



**INFLUENCE OF EMPLOYEE EMOTIONAL INTELLIGENCE ON TURNOVER INTENTIONS IN
TELECOMMUNICATION FIRMS IN KENYA**

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ABSTRACT

The main objective of this study was to determine the influence of Emotional Intelligence on Turnover Intentions in the Telecommunication Firms in Kenya. The study adopted a descriptive survey design. The study population was 350 middle level managers of Telecommunication Firms in Kenya. The study used convenience sampling to sample 105 respondents. The study collected primary data using structured and semi-structured questionnaires which both cover all the objectives of the study. A pilot study was carried out to test on the reliability and the validity of the instruments. Data was analyzed using both descriptive and inferential statistics. The data was fed into the Statistical Package for the Social Sciences for analysis and presentations done through tables, pie charts and bar charts. The study found that self-management significantly and negatively relate with turnover intentions in Telecommunication Firms in Kenya; self-awareness significantly and negatively relate with turnover intentions in Telecommunication Firms in Kenya; social awareness significantly and negatively relate with turnover intentions in Telecommunication Firms in Kenya and relationship management significantly and negatively relate with turnover intentions in Telecommunication Firms in Kenya. The study therefore concluded that, increasing self-management, self-awareness, social awareness and relationship management by a single unit would lead to a decrease in turnover intentions in Telecommunication Firms in Kenya. The study recommended management of telecommunication firms to assess a candidate's ability to build strong relationships among employees when employing management staff. Management of telecommunication companies should employ employees who exhibit self-awareness skills and adopt ways that will help current employees to increase their levels of self-awareness. Organizations should focus on employing social aware individuals because they will be aimed at providing satisfaction and making themselves available for others. The study recommended management employees to exhibit Social Awareness. Telecom companies should adopt employee relationship management (ERM) strategies.

Key Words: *Self-management, Self-awareness, Social Awareness, Relationship Management*

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INTRODUCTION

In today's global and competitive environment, organizations need competent and intelligent employees to meet with environment challenges. The retention of the competent employees is the main challenge in the organizations (Rahim, Civelek & Liang, 2015). Sharma & Singh (2017), states that emotional intelligence is noteworthy for establishing and sustaining interpersonal relationships. Basically, people have to deal with distinct types of people in different contexts. Amidst them, organizational context can be identified as vital influence for people performing their jobs. According to a study done by Kannaiah & Shanthi (2015), Emotional intelligence is vital in many ways for employees in an institution. Common benefits include increase in commitment to organization by staff, improved productivity, high retention levels of talent and skill increased motivational levels for employees to put their best foot forward.

In South Africa employees are continuing to experience changes to business, strategies, technology, processes and systems, market conditions and employment patterns as organizations implement initiatives to remain competitive in turbulent global economy (Dahl & Cillies, 2012). Africa presents great opportunities in the telecommunication sector. The liberalization of the sector, the extension of services by multinational conglomerates and the active competition currently in place in the sector have all contributed to the telecommunication revolution. Many African governments have developed their telecommunication infrastructure by privatizing their former state-owned enterprises (Al- Debei & Avison, 2011).

The telecommunication industry in Kenya, just like the rest of the world, is going through intense changes. In the past decade, technological advancement and regulatory restructuring have revolutionized the industry. Markets that were formerly different, disconnected and vertical have integrated across their old boundaries with a

massive investment of capital much of it originating from private sector participants. The result is new markets, new players, and new challenges including staff restructuring which may cause dissatisfaction as changes caused by market liberalization (Achonga, 2011).

In today's global and competitive environment, organizations need competent and intelligent employees to meet with environment challenges. The retention of the competent employees is the main challenge in the organizations (Rahim, et al., 2015). According to the Kenya National Bureau of Statistics (2012), at least 20 percent of employees quit their organization, this severe drain of talented employees from the organizations has not spared mobile telecommunication sector either. Manager's laxity to carefully consider managing and putting strategies in place to retain the employees' talents can lead to high turnover in the organizations and can be a cause for the employees to intend to quit (Rono & Kiptum, 2017).

Zhang and Yun (2012) define EI as the capability to carefully perceive, evaluate, and convey emotions, the power to generate the feelings when they expedite the thought, the propensity to understand emotions and emotional knowledge and the ability to regulate emotions to support emotional and intellectual growth. Kannaniah & Shanthi (2015) argue that Emotional Intelligence benefits includes; increasing employee emotional self-awareness, emotional expression, emotional creativity, increased tolerance, trust and integrity, enhanced relations within and a cross the organization and which results in to overall improved employee performance in the organization.

Emotional intelligence also becomes an appraisal criterion for judgment of employee effectiveness, productivity and trust with and across the organization. Carmeli (2003) as cited in Wu (2011), in their findings affirms that an employee with high levels of emotional intelligence can command and use their own emotions and manage their turnover intentions. An employee with outstanding levels of

EI can also have their social competence to supervise others and uphold interpersonal relationships. Besides, individuals with high EI become self-aware and control their emotions in terms of retaining their positive mental state – a condition that results to improved job performance.

Statement of the Problem

In the recent past, the Kenyan telecommunication industry has experienced on average over 10 percent employee turnover raising employee retention and satisfaction issues. According to the Annual Report of 2016, Safaricom with over 65 percent market share experienced employee turnover of approximately 6.0 percent (Annual Report, 2016), Airtel with industry command of over 21 percent experienced 20 percent turnover (Nding'ori, 2015; Odembo, 2013; Business Daily, 2018) while Telkom Kenya experienced an overwhelming 35 percent employee turnover (Muteti, 2013). Telecommunication firms like Safaricom, Airtel and Telkom try as much as possible to distinguish themselves by creating their own niche or cutting edge so that they can achieve a high level of competitiveness (Charkrabarty, 2016).

Sharma and Singh (2017), states that emotional intelligence is significant for building and sustaining interpersonal relationships. Ideally, people have to deal with different types of people in different contexts.

Among them, organizational context can be identified as vital influence for people who are performing their jobs. Managers with higher emotional intelligence needs adequate organizational support so that their satisfaction levels are heightened for them to remain committed and decrease the intentions to quit (Rahim, et al., 2015). Marta (2010) asserts that if employees are satisfied, there will be an increased chance that they will stay within the organization.

Turnover intentions of highly skilled employees can be very expensive and disruptive for firms (Griffeth, Hom & Gaertner, 2011). Losing highly skilled staff member's leads companies to incur substantial costs

associated with recruiting and re-skilling, and hidden costs associated with difficulties completing projects and disruptions in team-based work environments (Griffeth, et al., 2011). Emotional Intelligence is very noteworthy to a multi- generational workplace. It helps to enhance employee productivity, happiness, job satisfaction and leadership effectiveness hence creating mutual employee- employer relationships which fosters employees' commitment to an organization (Njoroge & Yazdanifard, 2014).

Empirical evidence reveals that EI is vital on the expertise of the workforce as it fosters high levels of job satisfaction. In particular, according to Wong and Law study found that emotional intelligence too, promotes employees job satisfaction (Wong & Law, 2012). Emotional intelligence is conceptually relevant for enhancing employees' work commitment because organizations require interpersonal interactions to accomplish goals, and because most jobs require the ability to manage emotions (Matheri, Karanja & Namusonge, 2018).

Research has been done extensively on work engagement, job satisfaction, job commitment, rewards, motivation, employee performance, employee turnover. However, we have scanty information on how Emotional Intelligence can affect the intentions to turnover. It is under this premise that the study attempted to fill the existing research gap by determining the influence of employees' emotional intelligence on turnover intentions in telecommunication firms in Kenya.

Objectives of the study

The general objective of this study was to determine the influence of employee emotional intelligence on the turnover intentions in Telecommunication Firms in Kenya. The study was guided by the following specific objectives;

- To establish the influence of Self-Management on turnover intentions of the employees of Telecommunication Firms in Kenya.
- To determine the influence of Self-Awareness on turnover intentions of the employees of Telecommunication Firms in Kenya.

- To establish the influence of Social Awareness on turn over intentions of the employees of Telecommunication Firms in Kenya.
- To examine the influence of Relationship Management on turnover intentions of the employees of Telecommunication Firms in Kenya.

LITERATURE REVIEW

Resource-Based Theory

Barney (1991), developed the Resource-Based Theory. These resources are everything internal to the firm. Resource Based View Theory (RBV) examines the firm as a 'bundle of resources.' Principally, an organization must secure an efficient bundle and flow of the right type of resources from its environment in order to survive and improve its operational performance. Going by Barney (1986) argument, a Resource Based View; resources must be valuable, rare, and imperfectly imitable and non-substitutable in order to be sources of competitive advantage.

Social Exchange Theory

Social Exchange Theory was developed by Homans (1958). The theory posits that all human relationships are designed by the use of cost-benefit analysis and comparisons of alternatives. Homans suggested that when an individual recognizes the cost of a relationship outweighs the perceived benefits, then the person will choose to leave the relationship. Homans essentially envisions any social interacts between people involving costs and rewards. According to the understanding of social exchange theory, people are fundamentally social beings. People orient themselves to the world through the relationship they have, and depend on social interaction. The extent to which employees will be satisfied in a workplace and wish to continue working at a company will be predicted to a large extent on the kinds of relationships they form. Fostering relationships is crucial to employee retention.

Johari Window

Johari Window model was developed in 1955 by Luft & Ingham. The model was created by combining their first names, Joe and Harry. The model is anchored on understanding and training of self-awareness dependent on activities which include; personal development, communications, interpersonal relationships, group dynamics, team development and inter-group relationships. Johari Window Model is a behavioral model which purposes to strengthen group relations through individual Self-awareness and mutual understanding. Johari window model plays an important role in facilitating feedback and disclosure among group members and in directly giving feedback to individuals about their own blind areas.

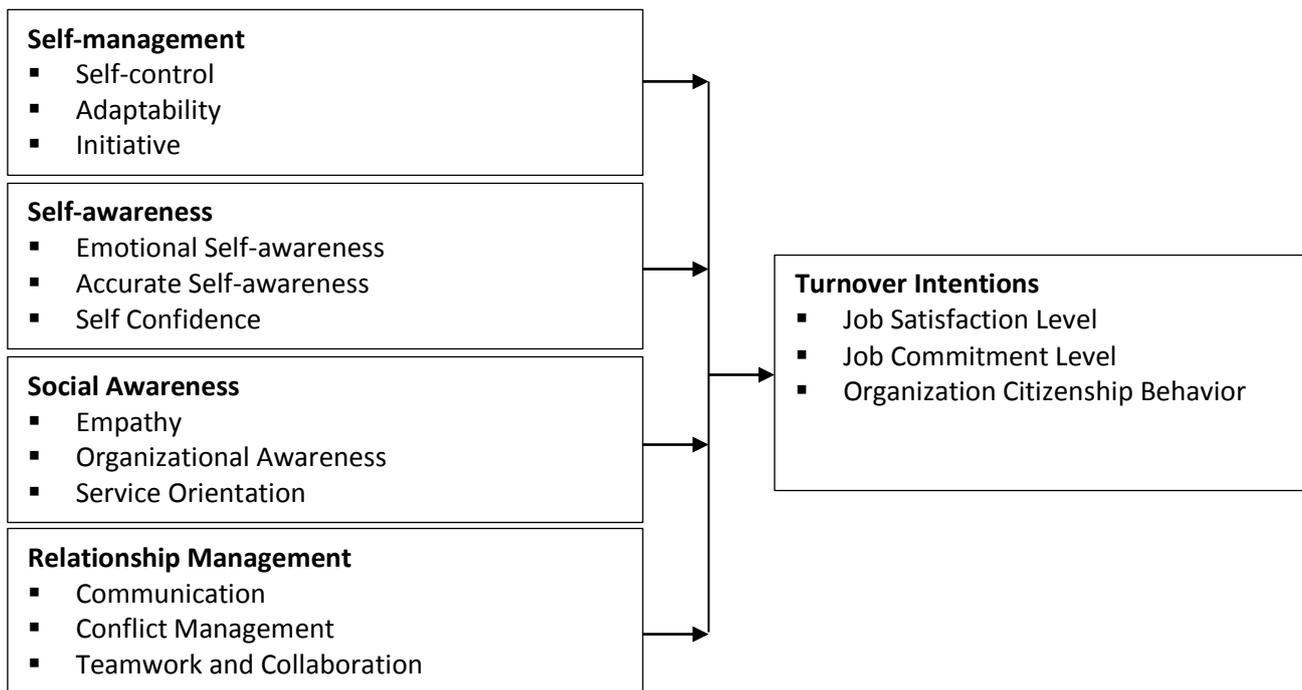
Theory of Relationship Management

Theory of relationship management was proposed by Ledingham (2003). The theory states that relationship management is the ethical and efficient management of an organization-stakeholder relationship, focused overtime, on common interests and shared goals in support of mutual understanding and mutual benefit. The theory holds that a commonality of interests is mandatory if management is seeking a long-term relationship, and if an organization and stakeholders have different interests, goals or objectives the relationship likely will be short-term.

Theory of planned Behavior

Ajzen (1985) developed the theory of planned behavior. It is a theory that link between attitudes and behaviors. The theory states that the personal attitudes, subjective norms and perceived behavioral control shape an individuals' behavioral intentions. Theory of Planned Behavior (TPB) proposes that an individual's intention to carry out a behavior is influenced not only by personal attitude towards the behavioral intentions, but also by a subjective norm and perceived behavioral control. According to Ajzen (1985), behavior is predicted by an intention, which is the immediate antecedent of behavior, and the stronger the

intention the more likely the individual will perform the behavior.



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Empirical Review

According to Marshall (2007), the way one forms relationships with people makes them want to work with you, to work harder, and inspires them to be more committed to their work. Good relationships at work, characterized by showing caring, demonstrating support, sharing opinions and feelings, and active listening. This encourages resilience during times of change (John, 2007). Employees’ capability to build strong connections helps improve the overall climate within an organization.

In addition, strong relationships and social ties with coworkers leads to less-turnover occurs (Bruce & Robert, 2006). Therefore, assessing a candidate’s propensity to build strong relationships reaps many benefits. Self-management involves using what you know about your emotions to manage them in such a way as to generate positive interactions with others and motivate yourself in all situations. The very act of acknowledging the fact that you are feeling a negative emotion goes a long way to

preventing you from losing control of your own behavior. EI self-management is critical for a manager because no one wants to work for someone who is not in control of themselves and whose reactions depend on their prevailing mood.

Self-awareness is deep understanding of one’s emotions, strengths, and weaknesses. It is the ability to accurately and honestly self –assess (Boyatzis, 2009). According to Mount Royal University (2011), Self-Awareness represents the aptness of knowing one’s own strengths and weaknesses. This is a process in which people willingly identify, process and store information about themselves. Yeung (2009) affirms that the first step to becoming emotionally intelligent is to first become self-aware as possible. He continues to argue that if EI were a journey, then self-awareness would be the skill of map reading. Self-awareness helps you to know where you are at the moment, how you are feeling or emotion you may be experiencing. And it shows you where you want to

get to a goal, or perhaps an emotion or mood that may help you to achieve your goal.

Increasing awareness enhances people and organizations to function effectively without so many unnecessary misunderstandings or problems between individuals. It diminishes self-centeredness, which destroys productivity and well-being at workplaces. Only a small percentage of people are aware enough to act against this common behavior style (Salomaa, 2014). According to Singh (2010), self-awareness is the ground on which emotionally intelligent behavior germinates. He defines self-awareness as the capability to read one's own emotions and acknowledge their impact to guide decisions. It is necessary for the individuals to have an accurate self-assessment by knowing his or her own strengths and limitations.

Social awareness is the ability to perceive and understand the relationships and structures in which you and those around you are operating. It involves being able to understand how others are feeling and validating those feelings. The three skills comprising of this competency are empathy, organizational awareness and service orientation (Khan et al., (2014). Social awareness can be unpacked as the ability of a person to be well aware of the things that are socially acceptable and then work accordingly with the society. Thus, it can be easily anticipated that social awareness is correlated with employee's productivity. A set of social skills is included in relationship management (Javed, 2018).

Baloch, Saleem, Zaman and Fida (2014), principally explains social awareness as the individual capability to know socially acceptable standards of values and norms and how one is expected to act accordingly. An empathetic person is one who is socially aware of the emotions and concerns of other people. In business environment, the communication among people is a tough job because it requires that only those persons who can interact well are empathetic in interactions to achieve better performance in return.

Employees are the focal point in the success of every organization. If the employees work as a team and carve up a good relationship with employers', they can attain their tasks much quicker. Managing employee relationship is imperative and precious to the organizational success and achieving spirited benefit (Sahedur & Taniya, 2017). This is an emotional intelligence element that concerns with the skills for inducing desirable responses in others.

It is that ability to communicate, influence, and collaborate and work with colleagues considering their feelings and views during the process of decision making.

METHODOLOGY

The study adopted descriptive research design. The target population for this study was 350 Middle Level Managers of the Telecommunication Firms (Safaricom, Telkom & Airtel). The study targeted employees at the respective telecommunication firms' Headquarters in Nairobi. The study used a sample frame of hundred and two employees from three selected telecommunication firms in Kenya. The study focused on Middle Management Level staff. This is because middle managers work with both top and low middle level management. The study used primary collection instruments. Primary data gathered information using structured and semi-structured questionnaires where the respondents were issued with the questionnaires. The questionnaire consisted of open-ended and closed ended questions which were administered to the middle level managers at Safaricom, Telkom and Airtel telecommunication Firms in Kenya. The questionnaire was adopted from: Job satisfaction scale (Spector, 1997), job commitment scale (Allen & Meyer, 1997), organization Citizenship behavior (Podsakoff & MacKenzie, 1994), and Emotional Intelligence Scale (Roodt & Bothma, 2004).

Descriptive statistics were used to summarize the data. This included percentages and frequencies, mean, and standard deviation. Tables, graphs, charts and other graphical presentations were used appropriately to present the data that was collected

for easier understanding and analysis aided by Statistical Packages for Social Sciences. Inferential statistics were used such as regression analysis to predict the value of the dependent variable on the basis of the independent variables. The study conducted a multiple linear regression analysis to determine the influence of E.I on the employees' turnover intentions in Telecommunication Firms in Kenya. The study adopted the following multiple linear regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Y = Turnover Intentions

X₁ = Self-Management

X₂ = Self Awareness

X₃ = Social Awareness

X₄ = Relationship Management

β₀ = Constant; β₁₋₄ = the beta coefficients of independent variables

ε = Error term

FINDINGS AND DISCUSSION

Descriptive Statistics

Responses provided by respondents was based on a 5-point Likert scale where; 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree. The responses were interpreted using the means and standard deviation where the mean values of 0.5-1.4 suggested Strongly Disagree, 1.5-2.4 Disagree, 2.5-3.4 Neutral, 3.5-4.4 Agree, and 4.5-5 as Strongly Agree. The results were as presented in subsections hereunder.

Self-Management

Respondents indicated their level of agreement with various statements that relate with influence of self-management on turnover intentions. The results were as presented in Table 1.

Table 1: Self-Management on Turnover Intentions

	Mean	Std. Dev.
I manage impulsive feelings and distressing emotions well	3.929	1.269
I think clearly and stay focused under pressure	3.857	1.261
I am flexible in how I see events	3.929	1.404
I smoothly handle multiple demands, shifting priorities and rapid change	3.750	1.343
I pursue goals beyond what's required or expected of me	3.750	1.342
I am always ready to seize opportunities	3.893	1.193
I see setbacks as due to manageable circumstances rather than a Personal flaw	3.821	1.336

The findings showed that the respondents were in agreement that they are flexible in how they see events (M=3.929), that they manage impulsive feelings and distressing emotions well (M=3.929), they are always ready to seize opportunities (M=3.893), they think clearly and stay focused under pressure (M=3.857), they see setbacks as due to manageable circumstances rather than a personal flaw (M=3.821), they smoothly handle multiple demands, shifting priorities and rapid change (M=3.750) and that they pursue goals beyond what's required or expected of them (M=3.750).

These findings suggested that employees of telecommunications firms in Kenya are able to manage the impulsive feelings and distressing

emotions they experience at work. Even under pressure, these employees still think clearly and remain focused on their work. In addition, they were flexible in the way they viewed events and this enabled them to smoothly handle multiple demands, shifting priorities and rapid change. Also, their flexibility enabled them to be ready to seize opportunities at any time. Furthermore, they have a tendency of pursuing goals beyond what's required or expected of them and also in instances where there are setbacks, they view them as manageable circumstances and not personal flaws.

These results agreed with Bruce and Robert (2006) who explained self-management as using what you know about your emotions to manage them in such a way as to generate positive interactions with

others and motivate oneself in all situations, this therefore makes self-management critical for managers because by managing impulsive feelings and distressing emotions that they experience at work, enables them to think clearly and remain focused on their work.

Self-Awareness

Respondents were asked to indicate their level of agreement with various statements that relate with the influence of self-awareness on turnover intentions. The results were as presented in Table 2.

Table 2: Self-Awareness on Turnover Intentions

	Mean	Std. Dev.
I am usually realistic	3.929	1.193
I am normally not over self-critical or naively hopeful	3.893	1.337
I believe Self-awareness is a propensity for self- reflection and thoughtfulness	3.964	1.480
I find time to reflect quietly	3.821	1.490
I think things over rather than react impulsively	4.000	1.405

From the findings the respondents agreed that they thought things over rather than react impulsively (M=4.000), they believed Self-awareness is a propensity for self- reflection and thoughtfulness (M=3.964), they are usually realistic (M=3.929), they were normally not over self-critical or naively hopeful (M=3.893) and that they find time to reflect quietly (M=3.821). These findings suggested that employees of telecommunication companies practiced self-awareness. They were usually realistic and this enables them avoid being over self-critical or naively hopeful. This agreed with Arnold (2015) who explained that enhanced self- awareness enriches the reactions of individuals to various situations they experience; in other words, it means the discovery of different paths in relationships and life.

They also considered Self-awareness as a propensity for self-reflection and thoughtfulness. According to

Palmiere (2012), self-awareness is a key personality strength that assists to us manages our businesses, our careers and our lives. Because they are usually realistic and find time to reflect quietly, they are able to think things over and therefore save themselves from impulsive reactions. Yeung (2009) affirms that the first step to becoming emotionally intelligent is to first become self-aware as possible which can be explained to deep understand of one's emotions, strengths, and weaknesses.

It is also the ability to currently and honestly assess oneself and be realistic. Hence, this enables them to avoid being over self- critical or naively hopeful.

Social Awareness

In this section the findings on influence of self-awareness on turnover intentions were presented. The findings were as shown in Table 3.

Table 3: Social Awareness on Turnover Intentions

	Mean	Std. Dev.
I am attuned to a wide range of emotional signals, letting them sense the felt, unspoken, emotions in a person or group.	3.929	1.484
I detect crucial social networks and understand key power relationships	3.857	1.411
It possible for me to get along with people of diverse backgrounds	3.929	1.269
I monitor customers and clients' satisfaction carefully to ensure that they get what they need	3.786	1.415

From the findings, the respondents were in agreement that they were attuned to a wide range of emotional signals, letting them sense the felt, unspoken, emotions in a person or group as shown by a mean of 3.929, it is possible for them to get along with people of diverse backgrounds as indicated by a mean value of 3.929, they detect crucial social networks and understand key power relationships as shown by a mean of 3.857, and that they monitor customers and clients' satisfaction carefully to ensure that they get what they need as shown by a mean of 3.786. Social awareness is the ability of a person to be well aware of the things that are socially acceptable and then work accordingly with the society.

These findings suggested that employees in Kenya's telecommunication companies are social-aware; this is because they are attuned to a wide range of emotional signals, letting them sense the felt, unspoken, emotions in a person or group. They are also able to detect crucial social networks and

understand key power relationships and because of this they are able to get along with people of diverse backgrounds. Because of their concerns with customer needs, they monitor their satisfaction carefully. Ferry (2017) argues that leaders who can recognize networking opportunities and are able to read key power relationships are better equipped to handle the demands of leadership. He added that service-oriented people aims at providing satisfaction and making themselves available for others. Therefore, the managers are attuned to a wide range of emotional signals, letting them sense the felt. Unspoken emotions in a person or group since they bridge between the top and bottom levels of management.

Relationship Management

The study presented the findings of the respondents on various statements relate with relationship management ad turnover intentions. The results were as presented in Table 4.

Table 4: Relationship Management on Turnover Intentions

	Mean	Std. Dev.
I do handle difficult people and tense situations with diplomacy and tact	3.964	1.480
I demonstrate integrity and honesty when resolving conflicts	4.000	1.631
I foster open communication and stay receptive for both bad and good	3.964	1.208
I balance a focus on task with attention to relationships	3.893	1.193
I promote a friendly, cooperative climate	3.929	1.269
I build team identity, team spirit and commitment	3.750	1.193

From the findings, the respondents agreed that they demonstrated integrity and honesty when resolving conflicts (M=4.000), they handled difficult people and tense situations with diplomacy and tact (M=3.964), they fostered open communication and stay receptive for both bad and good (M=3.964), they promoted a friendly, cooperative climate (M=3.929), they balanced a focus on task with attention to relationships (M=3.893) and that they built team identity, team spirit and commitment (M=3.750). Relationship management is an emotional intelligence element that concerns with the skills for inducing desirable responses in others. It is that ability to communicate, influence,

collaborate, and work with colleagues considering their feelings and views during the process of decision making.

These results suggest that employees in telecommunication companies in Kenya practice relationship management. This is because they usually deal with difficult people and tense situations in a diplomatic and tactical way. Their work usually involves conflict resolution which they usually resolve them in a manner that demonstrates their honesty and integrity.

Employees also encourage open communication and stay receptive for both bad and good and

maintain their focus on the relationship they build with clients. Employees also promote a friendly, cooperative climate that builds team identity, team spirit and commitment. These concurs with Sahedur and Taniya, (2017) that managing employee relationship is imperative and precious to the organizational success and achieving spirited benefit. The middle level managers handle critical part of the organization as the implementers of the policies of the companies. They are more prone to conflict in their line of duty because for them to achieve their objectives, they encounter difficult people and tense situations. Therefore, handling situations in a diplomatic and tactical way enables them to have good relationships with other employees. Having good conflict resolution skills

and open communication strategy enables employees to have a friendly, cooperative climate that promote team spirit, team work and commitment hence promoting employee retention within the organization.

Turnover Intentions

Respondents were asked to indicate their level of agreement with various statements that relate with job satisfaction, job commitment and organizational citizenship behavior aspects of turnover intentions. The results were as presented below.

Job Satisfaction Level

Respondents indicated their level of agreement with statements on job satisfaction. The results were as presented in Table 5.

Table 5: Job Satisfaction as Measure of Turnover Intentions

	Mean	Std. Dev.
I feel I am not being paid a fair amount for the work I do.	4.000	1.155
There is really too little chance for promotion on my job.	3.893	1.193
I am not satisfied with the benefits I receive.	3.821	1.336
When I do a good job, I receive the recognition that I should receive.	3.821	1.187
Many of our rules and procedures make doing a good job difficult.	3.893	1.337
I like the people I work with.	3.964	1.208
I sometimes feel my job is meaningless.	4.071	1.146
Communications seem good within this organization.	3.857	1.261
Those who do well on the job stand a fair chance of being promoted.	3.857	1.261
I do not feel that the work I do is appreciated.	3.714	1.267
I find I have to work harder at my job because of the incompetence of people I work with	3.929	1.193
I like doing the things I do at work.	4.036	1.280
The goals of this organization are clear to me.	3.929	1.132

From the findings, the respondents agreed that they sometimes felt that their job was meaningless (M=4.071), they felt they were not being paid a fair amount for the work they do (M=4.000), they liked doing the things they do at work (M=4.036), the goals of their organization are clear to them (M=3.929), they find they have to work harder at their job because of the incompetence of people they work with (M=3.929), they like the people they work with (M=3.964), there is really too little chance for promotion on their job (M= 3.893), any

of their rules and procedures make doing a good job difficult (M=3.893), communications seem good within their organization (M=3.857).

They further revealed that those who do well on the job stand a fair chance of being promoted (M=3.857), they are not satisfied with the benefits they receive (M=3.821), when they do a good job, they receive the recognition that they should receive (M=3.821) and that they do not feel that the work they do is appreciated (M=3.714).

These findings suggest that employees in telecommunication companies in Kenya feel that they are underpaid compared to the work they do and are not satisfied with the benefits they get. Despite the low pay, most of them still like the work they do, and this makes them work even harder. Because of their hard work they sometimes receive the recognition. These recognitions rarely include promotions because there is really too little chance for promotion on their job. The telecommunication companies also seem to have good communications

within the organization which facilitate clear understanding of organizational goals among employees. Furthermore, employees like working with their work colleagues but they still face the challenge of many rules and procedures that makes doing a good job difficult.

Job Commitment Level

Respondents indicated their level of agreement with statements on job commitment. The results were as presented in Table 6.

Table 6: Employee Job Commitment as a measure of Turnover Intention

	Mean	Std. Dev.
I would be very happy to spend the rest of my career in this organization	4.036	1.255
I really feel as if this organization's problems are my own	3.821	1.187
I do not feel like 'part of my family' at this organization	3.929	1.269
I do not feel emotionally attached to this organization	3.857	1.261
This organization has a great deal of personal meaning for me	3.821	1.336
I do not feel a strong sense of belonging to this organization	3.857	1.190
It would be very hard for me to leave my job at this organization right now even if I wanted to	3.893	1.337
Right now, staying with my job at this organization is a matter of necessity as much as I desire	3.821	1.336
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice	3.821	1.187
I do not feel any obligation to remain with my organization now	3.857	1.411
Even if it were to my advantage, I do not feel it would be right to leave	3.929	1.269
This organization deserves my loyalty	3.929	1.269

From the findings respondents agreed that they would be very happy to spend the rest of their career in their organization (M=4.036), they do feel like 'part of a family' at their organization (M=3.929), even if it were to their advantage, they do not feel it would be right to leave (M=3.929), their organization deserves their loyalty (M=3.929), it would be very hard for them to leave their job at the organization right now even if they wanted to (M=3.893), they do not feel emotionally attached to their organization (M=3.857), they do not feel a strong sense of belonging to their organization (M=3.857), they do not feel any obligation to remain with their organization (M=3.857), they really feel as if their organization's problems are

their own (M=3.821). The further agreed that their organization has a great deal of personal meaning for them (M=3.821), right now, staying with their job at their organization is a matter of necessity as much as desire (M=3.821) and that one of the major reasons they continue to work for their organization is that leaving would require considerable personal sacrifice (M=3.821).

These results suggest that employees of telecommunication companies are happy with their work with the organization because they feel like they are part of a family. These has made them take the problem of the organization personally, this is contributed by their emotional attachment with the organization. The organization has helped

employees get the sense of belonging, making it very hard for them to leave even if they wanted to. For most of the employees, their decision to stay with the organization is a matter of necessity as much as desire. If they decide to quit their job, it will cost them much of personal sacrifice and therefore they feel obliged to stay with the organization.

Organizational Citizenship Behavior Level

In this section the study sought the opinion of respondents on different statements relating with organizational citizenship behavior. The results were as presented in Table 7.

Table 7: Organizational Citizenship Behavior Level

	Mean	Std. Dev.
I help others who have been absent	3.929	1.269
I willingly give my time to help others who have work-related problems	3.786	1.415
I adjust my work schedule to accommodate other employees' requests for time off	3.964	1.480
I go out of my way to make newer employees feel welcome in the work group	4.000	1.631
I show genuine concern and courtesy towards coworkers, even under the most trying business or personal situations	3.964	1.208
I give up time to help others who have work or non -work problems	3.893	1.193
I get out of my way to assist others with their duties	3.929	1.269
I share personal property with others to help their work	3.750	1.193

From the findings, the respondents were in agreement that they go out of their way to make newer employees feel welcome in the work group (M=4.000), they adjust their work schedule to accommodate other employees' requests for time off (M=3.964), they show genuine concern and courtesy towards coworkers, even under the most trying business or personal situations (M=3.964), they get out of their way to assist others with their duties (M=3.929), they help others who have been absent (M=3.929), they give up time to help others who have work or non -work problems (M=3.893), they willingly give their time to help others who have work-related problems (M=3.786) and share personal property with others to help their work (M=3.750).

These results suggest that employees of the telecommunication companies are willing to give their time to help others who have problems even if they are not related with work and this includes

covering for those who are absent. This also involves them adjusting their work schedule to accommodate other employees' requests for time off. Employees also try to show their genuine concern and courtesy towards coworkers, even under the most trying business or personal situations. More specifically for new employees, they go out of their way to make them feel welcome in the work group.

Inferential Statistics

Multiple Regression Analysis

Model Summary

Model summary is usually used to determine the variation of dependent variable that can be explained by independent variable. This study sought to determine variation in turnover intentions in Telecommunication Firms in Kenya as a result of changes in employees' emotional intelligence. The results were as presented in Table 8.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.789 ^a	.623	.603	.42182

a. Predictors: (Constant), Self-Management, Self-Awareness, Social Awareness, Relationship Management

b. Dependent Variable: turnover intentions

From the findings, the value of adjusted R^2 was 0.603 suggesting that 60.3% variation in employees' turnover intentions can be explained by changes in Self-Management, Self-Awareness, Social Awareness, and Relationship Management. The results also suggested that the remaining 39.7% variations in employees' turnover intentions can be explained by other factors other than the measures of employees' emotional intelligence that were discussed in this model. Correlation coefficient

value denoted by R is used to show the relationship existing between the variables in the model. From the findings in table 8, $R=0.789$ suggested that the variables were strongly and positively related.

Analysis of Variance

ANOVA is usually used to show whether the model is significant. Significance of the model is said to exist if the p-value obtained is less than the selected significance level which in this study was 0.05.

Table 9: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	95.396	4	23.849	19.125	.000 ^b
	Residual	114.724	92	1.247		
	Total	210.120	96			

a. Predictors: (Constant), Self-Management, Self-Awareness, Social Awareness, Relationship Management

b. Dependent Variable: turnover intentions

From the findings, the value of p-value obtained was 0.000 which was less than selected significance level ($0.000 < 0.05$). This therefore suggested that the model was significant in predicting turnover intentions in Telecommunication Firms in Kenya. The f-calculated value was 19.125 while the f-critical value, obtained from f critical tables was 2.471. The f critical value was less than the f calculated value ($2.471 < 19.125$). This therefore

suggests that self-management, self-awareness, social awareness, and relationship management significantly influence turnover intentions in Telecommunication Firms in Kenya.

Beta Coefficients of the Study Variables

The beta values obtained were fitted to the regression model to form the regression equation. The results were as presented in Table 10.

Table 10: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.954	0.107		8.916	.000
Self-Management	-0.254	0.037	-0.231	-6.865	.020
Self-Awareness	-0.297	0.059	-0.241	-5.034	.017
Social Awareness	-0.325	0.057	-0.292	-5.702	.003
Relationship Management	-0.354	0.056	-0.321	-6.321	.001

a. Dependent Variable: Turnover Intentions

From the findings in table 10, the regression equation formed was;

$$Y = 0.954 - 0.254 X_1 - 0.297 X_2 - 0.325 X_3 - 0.354 X_4 + \epsilon$$

From the above equation, holding self-management, self-awareness, social awareness, and relationship management variables constant,

turnover intentions in Telecommunication Firms in Kenya will be at a constant value of 0.954 units.

Self-management is statistically significant to turnover intentions in Telecommunication Firms in Kenya ($\beta = -0.254$, $P = 0.020$). This shows that self-management significantly and negatively relate with turnover intentions in Telecommunication Firms in

Kenya. Therefore, increasing self-management by a single unit would lead to a decrease in turnover intentions in Telecommunication Firms in Kenya by 0.254 units.

Self-awareness is statistically significant to turnover intentions in Telecommunication Firms in Kenya ($\beta = -0.297$, $P = 0.017$). This shows that self-awareness significantly and negatively relates with turnover intentions in Telecommunication Firms in Kenya. Therefore, increasing self-awareness by a single unit would lead to a decrease in turnover intentions in Telecommunication Firms in Kenya by 0.297 units.

Social awareness is statistically significant to turnover intentions in Telecommunication Firms in Kenya ($\beta = -0.325$, $P = 0.003$). This shows that social awareness significantly and negatively relates with turnover intentions in Telecommunication Firms in Kenya. Therefore, increasing social awareness by a single unit would lead to a decrease in turnover intentions in Telecommunication Firms in Kenya by 0.325 units.

Relationship management is statistically significant to turnover intentions in Telecommunication Firms in Kenya ($\beta = -0.354$, $P = 0.001$). This shows that relationship management significantly and negatively relate with turnover intentions in Telecommunication Firms in Kenya. Therefore, increasing relationship management by a single unit would lead to a decrease in turnover intentions in Telecommunication Firms in Kenya by 0.354 units.

CONCLUSIONS AND RECOMMENDATIONS

The study revealed that being able to manage the impulsive feelings and distressing emotions is very critical for the respondents. They asserted that even under pressure, they remain focused and think clearly in order to make good decisions and manage the relationships well which enables them to smoothly handle multiple demands, shifting priorities and rapid change. Their flexibility enables them to be ready to seize opportunities and pursue goals beyond what is required or expected of them. This implied that self-management plays a

significant role in decreasing employees' turnover intentions in Telecommunication Firms in Kenya.

The study also found out that the respondents deeply understood their emotions, strengths and weaknesses. Self-awareness was a key personality strength that helped them to manage their businesses, careers and even their day to day lives. This was necessitated by the ability to think things over and therefore save themselves from impulsive reactions. The ability to be realistic, finding time to reflect quietly and having honest assessment of oneself was critical in creating Self-awareness. Thus, the study affirmed that self-awareness is statistically significant to turnover intentions in Telecommunication Firms in Kenya.

On Social Awareness, the study established that the responds are attuned to a wide range of emotional signals, letting them sense the felt, unspoken emotions in a person or group. They were able to detect crucial social networks and understand key power relationships and because of this they were able to get along with people of diverse backgrounds. Hence enabling them to deal with customer needs and monitor their satisfaction carefully. Therefore, the study concludes that social awareness plays a significant role in decreasing the turnover intentions in Telecommunication Firms in Kenya.

The study observed that the respondents practice relationship management. This was because of how they usually deal with difficult people and tense situations in a diplomatic and tactical way. Their work involves conflict resolution which they usually resolve in a manner that demonstrates their honesty and integrity. They also encourage open communication, promoting a friendly, cooperative climate that builds team identity, team spirit and commitment. The study further found that relationship management significantly and negatively relate with turnover intentions in Telecommunication Firms in Kenya.

The study found that increasing self-management reduces turnover intentions. The study

recommends management of telecommunication firms to assess a candidate's ability to build strong relationships among employees when employing management staff.

Building strong employees' relationships helps improve the overall climate within an organization and strong relationships and social ties with coworkers' leads to less turnover.

Increasing self-awareness will result reduced turnover intentions. The study recommends management of telecommunication companies to employ employees who exhibit self-awareness skills and adopt ways that will help current employees to increase their levels of self-awareness. Increasing awareness enhances people and organizations to function effectively without so many unnecessary misunderstandings or problems between individuals. Self-awareness is the ground on which emotionally intelligent behavior germinates.

The study recommends management employees to cultivate Social Awareness. This would enable the employees to leverage on power relationships, identify influencers, networks and group dynamics within the organizations. Leaders who can recognize networking opportunities and are able to read key power relationships are better equipped to handle the demands of leadership.

Telecommunication companies should adopt employee relationship management (ERM) strategies. They will help the organization attain high level of performance and attain other positive effect in organizations such as strengthening corporate communication and culture, promoting learning about company products, services and customers. Managing employee relationship is essential and valuable to the organizational success and achieving spirited benefit.

Areas for Further Studies

This study determined the influence of employee emotional intelligence on the turnover intentions in Telecommunication Firms in Kenya. The study explained 60.3% variation in turnover intentions in the telecommunication firms in Kenya. The study therefore recommended further studies to be conducted on other factors that influence turnover intentions of employees in telecommunication companies in Kenya. The study was conducted in Telecommunication industry; other studies can as well be conducted in different industries such as the manufacturing sector to not only justify the study findings but also emphasis the fact that Emotional Intelligence influences turnover intentions in concerned firms.

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