Influence of Academic Staff Involvement in Management on Turnover Intentions in Public Diploma Teacher Training Colleges in Kenya

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Abstract
The purpose of the study was to investigate the influence of academic staff involvement in management on turnover intentions in PDTTCs in Kenya. Purposive sampling was used to select 4 PDTTCs, 4 college principals and 8 senior masters. Simple random sampling was used to select 430 academic staff members for the study. Data was collected using a questionnaire which had closed-ended (likert type scale 1-5) questions. Items from the main questionnaire were arranged and grouped according into specific research objectives. College principals and senior masters were interviewed in order to get in-depth information on turnover intentions among the academic staff in PDTTCs. The data was analyzed using Pearson correlation and simple linear regression. The study established that the academic staff members were less involved in the management which significantly contributed to turnover intentions.
Keywords: Involvement in Management, Turnover Intentions, Influence, Academic Staff

1.0. INTRODUCTION

High employee turnover have a negative effect on the sustained growth and development of any organisation (Adedamola, 2016). In this regard, once an organization has captured employees, the return on investment requires closing the back door to prevent them from walking out (Tymon *et al*., 2011). Employee involvement is essential for organisation for retaining employees at any age (Ambani, 2016). It is a system where employees are encouraged to share information with management and participate in decision making (Zareen *et al*., 2013). Well involved workforce feels that organization values them (Derakhshide &Kazemi, 2014) and increases the employee's satisfaction (Alshammari *et al*., 2016). It's against this background that the study was set out to investigate the influence of academic staff involvement in management on turnover intentions in PDTTCs in Kenya.

2.0. LITERATURE

In a most recent time, Naseer (2017) conducted a study where he explored and evaluated the influence of job involvement and its relationship to organizational commitment and turnover intention. Data was collected from different organizations in Pakistan. Correlation and multiple regressions were used to check the cause and effect relationships among variables. The result indicated that job involvement and job satisfaction had positive impact on organizational commitment and negative impact on turnover intention. However, Naseer (2017) did not establish the extent of employee involvement in management. The present study therefore, employed weighted averages in data analysis to measure the extent of job involvement among the academic staffs in PDTTCs as a way of filling the gap.

Similarly, Abdallah (2017) investigated the interrelationships among the three behavioral constructs of job involvement, job satisfaction and organizational commitment. A questionnaire-based survey was designed to test the forementioned model based on a data set of 315 employees working in twelve out of twenty six banks operating in the capital city of Jordan, Amman. The result indicates that job involvement is positively and significantly related to job satisfaction (β = 0.468, p < 0.000). The results could not be generalized since Abdallah (2017) used only one research tool in data collection. Therefore to obtain a more reliable data, the present study used more than one method of data collection (Okoth, 2012).

In a study by Kuean *et al*., (2010) which examined the relationship between organizational commitment and intentions to quit among the Malaysian companies. It was a descriptive study based on 300 sample size survey conducted among the working adults in Malaysia. The regression result indicated that participation in decision making was a significant predictor for intention to leave. Kuean *et al*., (2010) focused on working adults, irrespective of the sectors i.e private or public, further, they carried out a study on both teaching and non-teaching staff without treating each case separately. To fill the gap that the present study focused on the

academic staff in PDTTCs in Kenya.

In line with this Zaki &Singh (2010) after reviewing the literature of job involvement in Indian context they that indicated that highly involved employees prefer to work at the same organisations throughout their career and rarely think about leaving their jobs, conversely, low job involved employees have been hypothesized to be less committed to the employer and be more likely to leave the organisation. The results could not be generalized since there was need to carry out an empirical study on similar variables to authenticate the findings of Zaki &Singh (2010). Another limitation that posed a challenge on generalizability was that the study was carried out India, where geographical settings are different from Kenya. Therefore the current study sought to address these gaps.

In another related study, Stoner &Gallagher (2010) examined survey data from full-time employees employed in a variety of occupations on how psychological involvement with one's job affects reactions to psychological contract violation. Results illustrated that job involvement is negatively related to turnover intention. However, Stoner &Gallagher (2010) failed to indicate the instruments and sampling procedures they used, making it difficult to generalize the findings. To fill the gaps, the current study used probability and non-probability sampling to determine the influence of job involvement on turnover intentions among the academic staff in PDTTCs in Kenya.

According to Muhammad et al., (2011) in a study on student satisfaction in Pakistani universities. General survey guided by well-structured questionnaire through connivance sampling was administered across a valuable sample of 401 students. Bahauddin Zakariya University was selected as sample case and data was collected from eighteen different disciplines and/or programs. The results showed a negative relationship between job involvement and turnover intention. However, since the study was carried out on a single case in Pakistani; Bahauddin Zakariya University, the results could not be generalized. Muhammad et al., (2011) study also failed to indicate the method used. These are key gaps which the current study sought to fill.

3.0. RESEARCH METHODOLOGY
Ex post facto study was the most appropriate research design to use in order to answer the research questions and to test the hypotheses. Questionnaire and interview schedule were used in data collection. Stratified, simple random and purposive sampling techniques were used. Mugenda (2011) argues that, the more the sampling techniques are used the better the results. Yamane's sample size formula was used to determine the required number of respondents (Yamane, 1967). From a target population of 735 respondents a sample of 442 respondents was drawn. The study used a bigger sample for the purpose of reducing the biases in the findings (Babbie, 2010). Further, using a large sample size, strong and effective data is important to support the hypotheses (Olsen, 2013). The distribution of respondents is summarized in Table 1.

Table 1: Sample Size of the Study

	Target Population (N)	Sample Size (n)	Percentage (%)	Sampling Technique
Principals	05	4	80	Purposive
Senior Masters	25	8	32	Purposive
Academic Staff	705	430	61	Simple Random
Total	**735**	**442**	**61**	

Source: Ministry of Education Science &Technology, 2017.

4.0. RESULTS AND DISCUSSION
The following null hypothesis was tested;
H_O Involvement in management has no statistically significant influence on turnover intent among the academic staff in PDTTCs in Kenya.

4.1. Academic Staff Involvement in Management and Turnover Intentions in PDTTCs
To determine the extent of involvement in management, respondents were asked to rate on a 5-point likert scale based on given statements. These were analyzed using weighted averages and are presented in Table 2

Table 2: Involvement in Management

Involvement of Academic Staff in Management.	SA	A	U	D	SD	$\sum f_i$	$\dfrac{\sum f_i w_i}{\sum f_i}$
The management seek academic staff opinions before making decisions	0	85	93	97	101	376	2.43
The management listens closely to the ideas of those who disagree with them.	0	85	90	92	109	376	2.40
The management seeks feedback as a way of understanding who they really are.	0	89	90	90	107	376	2.43
The management does not emphasize their own point of view at the expense of others.	0	87	96	96	97	376	2.46
Management allows academic staff to have influence on critical issues	0	76	100	113	87	376	2.44
Management does not allow others to participate in decision making.	106	87	82	101	0	376	3.53
Management seeks advice concerning organizational strategy from academic staff.	87	107	86	96	0	376	3.49
Management allows subordinates to take a strong hand in setting their performance goals.	88	92	106	90	0	376	3.47
Management has total control and autonomy over college operations	90	109	90	87	0	376	3.54
Management always seeks my opinion on job-related matters	108	117	58	59	34	376	3.55
Cumulative Frequency						**3760**	**29.74**

Source: Field Data(2017)

The ratings for each respondent on the various indicators of staff involvement in management were summed up to obtain an index which measured level of involvement of the academic staff in management, the index ranged from 10 to 50. An index of more than 30 could imply higher involvement while an index of less than 30 could imply low involvement. The descriptive statistics for staff involvement are presented in Table 3

Table 3: Descriptive Statistics of the Involvement in Management Indices

	N	Min	Max	Mean	Std. Dev	Skewness	
						Statistics	Std Error
Involvement in Management	376	14.00	35.00	28.1888	5.30147	-.869	.126

Source: Field Data(2017)

The descriptive statistics results displayed in Table 3 indicate that involvement in management had a mean index of 28.1888 with the scores deviating by 5.30147 from the mean score. Since the mean (28.1888) was less than the average score of 30, the result suggest that the academic staff in PDTTCs were less involvement in management of the institutions. The skewness index of -0.869 shows that the distribution of involvement in management indices was negatively skewed with more observation below the mean than above the mean. This implies that majority of the academic staff considered their involvement in management to be low.

4.2. Correlation between Involvement in Management and Turnover Intentions

The Pearson's correlation coefficient was used to measure the nature and strength of the relationship between involvement in management and turnover intentions among the academic staff in PDTTCs. The results are presented in Table 4.

Table 4: Correlations between Academic Staff Involvement in Management and Turnover Intentions

		Involvement Index	Turnover Intent
Involvement in management	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	376	
Turnover Intent	Pearson Correlation	-.554[**]	1
	Sig. (2-tailed)	.000	
	N	376	376

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

Source: Field Data (2017)

The findings displayed in Table 4 suggests that there was a negative correlation between involvement in management and turnover intentions among the academic staff as indicated by the negative value of the Pearson's correlation coefficient of -0.554. The correlation coefficient also indicated a moderately strong and significant relationship between turnover intentions and involvement in management at 1% level of significance. The negative correlation implies that if involvement in management is increased, turnover intentions would be reduced significantly.

4.3. Regression Analysis of the Relationship between Involvement in Management and Turnover Intentions

To establish the relationship between involvement in management and turnover intentions, a simple linear regression analysis was used. The regression model was of the form:

$$Y = a + bX + \epsilon, \quad \epsilon \sim N(0,1)$$

Where, Y is the turnover intentions; X is the involvement in management, a is the constant of the regression equation, b is the regression coefficient and ϵ is the error component. The parameter estimates of the regression model are as shown in Table 5.

Table 5: Regression Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.915	.492		50.133	.000
Involvement Index	-.214	.017	-.554	-12.859	.000

a.Dependent Variable: Turnover Intent

Source: Field Data(2017)

The results illustrated in Table 5 indicates that the *t*-test values for the involvement in management coefficient is significant at 0.05 level of significance (t= 12.859, p < 0.05). On the basis of these results, the researcher rejected the null hypothesis (H$_O$) that 'involvement in management has no statistically significant effect on turnover intentions among the academic staff in PDTTCs in Kenya'. Likewise, the constant of the regression model is significant at 0.05 level of significance (t = 50.133, p < 0.05). The model therefore, indicates that there was a significant inverse relationship between turnover intentions and involvement in management among the academic staff in PDTTCs.

Based on findings in Table 5 the study concluded that there was a significant inverse relationship between turnover intentions and the academic staff involvement in management. Suggesting that if academic staff were highly involved in management, then turnover will consequently be reduced. Similarly, the findings from the interview schedule with senior masters indicated that when academic staff members are highly involved in decision making process and other institutional activities, they own the process and feel recognized which in reduces turn intentions.

The findings in Table 5 are in tandem those of Ogora& Muturi (2015) who established a strong negative correlation between employee involvement and turnover intentions among employees at Kiamokama tea factory in Kisii in Kenya. Although there were similarities in the findings, Ogora& Muturi (2015) study was a case study, therefore, data collected could not be generalised to other population. In a separate study, research indicates that employees with a high level of involvement "perform 20% better and are 87% less likely to leave the organization" (McGungale, 2011).

Furthemore, the findings in Table 5 echo the argument of job embeddness theory which indicates that the employees who had better links with the organization was difficult for them to consider leaving (Jiang *et al*., 2012). This could be argued that the more attachments or involvement, the more difficult for the employees to leave the organisation. Thus, academic staff members who feel highly involved experience the need to stay in their jobs.

Based on the regression coefficients in Table 5, the regression model for the relationship between turnover intentions and involvement in management is therefore;

$$\text{Turnover Intent} = 17.915 - 0.214 * (\text{Involvement in Management})$$

The graphical representation of the linear relationship between turnover intent and involvement in management is shown in Figure 1
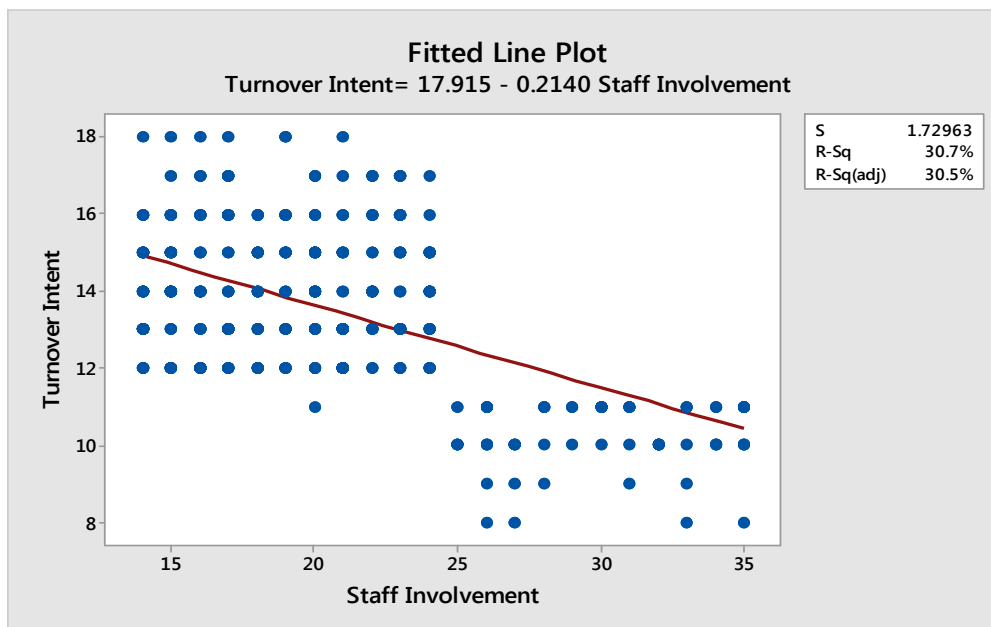
Figure 1: Linear Relationship between Involvement in Management and Turnover Intentions among the Academic Staff in PDTTCs in Kenya

From the linear graph in Figure 1, it is established that involvement in management and turnover intent has an inverse relationship. This implies the less involvement in management, the higher their intent to leave and vice versa. This is true as indicated by the negative value of the regression coefficient for involvement in management (-0.214).

In assessing whether the model can significantly predict the turnover intention of the academic staff, the *F*-statistic from the ANOVA was used and the results are presented in Table 6.

Table 6: ANOVA test for the Significance of the Model[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	501.56	1	501.563	168.69	000[b]
1	Residual	1111.99	374	2.973		
	Total	1613.55	375			

a. Dependent Variable: Turnover Intent

b. Predictors: (Constant), Involvement in Management

Source: Field Data(2017)

The results presented in Table 6 portrays that the independent variable: involvement in management can significantly predict the turnover intent of the academic staff in PDTTCs ($F(1,374) = 168.69$, $p < 0.05$).

The goodness-of-fit of the model was assessed using the coefficient of determination (R^2). The results are shown in Table 7.

Table 7: Goodness-of-fit Statistics

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.554[a]	.307	.305	1.72963

a.   Predictors: (Constant), Involvement in Management

Source: Field Data(2017)

The result presented in Table 7 indicates a correlation coefficient of 0.554. This implies a moderately strong relationship between involvement in management and turnover intentions. Since R^2 ranges from 0% to 100%, a coefficient of determination $R^2 = 0.307$ indicates that 30.7% of the variation in turnover intentions for the sample of 376 academic staff can be explained by the variations in involvement in management. This implies that 69.3% is explained by other factors. This implies that the model fits these data.

5.0. SUMMARY

The purpose of the study was to determine the influence of academic staff involvement in management on turnover intentions in PDTTCs in Kenya. It was found out that there was a significant inverse relationship between turnover intentions and involvement in management among the academic staff in PDTTCs. On the basis of these results, the study rejected the null hypothesis (H_O) that 'involvement in management has no statistically significant effect on turnover intentions among the academic staff in PDTTCs in Kenya'.

6.0. CONCLUSION

Based on the findings of the study, the researcher concluded that more involved academic staff would have little intention to leave.

7.0. RECOMMENDATIONS

i. Institution management could commit itself and exercise employee participative management which will go a long way in boosting the morale of academic staff and subsequent retention.

ii. Institution management should endeavor to reduce academic staff turnover by delegating tasks to different members of the academic staff rather than concentrating on a few favored ones.

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