



EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE TURNOVER: A CASE STUDY OF TECHNICAL UNIVERSITY OF MOMBASA

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Accepted: October 2, 2017

ABSTRACT

Employee turnover is one of the most costly human resource challenges confronting both public and private organization. Employee turnover affects growth, profitability and customer satisfaction. Employee turnover is caused by various reasons and one of it been the culture of an organization. In this study, innovation and stability was the independent variable while employee turnover was the dependent variable.

The population of the study was 493 employees of Technical University of Mombasa. A sample size of 148 individuals was picked which is 30% of the total population. The sample size was selected using stratified random sampling technique. Data collected was analyzed with the aid of statistical package for social scientist (SPSS Version 20). Descriptive statistic such as standard deviations was used and the inferential statistics used included Pearson correlation, ANOVA and multiple regression analysis. Multiple regression analysis was used to establish the relationship between the research variables.

The result revealed that innovation orientation and stability orientation had significant and positive effects on employee turnover. The study recommended that, to minimize employee turnover at Technical University of Mombasa, the TUM Management should come up with measures on how to incorporate innovation and stability orientation in their retention strategy.

Key Words -Organizational Culture, Innovation Orientation, Stability Orientation, Employee Turnover

INTRODUCTION

According to Armstrong (2009), Organizational culture is the pattern of values, norms, beliefs and assumptions that may not have been articulated but shape the way in which people behave and things get done. The principle components of organizational culture are the symbols, the behaviors, norms, rituals and ceremonies, rules, roles of persons, the stories and organizational myths. According to Schein (2010), organizational culture function like glue holding employees and an organization system together and stimulating employees performance and commitment. According to Njugi & Agusioma (2014), the key to good performance is strong culture. Due to rapid changes brought by globalization and technological advancement, organizational culture adapts overtime.

Turnover is the number or percentage of employees who leave an organization either voluntary or involuntarily and are replaced by new employees. Employee turnover is one of the most costly human resource challenge confronting both public and private organization. High turnover has been experienced in many organizations due to globalization and technological advancement which have increased mobility of highly skilled employees and also competition. A certain amount of turnover is unavoidable but too much can ruin the company. Kuria, Alice & wanderi, (2012), high turnover of staff is unhealthy for smooth running of institutions since it affects growth, profitability and customer satisfaction. Armstrong (2009), high rate of attrition can destabilize business and demotivate those who attempt to maintain level of service and output against a background of vacant posts, experienced staff and general discontent. Organization depends on their workforce to perform their plans, create and achieve their financial goals, (Aldhuwaihi, 2013). Bohlander & Snell (2008), have estimated the cost of turnover in terms of recruiting and training of new employees to an

organization at two to three times the monthly salary of the departing employees. Derek (2006), in his study found out that employee turnover is positively associated with organization.

The origin of Technical University of Mombasa can be traced back in 1940s as a result of consultations pioneered by Sir Philip Mitchell in 1948 between the Aga Khan, the Sultan of Zanzibar, the Secretary of state for the colonies sir Bernard Reilly and H.M. Treasury. Out of this consultations, Mombasa institute of Muslim education (MIOME) was founded. The institution was founded specifically targeting Muslim students in East African. In the year 1951, first Batch of Muslim students were admitted to undergo a technical education programme which placed special emphasis on electrical and mechanical Engineering, seamanship and navigation and woodwork.

In 1966 MIOME was transformed to a technical Institute and more courses were introduced and it started admitting all Kenyan regardless of their religion. In 1976 it was transformed to a polytechnic becoming the second polytechnic in Kenya (MPUC). Through legal notice 160, the polytechnic was transformed to a University College, where new courses were introduced under the mentorship of Jomo Kenyatta University of Agriculture and Technology. The Government of Kenya offered support to the University in terms of expansion of infrastructure and also recruitment and development of staff. In the year 2013 the University changed its status to a fully pledged University.

Culture is a very sensitive issue at Technical University of Mombasa. TUM has its own way of doing things and its culture is rooted in the institution. The culture of the University was established way back when the University was a polytechnic. The University was established to serve pure Muslims and therefore most of the values, beliefs and rules are inclined to Islamic. As per TUM recruitment records, in the year 2010, massive recruitment was conducted in order

to meet the need of his customers as it had been elevated to a University College under the mentorship of JKUAT. Currently the University has a total number of 660 members of staff who are on permanent and pensionable terms, and 120 staff on contract. Over the last five years, turnover rate at Technical University of Mombasa has been increasing from time to time, despite the human resource policies which have been developed to guard the loss of human capital.

As per the University data, from the HR Department records, in the year 2010, 7 members of staff resigned from the institution, and the number has been increasing each year, in 2014 the University lost total of 10 members of staff, and in the year 2015 & 2016, the University has lost a total of 22 members of staff. From this number, 8 are senior members who were very dedicated and committed to their work. This has put the management in a panic situation because they might end up losing the most talented and dedicated staff in the University. The Human resource department has been put on alert to come up with policies which reward the best performing employees.

Statement of the Problem

Research into organizational culture is both substantial and extensive, with most studies correlating it with job satisfaction; (Chang and Lee, 2007). Ngugi and Agusioma, (2014), studied effect of organizational culture on employee performance in Non-Governmental Organization. Orgbonna & Harris, (2000), studied leadership style, organizational culture and performance. Shaw & Deery (1999), investigated the relationship between employee turnover and organizational culture, he explained elements which can be used to combat turnover, they are; sound management practices, reward system, socialization program, work culture and job mobility. Obiero (2012), studied factors influencing high staff turnover at Commercial Bank of Kenya, he focused on four elements

namely: extrinsic, intrinsic, career development and employee relation factor.

No study has been done on effect of organizational culture on employee turnover in institution of higher learning specifically in Kenya. This study attempted to analyze the effect of organizational culture on employee turnover, with a case study of Technical University of Mombasa, an Institution of Higher Learning. In the mainstream management literature, researchers has been able to isolate specific characteristic of organizational culture such as; Innovation and stability oriented culture.

The actual problem of the high turnover of employee at the Technical University of Mombasa triggered the researcher interest to assess how the University culture might be contributing to employee turnover. High turnover at this Institution of higher learning has become a puzzle to the management as the institution is losing the most competent and knowledgeable employees. It has affected the growth of the institution, its profitability and customer satisfaction. Kuria, Alice & Wanderi (2012), Labour turnover is significant to organization, individuals and Management.

Objectives of the Study

The main objective of the study was to determine the effects of organizational culture on employee turnover at Technical University of Mombasa. The specific objectives were:-

- To determine the effect of innovation orientation on employee turnover at Technical University of Mombasa.
- To examine the effect of stability orientation on employee turnover at Technical University of Mombasa.

THEORETICAL FRAMEWORK

Robbins Model of Organizational culture

The increased interest in culture has led to development of different models aiming at explaining the phenomena of organizational culture. This study will be anchored on Robbins model of organizational culture. The Robbins model of organization culture is composed of seven elements which are, innovation and risk taking, people orientation, outcome orientation, stability orientation, team orientation, aggressiveness and attention to detail.

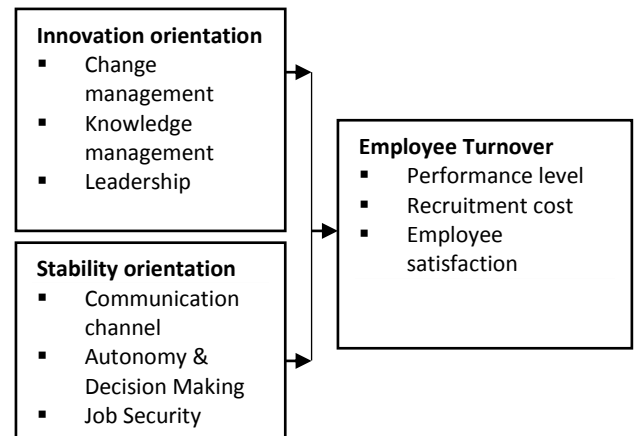
Denison theory of organizational culture

Denison theory of organizational culture is based on four cultural traits, adaptability, involvement, mission and consistency. Adaptability organizations are driven by their customers, take risk and learn from their mistake, and have capability and experience at creating change. Innovative organization tend to be effective because they have strong culture that tend to be highly consistent, well-coordinated and well integrated. Wang et al (2010), defines innovation oriented culture as one in which a consistent coherent and comprehensive presence of values and norms promote the fresh thinking and fast execution, which is reinforced by incentive, socialization and local sharing of information. Chandler et al (2000), revealed that an innovation oriented culture is one where employees perceive that workloads are not excessive and that the support of management and reward system are consistent with a commitment to innovation.

Involvement is the degree to which individuals at all levels of the organization are engaged in pursuit of the mission and work in a collaborative manner to fulfil organizational objectives. According to Denison theory, a successful organization involves and engages employees and build a sense of shared ownership and teamwork. This theory is based on the idea that involvement and participation will contribute to a sense of responsibility and ownership which leads to employees being loyal and motivated to the organization hence reducing employee turnover.

Consistency refers to collective definition of behavior, systems and meaning in an integrated way that requires individual conformity and internationalization of organizational values. Stable oriented culture are consistency in their operation and they operate well in a non-changing environment.

Conceptual Framework



Independent variables **Dependent variable**

Figure 1: Conceptual framework

Literature Review

Innovation Orientation

The glue that holds the organization is commitment to experimentation and innovation. Innovation has become a critical factor when it comes to being competitive. To be competitive an organization needs new skills and expertise, or has to apply the already existing skills in a more efficient manner. According to Chen and Huang (2007), when a firm develop innovation activities, such as introducing new products or new process or new administrative practices, they need innovative and creative employees who are flexible, risk taking and tolerant of uncertainty and ambiguity.

Innovation in an organization begins with the people themselves; they determine the values, norms and protocols to be adopted in their everyday action. The employees are the one to acquire, assimilate, interprets and create the firms knowledge base. According to Wang (2010),

innovative firms treat HRM practices as the organization's strategy to encourage team responsibilities, enhance organizational culture and build up customer relationship through participation and empowerment. Innovation oriented organizations are characterized by constructive organizational norms that promote achievement, self-actualization, development, empowerment, creativity, risk taking, participation in decision making and team work. (Mumford, 2000), Success in this organization means gaining unique and new products or services.

Organizations that have innovative culture have a high level of risk taking, dynamism and creativity. The management of these organizations tends to be flexible and adaptable hence making their employees to be committed and to be the integral part in the innovation orientation conceptualization, and always to be on the leading edge to experiment new ideas. Atuahengima and Ko (2001) consider innovation orientation as a human resources practice that fosters support for innovative and risky behavior and that enables employees to keep up with the changing technologies. Effective organizations emphasize on empowerment and engagement in their culture. They usually build organizations around teams and develop human capacity at all levels. Participative decision making increases empowerment and commitment to innovate. Employees always have a sense of pride and are enthusiastic about what they are capable of doing. This company is characterized by flat hierarchy in which titles and other status distinctions tend to be downplayed. They tend to direct resources specifically toward innovative ideas and are supportive of human resources who champion new ideas regardless of employees' job title, and reduce the bureaucratic red tape needed to get approval to pursue an idea.

Leadership style has an impact on innovation. A democratic and participative leadership is supportive to innovation while an autocratic style

prefers things to remain on the status quo. The ability of a leader to select the best strategy suited to his or her style will enhance the innovativeness of the organization, thus it is vital for a leader to understand their own leadership style and make a proper adjustment so that it will ensure the competitiveness of their organization. Ogbonna and Harris (2000), examined the relationship between leadership style, organizational culture and performance and found a positive relationship between participative leadership and innovation culture and a negative relationship between bureaucratic culture and innovative culture.

Requisite to an innovation oriented company is a learning philosophy defined as a pervasive set of organization-wide understanding about learning, thinking, acquiring, transferring and using knowledge in the firm to innovate. If an organization demonstrates competence in knowledge management, it can be considered as being knowledge management oriented. Organizations that effectively manage their knowledge management within an organization will have a higher organization innovation in turn to achieve breakthrough competitive advantage. Knowledge management is recognized as the fundamental activity for obtaining growing and sustaining intellectual capital in an organization (Marr & Schiuma, 2001). According to Tung (2004), knowledge management mediates the relationship between an organization's culture, structure and organizational effectiveness.

An innovation oriented company doesn't react to any kind of change may it be internal or external change, rather it creates changes. The employees always work toward providing new and unique products. Culture changes usually occur when an organization is facing setback such as financial crisis or when there is a turnover in top leadership. When culture change occurs, the top management of the organization must model the new culture for others and change should occur

to the management practices and also in organizational culture in order to support the new culture. A strong culture that is well aligned to the business strategic and is adaptive to environmental change can enhance organizational long term financial performance.

Stability Orientation

While some organization believe that constant change and innovation is the key to their growth, others are more focused on making themselves and their operations stable. The management of this organization are looking at ensuring stability of the company rather than looking at indiscriminate growth. Change in a stable organization is viewed as a threat to the stability of the status quo. Creativity and innovation is not encouraged and therefore this tends to make the talented and creative employees less satisfied with their jobs, since they are not allowed to contribute to their unique talents and abilities, and this leads to increasing employee turnover rate.

According to Burchell and Kolb (2007) stability is associated with conformity, control, formalization, security and status quo. They usually have numerous layers of management, cascading down from senior executives to regional managers to departmental manager all the way down to supervisors, due to this, many decision authority has to pass through a large number of layers than with flatter. Authority is generally centered at the top, and information generally flows from top down. Low levels employees are not given autonomy hence they don't participate in decision making and their work revolve around being routine.

In an organization where stability is emphasized, mostly people operate on the assumption that lower level people are not to be trusted and therefore are not given authority or discretion. this organization has an hierarchical chain of command and they mainly focusses on job description and specialization, in other words,

work is controlled by procedures which is more important than the person who fills the position. People are treated as interchangeable parts of a machine rather than as individuals. In a stable organization, employees are guaranteed of their job security, hence this makes employees to be fully engaged and loyal to their company. Mostly employees are in their comfort zone and they are not required to challenge the higher authority. Employees are there to be seen and not to be heard. According to Truss et al (2006) employees who are valued and engaged by management feel so secure in their job.

Employee Turnover

Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations, and between the states of employment and unemployment (Abassi et al, 2000).when an employee leave an organization at their own discretion it is referred to as voluntary turnover. Involuntary turnover is when an employer terminate the employment relationship (Dess & Shaw, 2001).In today's business world, due to competition, globalization and technological advancement, turnover is one of the main challenge facing many organization both locally and internationally. Naturally employee want diversity in his/her everyday life; seek new and challenging job, good working environment and a good paying job. Providing these things to the employee in an economic way is very difficult and cumbersome. It is vital for an organization to manage turnover if it wants to achieve its goals. Mullins (2005), states that organization that create work environment that attracts, motivates and retain hard working individuals will be better positioned to succeed in a competitive environment that demands quality and cost efficiency.

There are both direct and indirect cost associated with turnover. The direct cost are associated with exit interview, new recruitment, training and

compensation while the indirect cost are non-financial in nature and are associated with the loss of valuable organization knowledge and decreased employee motivation and satisfaction (Frank et al., 2004). Mullins (2005) maintains that the costs of recruiting and engaging new members of staff are considerable. Many factors play an important role in the employee turnover rate in a company and this can come from both employee and employer. These factors include wages or pay, culture, job performance, leadership behaviour and opportunity for advancement.

One of the most adverse effects of employee turnover is decreased performance in the workplace, more so when the organization loses the most competent and knowledgeable employee. Employees are the major contributors to organization competitive advantage and therefore they should be treated like an asset to the organization. Harris *et al.* (2002) theory asserts that high turnover lowers firms' incentives to provide staff training programs and, therefore, reduces productivity.

Staff turnover can also have a negative impact on other employees by disrupting group socialization processes and increasing internal conflict, which can lead to triggering additional absenteeism (Neo, Hollenbeck, Gerhart and Wright, 2006). According to Lambert *et al.* (2001), lower levels of engagement are associated with employee withdrawal particularly in terms of voluntary turnover. Staff turnover breaks the team spirit and group cohesion. According to Mathias and Jackson (2007) if turnover is controlled poorly, there will be lower morale among workers from top to bottom.

RESEARCH METHODOLOGY

Survey design was the most appropriate for this study because the study was concerned with finding out the relationship existed between

Table 1: Cronbach's Alpha Reliability Results

independent and dependent variables by collecting both primary and secondary data. The population for this study was Teaching & Technical staff and Management & Supervisory staff of Technical University of Mombasa. The actual population of both Teaching & Technical and Management & Supervisory staff was 493. Sample size of 148 staff was selected from the total number of 493 employees, which was 30% of the total population. The sample size was selected using stratified random sampling technique. The data was quantitatively analyzed using descriptive statistics method. Statistical package for social science (SPSS Version 20) computer software was used in calculating the percentage mean, standard deviation, and variance. Inferential statistics was applied through the use of multiple regression analysis to establish the relationship between the research variables. Data was presented in table format.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \Sigma$$

Y = Employee Turnover

β_0 = value of the dependent variable when all the independent variables are zero

X_1 = Innovation orientation

X_2 = Stability orientation

$\beta_1 - \beta_2$ = Regression coefficient.

Σ = Error Term

RESULTS AND FINDINGS

Although the study intended to survey all the 148 respondents, data was successfully collected from 121 respondents. This represented a response rate of 81.8 percent. Internal consistency of measures was tested by computing Cronbach's coefficients the results of which were represented in table 1.

Variable	Cronbach's Alpha	Comments
Employee Turnover	0.864	Accepted
Innovation Orientation	0.898	Accepted
Stability Orientation	0.816	Accepted

Table 1 indicated that Cronbach's alpha coefficient ranged from 0.816 (stability orientation) to 0.898 (innovation orientation) revealing a high degree of reliability. Since all the reliability results exceeded the 0.8 lower level of acceptability (George & Mallery, 2003), the interval consistency reliability of the measures used was considered to be sufficiently high and to have adequately measured the study's variables.

Table 2: Category of respondents in the organization

Category of employment	Frequency	Percent
Teaching/Technical staff	81	66.9
Management/supervisory staff	40	33.1
Total	121	100.0

The study results revealed that 66.9 percent of the respondents at Technical University of Mombasa were categorized under teaching/technical staff and only 33.1 percent of the respondents were under management/supervisory staff.

Results on Innovation Orientation on Employee Turnover

Objective one sought to investigate the effect of innovation orientation on employee turnover. Table 3 below summarizes respondents' level of agreement on how innovation orientation affects employee turnover.

Table 3: Innovation Orientation on Employee Turnover

Statement	N	Mean	S.D
My creativity and innovation is valued at TUM	121	3.48	1.10
I am given opportunity to showcase my talent	121	2.85	1.13
Management invest new products developed by TUM	121	3.78	1.05
The management is flexible and adaptable to change	121	3.81	1.06
Innovation is embedded in organization values	121	2.71	1.01
Changing needs of customers are responded rapidly	121	2.65	1.00
The leadership of TUM is visionary and focused	121	2.66	1.02

Most of the respondents agreed that the management was flexible and adaptable to change as shown by a mean of 3.81. Most of the respondents also agreed to the fact that management invested new products developed by Technical University of Mombasa reporting a mean of 3.78, this was in consistency with a question on whether employee creativity and innovation was being valued at Technical University of Mombasa which reported a mean of 3.48. Innovation was embedded in organizational values scored a mean grade of 2.71 Question on changing needs of customers were responded

rapidly obtained a mean grade of 2.65. Last question was leadership of TUM was visionary and focused which obtained a mean grade of 2.66. Thus from the finding it was clear that TUM management was flexible and adaptable to change, and it values employee creativity and innovation by investing in new products developed by TUM staff.

Results on Stability Orientation on Employee Turnover

Objective two sought to determine the effect of stability orientation on employee turnover. Table 4 below depicts the results.

Table 4: Stability Orientation on Employee Turnover

Statement	N	Mean	S.D
I communicate clearly and often with members of other department	121	4.00	0.68
I feel comfortable approaching management with concerns	121	3.15	0.93
Management always keeps us informed about things we want to know	121	4.04	0.59
My supervisor involves me in decision making	121	3.54	0.83
I always work without much supervision from my boss	121	3.10	0.90
I am always expected to follow the chain of command when executing my duties	121	2.89	1.03
There is job security at TUM	121	2.90	1.05

Respondent agreed that they communicate clearly and often with members of other departments, which obtained a mean score of 4.00. Most respondents also agreed that management always kept employees informed about things they wanted to know obtaining a mean of 4.04. The other question was on whether respondent were comfortable approaching management with concerns which scored a mean grade of 3.15 and this was a repetition question on innovation orientation which was asking on whether management was flexible and adaptable to change which scored a mean grade of 3.81, and the reason for repeating the questions was to measure the consistency of the respondents. A question on whether employees where given autonomy and were involved in decision making scored a mean grade of 3.10 and 3.54 respectively

and this can be interpreted that TUM had a good succession plan since it gave employee autonomy and involve them in decision making. A question on whether employees were expected to follow the chain of command when executing their duties scored a mean grade of 2.89 and a question on whether there was job security at TUM scored a Mean grade of 2.90. From the respondents it depicted that TUM had a flexible and approachable Management which operate on open door policy.

Employee Turnover

A number of questions were asked to establish how employee turnover was conducted at Technical University of Mombasa. The results are shown in Table 5.

Table 5: Employee Turnover

Statement	N	Mean	S.D
I am proud to work for Technical University Mombasa	121	3.45	0.59
I would recommend TUM to anyone looking for a job	121	4.30	0.70
I belief I will be working for TUM in the next five years	121	4.47	0.80
If I get another job I will definitely leave TUM	121	3.22	0.91
TUM is the best employer among institutions of higher learning	121	3.20	0.90
I am a very loyal employee of TUM	121	2.80	1.10

Respondents agreed that they believe they will be working for Technical University of Mombasa in the next five years obtaining a mean of 4.47. The study further investigated whether employees would recommend Technical University of Mombasa to anyone looking for a job and a mean of 4.30 was obtained. The study further requested the respondents to indicate whether if they get another job they would definitely leave Technical University of Mombasa and a mean grade of 3.22 was obtained. A question on whether TUM was the best employer among institutions of higher learning obtained a mean grade of 3.20.

Employees at TUM feel motivated scored a mean grade of 3.40

Correlation Analysis

Pearson bivariate correlation coefficient was used to compute the correlation between the dependent variable (employee turnover) and the independent variables (innovation orientation and stability orientation). Sekaran (2010) notes that this relationship is assumed to be linear and the correlation coefficient ranges from -1.0 to +1.0. Hence, the correlation coefficient was calculated to establish the strength of the relationship between dependent and independent variables.

Table 6: Correlation Analysis

		IO	SO	ET
IO	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	121		
SO	Pearson Correlation	.238	1	
	Sig. (2-tailed)	.086		
	N	121	121	
ET	Pearson Correlation	.375**	.394**	1
	Sig. (2-tailed)	.006	.004	
	N	121	121	121

From the Table 6 innovation orientation and stability orientation) were found to have positive and highly significant correlations with employee turnover at 1% level of significance. There was a moderate positive significant correlation between innovation orientation (IO) and employee turnover (r=0.375, P<0.01). There was a moderate positive and high significant correlation between stability orientation (SO) and employee turnover (r = 0.394, P<0.01). The results implied that

innovation orientation (IO) and stability orientation (SO) significantly affected employee turnover of Technical University of Mombasa.

Regression coefficients

It was also important to determine how innovation orientation (IO) and stability orientation (SO) affected employee turnover of Technical University of Mombasa. Table 7 below presents the regression results.

Table7: Regression Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients
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	B	Error	Beta	t	Sig.
(Constant)	2.050	0.587		3.492	0.001
IO	0.169	0.070	0.311	2.415	0.020
SO	0.283	0.110	0.340	2.588	0.013

a. Dependent variable: ET

Using a Multiple regression equation provided as:

$$ET = a + \beta_1 IO + \beta_2 SO \text{ where:}$$

ET = Employee Turnover

a = first coefficient '(constant)' which is the intercept

β_1 = coefficient to explain the amount of change in ET as a result of 1 unit Change in IO.

IO = Innovation Orientation

β_2 = coefficient to explain the amount of envisaged change in ET as a result of 1 unit change in SO

SO = Stability Orientation

Table 7 above presented the regression results on how the two independent variables; IO and SO affected employee turnover (ET). The multiple regression equation was that: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$ and the multiple regression equation became $= 2.050 + 0.169(IO) + 0.283(SO)$. As depicted in Table 7, there was positive and significant effect of innovation orientation (IO) on employee turnover ($\beta = 0.169$). There was positive and significant effect of stability orientation (SO) on employee orientation ($\beta = 0.283$). Therefore according to the regression equation 1 unit change in innovation orientation results into a 0.169 positive change in employee turnover, while 1 unit change in stability orientation results in 0.283 positive change in employee retention.

Discussion of the Key Findings

Pearson correlation was used to compute the correlation between innovation orientation on employee turnover. The findings indicated that there was a moderate and positive significant correlation between innovation orientation and employee turnover. $r = 0.375, P < 0.01$. The multiple

linear regression results confirmed this relationship. ($\beta = 0.169; t = 2.415; P < 0.05$). The study was consistent with study done by Gray et al (2003) that found out that executives perceived innovation as a moderate character of their firms culture. Addo (2012) also found out that management needs to reward innovation as this improves on productivity and lowers employee turnover. The study also concurred with study done by Keren (2016) who concluded that innovation in an organization can halt employee turnover. Orghonna and Harris (2000) also found a positive relationship between participative leadership and innovation culture.

Pearson correlation was used to compute the correlation between stability orientation on employee turnover. The findings indicated that there was a moderate positive and high significant correlation between stability orientation and employee turnover. $r = 0.394, P < 0.01$. The multiple linear regression results confirmed this relationship ($\beta = 0.283; t = 2.588; P < 0.05$). According to Burchell and Kold (2007) stability was associated with conformity, control, formalization, security and status quo. The results agree with research done by Chow et al (2001) who stated that stability as part of organization culture had a strong impact on effective commitment and information sharing. Nyanga (2015) also found out that having an open door policy, where employees were encouraged to communicate freely with other members and where management is approachable by employees will definitely reduce employee turnover. The results also concur by a study done by Schaufeli and Bakker (2004) which opined that engaged employees who are involved in decision making are likely to have a greater attachment to their

organization and lower tendency to quit. The results are also consistent with research done by Truss et al (2006) which found out that employees who are valued and engaged by management feel so secure in their job.

Conclusions

The results reveal that innovation orientation and stability orientation had significant and positive effect on employee turnover at Technical University of Mombasa. From the finding of the study, majority of the indicators of innovation orientation were being rated as being key influencer of employee turnover at Technical University of Mombasa. Management being flexible and adaptable to change had the greatest effect on employee turnover. The level of agreement for indicators such as management investing on new products development by TUM, creativity and innovation being valued at TUM led to the conclusion that if TUM management emphasized on talent management, by ensuring the most talented and creative employees at Technical University of Mombasa are rewarded accordingly, then employee turnover was bound to decrease.

The finding of the study also revealed TUM management should strive to ensure employees are kept informed about things they want to know, and interdepartmental communication should be highly encouraged. The line managers should also involve employees in decision making as this will make employees feel that they are valued in the organization.

Recommendations

- The management should ensure employees who are creative and innovative are rewarded

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accordingly as this will motivate and retain them.

- Talent Management should be incorporated in the retention strategy, by management investing on the new products development by TUM staff.
- TUM should adopt a transformational type of leadership which is visionary and focused as this will make employees to have trust on the management hence making employees to be loyal to the organization.
- The management should adopt an open door policy whereby the very junior staff in the organization is allowed to interact with the top most superior manager and express their needs and desires.
- The line managers at TUM should also involve employees in decision making as this will make employees feel that they are valued in the organization.

The study would assist institution of higher learning to know the diverse effect of organizational culture on employee turnover, and how they can employ the Robison model of organizational culture to combat employee turnover.

Areas for Further Study

This study concentrated only on two elements of organizational culture derived from Robbins model of organizational culture. This elements were; innovation and stability orientation. Therefore for further research, it is necessary to study effect of organizational culture on employee turnover by involving other relevant variables derived from Robbins model of organizational culture and its effect on employee turnover.

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