived Organization support
- Positive relationships
- Supportive behaviours
- Extra-role behaviors

Perceived supervisor support
- Instrumental support
- Social support
- Emotional support

Perceived Value Congruence
- Personal values
- Organisational values
- Role Predictability

Employee commitment
- Affective
- Normative
- Continuance

Employees' Turnover Intention
- Employee satisfaction
- Working environment
- Terms of engagement

Independent Variables   **Moderating Variable**   **Dependent Variable**

Figure 4.5: Optimal Model

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of major findings of this study, sets out the relevant conclusions and makes recommendations for practice and suggestions for further research based on the findings of this study. The study sought to establish the relationship between the antecedents of employee engagement and turnover intention among tier- one commercial banks in Nairobi City County, where it established the relationship between Perceived organisational support, Perceived organisational justice, Value congruence, job characteristics and perceived supervisor support, moderated by employee commitment with turnover intention.

5.2 Summary of Findings

The study sought to examine the relationship between antecedents of employee engagement and turnover intention in the banking sector in Nairobi County City, Kenya, guided specifically by the following variables; to examine the effect of perceived organisational support on turnover intention in the banking sector in Nairobi City County, Kenya, to assess the effect of organisational justice on turnover intention in the banking sector in Nairobi City County, Kenya, to examine the effect of value congruence on turnover intentions in the banking sector in Nairobi City County, Kenya, to establish the effect of job characteristics on turnover intention in the banking sector in Nairobi City County, Kenya, to determine the effect of perceived supervisor support on turnover intention in the banking sector in Nairobi City County, Kenya and to assess the moderating effect of employee commitment on the relationship between the employee engagement antecedents and turnover intention in the banking sector in Nairobi City County Kenya.

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5.2.1 Perceived Organisational Support and Turnover Intention

The first objective of the study was to examine the effect of perceived organisational support on turnover intention in the banking sector in Nairobi City County in Kenya. Logistic regression of coefficients results shows that Perceived Organisation Support and Turnover Intention are negatively and significant related. This implies that an additional unit of Perceived Organisation Support decreases the probability of turnover intention. Employees with high POS suffer less stress at work and are more inclined to return to work sooner after injury. Developing and maintaining an engaged workforce remains a critical objective for HR professionals as domestic and foreign competition stiffens provides an important tool for this. POS is linked to employees' increased psychological well-being and performance plus reduced absenteeism and turnover. It provides the HR professionals an upper-level managers and frontline supervisors with tactics to enhance POS and its benefits for employees and their work organizations.

5.2.2 Perceived Organisational Justice and Turnover Intention

The second objective of the study was to examine the effect of perceived organisational justice on turnover intention in the banking sector in Nairobi City County in Kenya. Logistic regression of coefficients results shows that Perceived Organisation Justice and Turnover Intention are negatively and significant related. This implies that an additional unit of Perceived Organisation Justice decreases the probability of turnover intention. The outcome of the analysis reveals that there is a close and significant relationship between organizational justice and organizational commitment. It suggested that managers need to establish organizational justice and encourage employees based on certain criteria of performance management through meritocracy, respecting individuals' rights, avoiding discrimination, providing equal opportunities for staff development to create more intimacy and friendship atmosphere and reciprocal respect and relationship between staff and managers.

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5.2.3 Value Congruence and Turnover Intention

The third 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. Logistic regression of coefficients results shows that Value Congruence and Turnover Intention are negatively and significant related. This implies that an additional unit of Value Congruence decreases the probability of turnover intention. 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.

5.2.4 Job Characteristics and Turnover Intention

The forth objective of the study was to examine the effect of job characteristics on turnover intention in the banking sector in Nairobi City County in Kenya. Logistic regression of coefficients results shows that Job Characteristics and Turnover Intention are negatively and significant related. This implies that an additional unit of Job Characteristics decreases the probability of turnover intention. The challenges will be greater in some contexts, where the higher-level context for high-quality job design (labor legislation, strong trade unions, low GDP, high unemployment) is often lacking, and at the same time, from the bottom-up employee perspective, many employees will be most concerned with having a job solely to sustain themselves and their family financially. Achieving good work design requires a multipronged approach, including

effective public policy, to mitigate against the strong forces that currently drive "low-road" approaches to work organization and a managerial desire to create high-quality work operated in a situation of competing objectives and required the coordination of a fragmented set of stakeholders.

5.2.5 Perceived Supervisor Support and Turnover Intention

The fifth objective of the study was to examine the effect of Perceived Supervisor Support on turnover intention in the banking sector in Nairobi City County in Kenya. Logistic regression of coefficients results shows that Perceived Supervisor Support and Turnover Intention are negatively and significant related. This implies that an additional unit of Perceived Supervisor Support decreases the probability of turnover intention. This agrees with findings on the supervisor support and pro-environmental behaviour, the mediating role of LMX whose purpose was to elucidate the mediating mechanisms of the relationship between supervisor support and pro-environmental behaviour. The results showed that leader-member exchange (LMX) served as a mediator in the relationship between supervisor support and pro-environmental behaviour, that LMX plays a key mediating role in explaining the association between leader behaviours and employee outcomes. Thus, it is argued that employees receiving support from their supervisors will experience high-quality exchanges with the latter and, in turn, will demonstrate elevated levels of task-related pro-environmental behaviour.

5.2.6 Moderating Effect of Employee Commitment

The sixth objective was to assess the moderating effect of employee commitment on the relationship between the employee engagement antecedents and turnover intention in the banking sector in Nairobi City County in Kenya. The R^2 before moderation was 63.1% but after moderation the R^2 increased to 77.7%. This implies that Employee Commitment boosts the level of explanation of independent variables on the variation of dependent variable. Further all the moderated variables are significance with P values

are <0.05. This implies that employee commitment moderate the relationship between the employee engagement antecedents and turnover intention in the banking sector in Nairobi City County in Kenya.

Employees who want to remain (affective commitment) are likely to attend work regularly, performing at the best of their ability; employees who remain for a sense of obligation (normative commitment) may do likewise only if they feel the obligation to reciprocate for benefits received. Employees who remain primarily to avoid costs (continuance commitment) may do little more than is required to maintain employment. For that reason, perceiving to be treated in a fairly way can encourage a sense of optimism among the people working there, and both justice and optimism can lead to a perception of less costs in not providing support for the changes, such that they are less afraid of the related consequences.

5.3 Conclusions

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

Based on the findings, the study concluded that Perceived Organisation justice has a negative and significant effect on Turnover Intention in the banking sector in Nairobi City County in Kenya. Perceptions of distributive justice are important for organisations because of their effects on a number of organisational outcomes such as performance, commitment, job satisfaction and organisational citizenship behaviour and turnover intention. The study has demonstrated that organisational justice influences employee attitudes and behaviours such as group commitment, job performance, organisational citizenship behaviour, job satisfaction, trust, withdrawal, collective esteem, and instrumentality.

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.

Based on the findings, the study concluded that Job Characteristics has a negative and significant effect on Turnover Intention in the banking sector in Nairobi City County in Kenya. Meaningful work characteristics are associated with stronger affective commitment. Evidence shows that there is empowerment, which reflects the intrinsic motivation derived from challenging job characteristics, is positively related to affective commitment. A higher level of decision-making autonomy, task variety, and feed-back

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from the job instils more intrinsic motivation hence stronger affective and normative organisational commitment.

Based on the findings, the study concluded that Perceived Supervisor Support has a negative and significant effect on Turnover Intention in the banking sector in Nairobi City County in Kenya. Supervisors, who act as representatives of the organisation are responsible for directing, evaluating and coaching subordinates, play a key role in seeing that the goals and objectives of higher management are effectively implemented. They are open for initiatives, encourage employees to express their own concerns, ideas, and initiations to explore novel views and solutions to problems and promote ideas further. It also encourages employees to learn and develop themselves by providing inspiring challenges. Supervisors have been found to repay the organisation for their own POS by carrying out their jobs more effectively, including more supportive supervision of subordinates.

Based on the findings, the study concluded that employee commitment moderate the relationship between the employee engagement antecedents and turnover intention in the banking sector in Nairobi City County in Kenya. Higher levels of affective attachment result in desirable workplace outcomes because employees choose to and want to do so. Job commitment is positively related to innovativeness, job performance, helping behaviour, organisational citizenship, better use of time, and other highly coveted organisational outcomes, has a negative association with employee turnover and absenteeism levels.

5.4 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.

5.5 Contribution of the study to the theories and body of knowledge

The study contributed to the body of knowledge in the following ways; the findings of the study will assist the employers to embrace employee engagement as the study discovered that the perceived antecedents of employee engagement contributes to

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

5.6 Areas for Further Studies

Due to the limitations highlighted in the study, it was not possible to exhaust all the antecedents and their outcomes in organisations. Research should therefore be conducted to establish other antecedents that influence turnover intention since only POS, POJ, VC, JC and PSS were covered in this study while there are others like employee motivation practices for example employee recognition, compensation and promotion. The study looked at employee commitment as a mediating variable between the antecedents and turnover intention, there are other factor that can affect by mediating or intervening which could be researched further for example organizational culture. Further research can also be done on the other outcomes of organizational behaviours for example organizational citizenship behaviour, commitment and job satisfaction. The study focused on turnover intention.

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APPENDICES

Appendix One: Letter of Introduction

Dear Respondent,

You are being invited to participate in a research project to study antecedents of employee engagement and turnover intention in the banking sector in Nairobi City County Kenya. The research intended to help develop strategies of improving employee engagement in the banking sector and predict turnover intention. Asks questions about antecedents of employee engagement and turnover intention.

The results of this project will be used for academic purpose only. Through your participation I hope to understand the best mechanisms for prevention of employee turnover intention. The results of the survey will be useful for employees, employers and researchers. Results will shared by publishing them in a scientific journal presenting them on the web where students all over the world can use them.

There are no known risks or benefit to you in participate and your responses will not be identified with you personally. The alternative would be not to participate in the study. No sharing of information that identifies you with anyone outside my research group which consists of me and my research assistants. Please do not put your name on the survey.

I hope you will take the time to complete this survey; however, if you agree to complete the survey you are not required to answer all the questions or complete it. Your participation is voluntary and there is no penalty if you do not participate. If you have any questions or concerns about completing the questionnaire, about being in this study, you may contact me at 0721-779165.

Sincerely,

Everlyne Cheruto Chelangat -0721-779165.

Appendix Two: Questionnaire

This questionnaire is aimed at collecting data on the antecedents of employee engagement and turnover intention in the banking sector in Nairobi City County in Kenya for a PhD thesis. The data will be used for academic purpose only, and will be treated with strict confidence. You are requested to participate in the study by providing answers to the items in the section as indicated.

SECTION ONE: GENERAL INFORMATION

1.1   Organisation information

a)   Name of the organisation……………………………………….

b)   Town location…………………………………………………….

1.2   Respondents general question?

a)   Job title and designation?

b)   Gender male/female?

c)   What is your age bracket?

25-30	31-35	36-40	41-45	46-50	51 and above

d)   What is the highest level of education?

secondary levels/ A/ Levels	Diploma	Undergraduate degree	Graduate degree	Post graduate degree

e)   How long have you served in the organisation?

0-5	5-10	11-15	16-20	21-30	31- and above

SECTION TWO: PERCEIVED ORGANISATIONAL SUPPORT

Please indicate the level of your support of the following statements as per the organisational support practices in your organisation (TICK WHERE APPLICABLE).

	STATEMENT	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1.	That the organisation has helped build your positive relationship					
2.	My organisation really cares about building supportive behaviours					
3.	My organisation strongly considers extra-role behaviours					
4.	My organisation shows little concern for me					
5.	My organisation is willing to help me if I need a special favour					
6.	Help is available from my organisation when I have a problem					

7. Are you happy with how the organization is concerned with your wellbeing, goals and values? How can the organization improve? ………………………………………………

8. As an employee, what more can the organization do to provide you with the support you need in your workplace? ..………..

SECTION THREE: PERCEIVED ORGANISATIONAL JUSTICE

Please indicate the level of your support of the following statements as per the organisational justice practices in your organisation (TICK WHERE APPLICABLE).

	STATEMENT	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
1	Everyone around here feels that the distributive justice in organization is fair					
2	I can count on my organisation to have fair procedural justice					
3	Since I have been working here, I have found that the interactive justice governs relationships					
4	My organisation treats me with dignity and respect					
5	I am able to express my views using the procedures in place					
6	The procedures uphold ethical and moral standards					

7. As an employee, which other mechanism or tools should the organization enhance or introduce to ensure organizational justice is perceived in the organization? ………………..

8. How can the organization improve on your rights as stipulated in the organizational policies …………………………………………………………………...................

FOUR: VALUE CONGRUENCE

The following are the value congruence mechanisms in your organisation. Please state the extent to which you agree or disagree with the statements (TICK WHERE APPLICABLE).

	STATEMENT	Strongly Agree	Agree	Not sure	Disagree	Strongly disagree
1.	That the organisation embraces subjective fit					
2.	That the organisation contributes to objective fit in the organization					
3.	That there is Role predictability of the individual employees are met					
4.	The Organisational behaviors are congruent with the behaviours that are valuable to me					
5.	Organisational values are communicated to organisation members in terms of what behaviours are appropriate and expected					
6.	Believe that their personal values are congruent with those of the organisation for which they work					

7. What is your opinion on the organizational values in respect to workforce diversity in the workplace? …………………………………………………………………………………...

8. What more can the organization do to build on the employee worthwhile? ....

SECTION FIVE: JOB CHARACTERISTICS

The following are the Job Characteristics tools in your organisation. Please state the extent to which you agree or disagree with the statements (TICK WHERE APPLICABLE).

	STATEMENT	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1.	Your Job and the results of your tasks are likely to significantly affect the lives or well-being of other people					
2.	The organization gives the employees an autonomy/discretions on decision making					
3.	The employees receive feedback on their jobs from job itself and agents					
4.	There are opportunities for personal growth, learning new things and development in my job					
5.	The work we do is stimulating and challenging					
6.	The job requires you to do many different things at work, using a variety of your skills and talents					

7. As an employee, do you participate in the decision making concerning your job? ...What can the organisation do more to encourage involvement and participation? ....

8. Which mechanism can the organization adopt to improve on job characteristics in the workplace? ……………………………………………………………………………………..

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SECTION SIX: PERCEIVED SUPERVISOR SUPPORT

The following are the supervisor support practices in your organisation. Please state the extent to which you agree or disagree with the statements (TICK WHERE APPLICABLE).

	STATEMENT	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1.	There is instrumental support to all the employees in the organization					
2.	The supervisors offer social support to the employees					
3.	The supervisor gives me emotional support whenever I need it.					
4.	My supervisor makes sure that all employee concerns are heard before job decisions are made.					
5.	My supervisor clarifies decisions and provides additional information when requested by employees.					
6.	The supervisor shows concern for my rights as an employee.					

7. What can the supervisors do more to provide support in your workplace? ………………

8. How often does the supervisor explains decision made about your job? ....

SECTION SEVEN: EMPLOYEE COMMITMENT

Please indicate the level of your support of the following statements concerning employee engagement in your organisation (TICK WHERE APPLICABLE)

	STATEMENT	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1.	As an employee I feel a strong sense of affective commitment or emotional attachment.					
2.	I feel there is normative commitment where I am obligation to maintain membership					
3.	There is high continuance commitment where there is perceived costs to the employee for leaving the organisation					
4.	I do not feel like 'part of the family' at my organisation.					
5.	Working at my organisation has a great deal of personal meaning to me.					
6.	I really feel that problems faced by my organisation are also my problems					

7. Do you feel that the workplace environment encourages employee commitment? ....

How can the employer improve it further? ....

8. How does the organization impact on your personal meaning and create strong sense of belonging to my organisation? …………………………………………………………………...

SECTION SEVEN: TURNOVER INTENTION

The following are turnover intention indicators in your organisation. Please indicate if it is Yes=1 or No = 0 (TICK WHERE APPLICABLE)

	STATEMENT	Yes=1	No=0
1.	In Job factors, the Job and task assigned are complex which help build on the skills of the employees		
2.	Under organisational factors, employees develop expectations toward their companies and leaders		
3.	In personal factors, your most important personal values at work are compromised		
4.	Vested personal interest (pension fund, unemployment fund, etc.) prevent you from quitting.		
5.	Your current job affects your personal well-being.		
6.	The troubles associated with relocating, prevent you from quitting.		

7. What makes you work for your current employer and not consider leaving for another?

……………………………………………………………………………………………………

8. What can the organisation invest in so as to improve on your personal development?

...............……………………………………………………………………………………………