



GSJ: Volume 11, Issue 2, February 2023, Online: ISSN 2320-9186

[www.globalscientificjournal.com](http://www.globalscientificjournal.com)

# **STAFF TURNOVER AND ORGANIZATIONAL PERFORMANCE IN MANUFACTURING SECTOR IN KENYA: A CASE STUDY OF BAMB CEMENT LIMITED**

---

**EDNA MORIASI BONARERI**

**LECTURER, MANAGEMENT UNIVERSITY OF AFRICA (MUA)**

**DR, JOHN CHELUGET**

**SENIOR LECTURER, MANAGEMENT UNIVERSITY OF AFRICA (MUA)**

## FEBRUARY 2023

### ABSTRACT

*The main aim of the study was to find out the effects of staff turnover on the organizational performance of manufacturing sector in Kenya with reference to BAMB Cement Limited. The main objective of the study was to find out how performance management affect staff turnover in the manufacturing sector. Specific objectives of the study were to find out how training and development, legal framework and leadership style affect staff turnover. This research is significant to the management of BAMB Cement limited, researchers, other cement manufacturing companies and the suppliers of various items to the company. The main anchor theory is the unfolding theory of turnover, and is reinforced by theory of social cognitive behavior. This study adopted a descriptive research design with a target population of 120 respondents. Stratified proportion sampling was involved in order to get a suitable unit of the representative of analysis that which came to 60 respondents. This research study used questionnaires as the main data collection tool. The questionnaires were pilot tested before being administered to the target audience. Analysis of data was done using descriptive statistics. The data analysis tools included simple tabulations and presentations of the report using spreadsheets and the use of SPSS version 24.0. This study used inferential statistics to show the relationship that exists between the study variables. Data was analyzed using quantitative methods, and presentation of data was in the form of tables and figures. The findings show that organization performance at BAMB Cement significantly influences and is determined by the factors: training and development, performance management, legal framework and leadership style and the study concluded that these factors affect the performance of the organization in a positive way. The study recommended that training and development should be incorporated in the industries to facilitate quality services. Development with some technical proofs should be procured to facilitate the staffs increase in skills development to respond to changing dynamics in the work place. The study recommends that advanced performance management should be implemented in the organization to ensure the staff are working in accordance with organization goals. The management should ensure that those performances are highly followed in the organization. In this regard, it was recommended that legal framework should be implemented for smooth running of the organization. In doing this there will be a smooth flow of activities in the organization and it will also be essential for service delivery in the organization. The researcher also recommends that organization should employ leadership styles of measuring the skills and also develop a staff evaluation system where they can measure the level of activities in done in the organization.*

**Keywords:** staff turnover, organizational performance, training and development, legal framework, leadership style

IJSER

## INTRODUCTION

The rate at which employers' increase or decrease staff during the period when employees tend to leave and join the organization is called staff turnover. There are many factors involved in employee turnover in this scenario. Such aspects can come from both the company and the employee. Employers are more concerned about turnover, as it has a negative and very costly impact on the business world. Employers incur significant direct and indirect costs when employees leave the company. The cost of employee turnover can be enormous; consuming a significant amount of the annual wages employers would otherwise pay employees. The costs of employee turnover typically include advertising costs, headhunting costs, resource management costs, lost time and efficiency, job imbalance, and training and development costs for new hires. Companies can calculate employee turnover on a quarterly basis and improve turnover factors. By identifying the most common causes of employee turnover, organizations can certainly take the necessary Steps to Attract and Retain Top Talent.

Employees can incur significant costs in terms of recruitment, training, socialization, disruption, and various indirect costs. Given the importance of turnover, it is important to help managers analyze, understand and effectively manage employee turnover. According to these academics, turnover is one of the most overlooked and underappreciated problems facing business leaders. It is derived from some key assumptions and conclusions about sales.

There are nine steps organizations can take to reduce employee turnover, hiring employees with the right "fit" ensures compatibility. This is important for employee retention. Behavior-based interviews and the Four Skills Screening go a long way in determining personality, work style, potential fit and success in an organization. Consider hiring older candidates who are looking for stability. Older applicants may not be seeking the development opportunities that younger peers need. Describe the job as accurately as possible so that the candidate understands what is expected of them. Misconceptions about jobs and work environments are one of the leading causes of employee turnover.

Most organizations believe they can reduce employee turnover by addressing issues that affect employee morale. This is primarily done by providing employees with benefits such as adequate flexibility in work-life balance, performance reviews and performance-related

incentives, in addition to traditional benefits such as paid and sick leave. The extent to which a company retains its employees depends not only on the cost of replacing employees, but also on the company's overall performance. If companies don't get what they pay for, replacement costs can be huge in the long run.

High employee turnover can be a serious impediment to organizational performance, quality and profitability in companies of all sizes. For smaller businesses, high turnover can mean that just getting enough staff to carry out day-to-day tasks can be a challenge. Apart from how well staff can perform their jobs when they are available. Revenue is a similar issue for large companies that often spend millions of dollars annually on revenue-related expenses. In service-oriented professions such as management consulting and account management, high employee turnover can lead to customer dissatisfaction and turnover. Quality of service improves with each change of contact. Horton (2017) uses a cross-sectional study of cross-industry differences in male and female staff turnover in UK manufacturing companies

A survey conducted in Kenya found that most companies agree that employee turnover is a major concern, as it is a costly endeavor. Employee pay, benefits, employee engagement and job performance are all factors that contribute to employee turnover. Companies are deeply concerned about employee turnover. This is because turnover causes disruptions that lead to reduced organizational production and profits, affecting company operations. Replacing employees requires time for new employees to become familiar with their new roles and responsibilities, which is costly to organizations. These labor costs faced by organizations include training and development costs, inefficiencies, new hires and customer retention. Annual wages and salaries range from 30% of her to 200% of her single employer, depending on industry and field of activity. This has greater impact on low-paying jobs, which tend to cost businesses less per employee replacement than higher-paying jobs. However, this is often expensive. For these reasons, most companies focus on employee retention strategies, regardless of salary.

### **Statement of the Problem**

Staff turnover can have a negative impact on company efficiency if skilled workers leave the company frequently and the workforce has a high proportion of new hires.

According to a research study conducted by the Department of Energy in partnership with the United Nations Development Program, statistics show that more than 35% of workers who worked in private sector organizations, in the last two years is moving to the company of the efficiency of many organizations is therefore threatened by the enormous costs/expenditures incurred in recruiting and selecting new employees to fill the workforce gaps created by departing employees. These days, many organizations, especially manufacturing departments, are significantly less efficient. The contribution of manufacturing organizations to the growth and development of the Kenyan economy has decreased compared to the last decade, when manufacturing has had a strong positive effect on the Kenyan economy. This downward trend was influenced by high employee turnover, which negatively impacted company performance.

The main problem with staff turnover is that organizations lose their most experienced and qualified employees who have invested heavily in training for various organizational functions. This means that organizations must spend a lot of time and money training new employees so that they can effectively adapt to the organization's work environment and demonstrate the necessary skills and experience to do. Staff turnover affects the assignment of task functions to inexperienced employees who lack the technical know-how to effectively perform organizational services. This significantly reduces the quality of organizational services and reduces customer satisfaction. The turnover rate of the organization decreases and the level of organizational performance decreases.

Related studies conducted to understand employee turnover to increase employee retention have found inappropriate sampling methods, unrepresentative target populations, and collection tools and techniques insufficient data, gaps presented by the analysis were noted and could lead to misinterpretation of the results. The objective of this study is to determine the factors affecting labor turnover in the manufacturing sector, in order to control or reducing turnover and improving employee retention at BAMB Cement Limited. It is intended to make targeted recommendations. These controversies arising from the results of most studies on staff turnover and organizational performance make further research essential. These studies are conducted in various sectors such as banking, electricity, telecommunications, educational or research institutions.

## **Objectives of the Study**

### **General Objective**

The main objective of the study was to determine the effect of staff turnover on organizational performance in the manufacturing sector in Kenya.

### **Specific Objectives**

- i. To establish the effect of training and development on organizational performance in the manufacturing sector in Kenya.
- ii. To examine the effect of performance management on organizational performance in the manufacturing sector in Kenya.
- iii. To find out the effect of legal framework on organizational performance in the manufacturing sector in Kenya.
- iv. To determine the effect of leadership style on organizational performance in the manufacturing sector in Kenya.

### **Importance of the Study**

### **Significance of the Study**

BAMB Cement Ltd will gain from the study by getting to know the factors that affect competitiveness and the effective measures which will lead to effective organizational competitiveness the organization activities and thus improve profitability.

Research will provide industry competitors with greater insight into what affects competitiveness and help them formulate policies that address that, giving them a competitive edge. Compared to other competitors who do not understand what affects their ability to compete within the organization.

Future researchers will benefit from using the results of the study. The research will serve as a reference for future researchers.

## **LITERATURE REVIEW**

### **Theoretical Literature Review**

A theoretical framework is a set of interconnected notions, similar to a theory but not always as thoroughly developed. A theoretical framework, according to Trochim (2018), directs research by deciding what variables to measure and what statistical associations to look for in the context of the problems under study. Theoretical frameworks are clearly important in deductive, theory-testing investigations. The variables in the study were based on three.

### **The Unfolding Theory of Turnover**

According to Lee & Mitchell, 1991 concur that the unfolding theory of turnover was developed using image theory (Beach, 1990; Beach & Mitchell, 1990). From its own principles, goals and action plans. Note that image theory was not created explicitly to explain sales, but it can be applied to all organizational situations and day-to-day decisions. The evolutionary theory of turnover suggests that employees follow one of five different cognitive pathways in making the decision to leave a particular job (Lee & Mitchell, 1991; 1994). Cognitive pathways relate to how employees interpret work environments, identify choices, and provide responses.

### **Theory of Social Cognitive Behavior**

Social cognitive theory is a learning theory that people learn by observing others. These learned behaviors can shape your personality. Social psychologists believe that the environment we grow up in influences behavior, but individuals (and therefore cognition) is just as important. Humans learn by watching others, and environment, behavior, and cognition all play important roles in shaping growth in a trinity of interactions. . Similarly, parenting styles can influence subsequent behavior in the same way that a father's attitudes (see cognition) influence the environment in which a child grows up. The theoretical framework of social cognition is related to five basic principles. These core principles include observational learning/modeling, outcome expectations, self-efficacy, goal planning, and self-regulation.

Good performance requires both strong confidence and the right skills and talents. Self-efficacy influenced computer performance through its positive effects on observed ability and learning (Compeau & Higgins, 2018). Personal outcome expectations and behaviors related



to technology use were measured using affect, anxiety, and use models. Impact and use have been influenced by performance results (Compeau & Higgins, 2018). Emphasizes how individuals exercise personal agency and extra personal influence in career development. Self-efficacy mediates learning experiences related to occupational interests (Lent, 2017).

## **Empirical Literature Review**

### **Training and Development**

Armstrong (2011) defines training as formal and systematic behavior change through education, instruction and development, and learning as a result of planned experience. Training is the process of equipping workers with the knowledge, skills and attitudes necessary to perform their duties. Talent development, on the other hand, is the up skilling of employees for future environmental requirements and adaptability. Beardwell and Hidden (1994) view training and development as the deliberate process of changing attitudes, knowledge, or skills-related behaviors through learning experiences to achieve effective performance in an activity or a set of activities. Companies offer a variety of training programs to meet the needs of the organization. This includes IT and systems, processes, procedures and business practices, industry-specific training, training for managers or supervisors, soft skills, compliance, sales, leadership development, etc. leadership, core competencies, new employee orientation, quality and customer service.. As Reynolds (2014) points out, training plays a complementary role in accelerating learning. Rather than looking at it as a comprehensive and ubiquitous talent development solution, we need to ensure that the circumstances justify a more targeted and anticipated approach. He also pointed out that traditional training models tend to emphasize subject-specific knowledge rather than trying to build basic learning skills. process.

Cole (1990) proposes a broader view of training to acquire knowledge and skills. He says he values people's potential over direct skills and sees people as adaptable resources aimed at personal growth and the realization of employee potential. Armstrong (2011) points out that personal growth is advancing a career with guidance, encouragement, and support from a manager. Training and development improve the capabilities of employees, create a competitive advantage and contribute to the company's success. Education and training are also the means by which employers meet the needs of their employees. By providing training and development opportunities, employers help employees build a competitive advantage and ensure long-term employability, Jackson

(2018). Development means that it is an ongoing process and progresses over time, which is also consistent with the emphasis on lifelong learning.

Training and development improve employee performance, as researchers say in their research that training and development are key activities that improve organizational performance (Iftikhar Ahmad and Siraj-ud- din, 2009). Other researchers say that employee performance is a key factor and a building block for improving overall organizational performance (Kaiser Abbas and Sarah Yacoub). Employee overall performance relies upon on many elements inclusive of activity satisfaction, know-how and management, however there may be a correlation among schooling and improvement and overall performance (Chris Amisano, 2010) performance is critical to organizational performance, indicating that training and development are beneficial. Employee performance improvement (Iftikhar Ahmad and Siraj-ud- din, 2009).

### **Performance Management**

Dr. Aubrey Daniels (1970) coined the term performance management as a science embedded in applied methods for controlling both behavior outcomes within an organization. At its core, performance management is a collaborative process of managing people on a day-to-day basis based on agreed goals, knowledge, skills, and competence requirements. Traditional performance management systems focus on "what is measured is performed". It was based on cost control and accounting control techniques. It was implemented in the 1980s to meet the needs of the expanding manufacturing industry. Recently, major changes in technology and manufacturing techniques have made traditional power measurement systems obsolete. The focus has shifted to how to manage what you measure. This change has been driven by the need for a new performance management system to help meet the changing needs of the manufacturing sector. Performance measurement systems form the core of performance management systems that help steer corporate strategy (Lebas, 1995; Neely, 2015 and Otley, 1999). Zhang (2014) investigated the impact of performance management systems on UK employee performance and productivity and found it important for organizations to plan, manage and reward performance. Stansfield and Longenecker (2016) conducted a study titled "Effect of goal setting and feedback on manufacturing productivity: A field trial in Ohio, USA". Using field experimental methods, the results suggested that goal setting and timely feedback lead to better job performance, greater efficiency, and more challenging goal and productivity

setting. Camelia and Agnieszka (2018) examined the effects of feedback and self-esteem on organizational performance. He found that providing feedback does not always lead to better outcomes for the organization, as it can negatively impact employee self-esteem. The survey design was adopted using a structured questionnaire administered to the general public for data collection. Ezenwaka & Okoro's results showed that most of the effects of feedback had a strong and significant association with employee productivity.

Another important part of the execution estimating framework is to inform people about aspects that are important to performance and to distinguish areas that need to be changed. Performance management has gained importance in recent years as it directly impacts the overall performance of manufacturing companies. We know that performance impacts your entire organization, with dramatic cost implications. Poor performance is a big problem when it leads to customer dissatisfaction and eventual customer loss (Hoyle, 2017). From an academic perspective, performance management has been adopted by companies that want to leverage their overall performance. Therefore, key decision makers within a given organization should turn their operational inclinations toward performance management practices in order to improve performance.

A study conducted in Malaysia with a sample of 354 large construction companies showed that a favorable regulatory framework improves performance in terms of environmental sustainability (Bamgbade, Kamaruddeen, Nawi, Adeleke, Salimon & Ajibike, 2019). Other research shows the direct impact of legal frameworks on sustainability. Bambade et al. (2019) confirm that legal frameworks have a significant positive impact on sustainability. At the same time, the legal framework also contributes indirectly by significantly influencing organizational performance, which in turn impacts corporate sustainability.

Ayam (2019) explored the impact of legal frameworks on financial sustainability in higher education in Ghana. Based on an positivist research paradigm guided by quantitative research methods, this study showed a statistically significant relationship. Additionally, the study found that some elements of the regulatory framework, including governance structures, are positive predictors of financial sustainability and organizational performance. This finding is consistent with a literature review by his Bovaird (2014), who argues that governments need to formulate and develop appropriate policies on partnerships. In this case, the government can harmonize its legal policy with other policies and make a

greater contribution to the proper management of projects in the manufacturing sector. Haque (2014) points out the need to identify a country's overall development vision and determine how policies fit that vision.

In Kenya, World Bank (2018) report, ranked the country at number 61 out of the 190 economies sampled for the survey in terms of regulatory legal framework quality and efficiency for business startup, getting credit, trade across the border, ease of doing business, paying taxes, among others (World Bank Report, 2018). Though this is an improvement compared to number 80 in year 2017, this ranking shows that there is still work to be done in enhancing the business climate in the country. The authorities therefore need to identify and address any regulatory constraints that are crucial in the successful performance of businesses, particularly the SMEs. Though SMEs are important towards Kenya's industrial and economic take-off, a review of literature reveals that most of the studies on firm performance have examined large scale enterprises in relation to macro-economics and governmental-industrial policies (Bouazza et al., 2015; Hayford, 2012; Aryeetey & Ahene, 2015; Abor & Quartey, 2010; Sarpong, 2012).

### **Leadership Style**

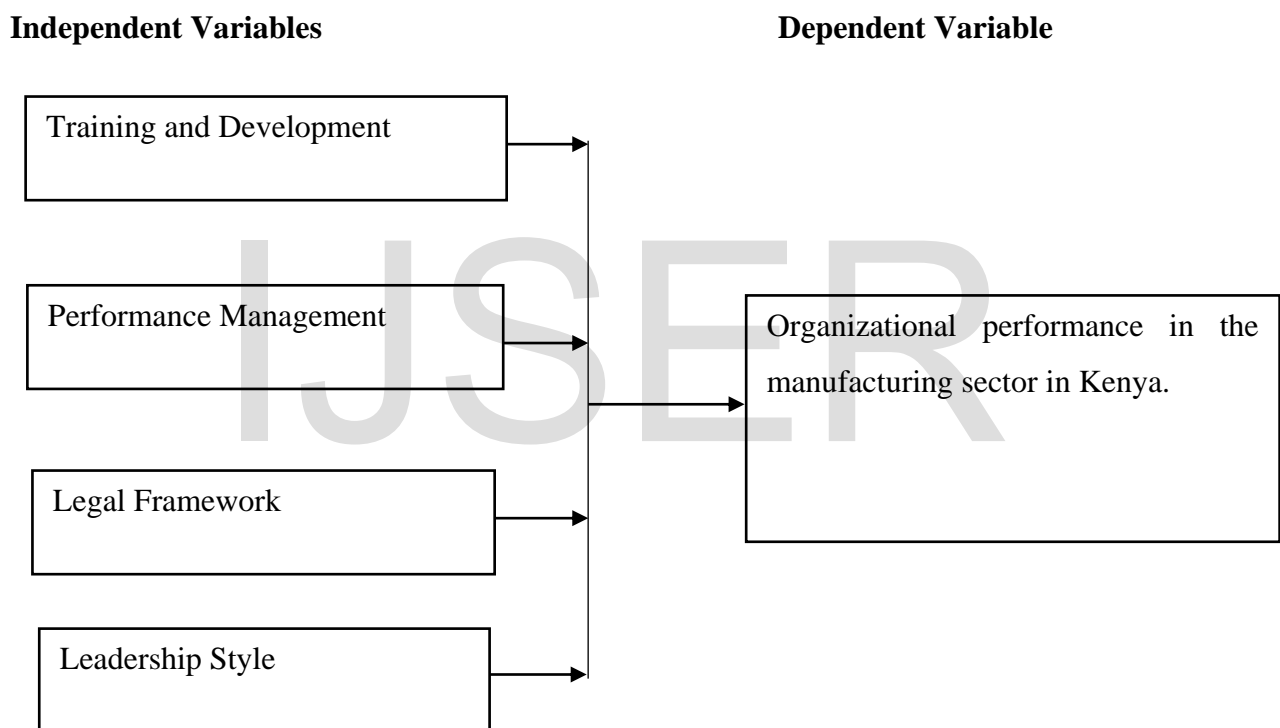
Leadership is the most commonly studied by scholars, so there are many definitions of leadership. The concept of leadership is a theory of people that is studied continuously and continuously develops a characteristic of leadership (Horner). Explaining leadership is a must for scholars, before discussing it in more detail. Leadership is an individual process of influencing other groups of individuals to achieve organizational goals, where influencing other groups of individuals to achieve organizational goals, where leaders exercise their knowledge, skills and experience.

(A.Aldholay, Isaac), Abdullah, Abdulsalam and Al- Sibami, 2018, Ameen & Ahmad, 2013). Another researcher calls this definition the leadership process. It is vital for leaders to apprehend the lifestyles of management influences on organizational performance. There are two leadership styles that are generally accepted in the literature and have the most significant influence on performance; it is transformational leadership and transactional leadership (J. Rowold, 2014). Transformational leaders must be intellectually qualified, inspiring and charismatic (Bass B. , 2010).

## Conceptual Framework

(Mugenda & Mugenda, 2008) The conceptual framework definition is a brief description of the phenomenon being studied accompanied by a picture or visual representation of the main variables of the study. (Young, 2009) A conceptual framework is a schematic representation of the relationship between dependent and independent variables. In this study, the dependent variable is the implementation of e-procurement while the independent variables are the commitment of senior management, information technology infrastructure, staff training and supplier capacity.

**Figure 1 Conceptual Framework**



## RESEARCH METHODOLOGY

### Research design

This research problem was studied using descriptive research design. A descriptive study aims to discover the what, where and how of a phenomenon. Therefore, this study can generalize the results to all public sectors involved in procurement. Therefore, this approach is suitable for this study, as the study aims to collect comprehensive information through descriptions that are useful in identifying variables.

## Target Population

According to all members from whom a researcher used in the research study are referred to as the target population. The target population was 120 staffs from public sector as top management, middle management and lower level management shown in table 1 below

**Table 1: Target Population**

Category	Target population	Percentage (%)
Top Management Level	6	5
Middle Management Level	12	10
Technical Staff	102	85
<b>Total</b>	<b>120</b>	<b>100</b>

## Sample and sampling technique

Sampling refers to the rules and procedures by which certain elements of the population are included in the sample. A sample size of 10% to 30% is a good representation of the target population, for a population of less than 10,000 people. In stratified random sampling, the population is classified into different strata. A sample size of 50% was used in the study to give sample size of 60 of the target population 120. Most scholars recommend a sample size of 30% and above.

**Table 2 Sample Size**

Category	Target population	Sample Size	Percentage (%)
Top Management Level	6	3	5
Middle Management Level	12	6	10

---

<b>Technical Staff</b>	102	51	85
<b>Total</b>	<b>120</b>	<b>60</b>	<b>100</b>

---

### **Data collection instruments**

Devices used to collect research data from respondents are known as data collection instruments. For primary data, questionnaires were used as a data collection strategy. The questionnaires contained closed-ended questions, which helped respondents save time and provide ready answers. The advantages of questionnaires are that they are inexpensive, provide repetitive information, are a simple method, and have consistency.

### **Data collection procedure**

The questionnaires were taken personally by the researcher to the respondents and after a period of one week, they were picked for analysis. Enough time was given for high response and promise confidentiality.

Data collection is important in research because it allows the dissemination of accurate information and the development of meaningful programs. The researcher informed the respondent that the selected tools was for research purposes only and that the respondent's comments was confidential.

### **Data Analysis and Presentation**

Data analysis was broken down from large amounts of data into smaller, more manageable chunks in order to find answers to research questions. Editing was done to verify that the material contained in transcripts was accurate and reliable, as well as to guarantee that all desired information was conceptualized. The data was collected then entered and ran in simple frequencies and percentages. It was then summarized and presented in form of tables and charts.

## RESEARCH FINDINGS AND DISCUSSION

### Presentation of Findings

#### Response Rate

**Table 3 Response Rate**

Category	Frequency	Percentage (%)
Response	42	70
Non response	18	30
<b>Total</b>	<b>60</b>	<b>100</b>

The sample population of the study was 100 people, the researcher distributed the questionnaire as shown in Table 3 and the results obtained from the study results showed that a total of 60 respondents completed the questionnaire, accounted for 77% of the response rate while 23% of the respondents were unsuccessful to return or complete the questionnaire. The response rate to the study is excellent. Any response to a study that achieved a response rate of 51% was appropriate, 60% good, and more than 70% considered excellent. Therefore, the response rate to the study is excellent.

#### Gender Analysis

**Table 4 Gender Analysis**

Category	Frequency	Percentage (%)
Male	28	67
Female	14	33
<b>Total</b>	<b>42</b>	<b>100</b>



Of the 42 responses adopted for analysis, most of the staff participating in the study were women with 33% of respondents, and men accounted for 67% as shown in Table 4 above. This implies that the gender representation of the respondents was fairly balanced in the study and that the contributions to the study results could not be related to any single gender, even though the respondents were female slightly more than men.

### Age Bracket

**Table 5 Age Bracket**

Category	Frequency	Percentage (%)
18-25	10	24
25-35	8	19
36-45	17	40
Above 45	7	17
<b>Total</b>	<b>42</b>	<b>100</b>

Table 5 shows the age brackets of the respondents and the findings found out the age between 18 25 years were represented by 24%, those between 26 – 35 years were represented 19 %, those between 36 – 45 years represented by 40% which the majority while those above 45 years were represented by 17%. The findings indicated that the organization has employees who are mature and can successfully undertake the study on the effects of staff turnover on organizational performance in manufacturing industry in Kenya.

### Highest Level of Education

**Table 6 Highest Level of Education**

Categories	Frequency	Percentage (%)
Secondary	13	31

<b>Tertiary college</b>	20	48
<b>University</b>	9	21
<b>Total</b>	<b>42</b>	<b>100</b>

Table 6 indicates the response on the highest level of education where secondary was represented by 31% college level was represented by 48% while university was represented by 21%. The organization employees have the medium level of education and they were the college level. This concludes the study on the effects of staff turnover on performance of manufacturing industries can be undertaken successfully since the employees have attained required education level.

### Number of years of service

**Table 7 Number of Years of Service**

<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Less than 5 years</b>	9	21
<b>5-10 years</b>	5	12
<b>10-15 years</b>	10	24
<b>15-20 years</b>	11	26
<b>Above 21 years</b>	7	17
<b>Total</b>	<b>42</b>	<b>100</b>

The above table 7 indicates the response of the respondents work experience whereby 21% indicate those who have worked in the organization for less than 5 years. Those ones who worked in the organization between 5 – 10 years which was 12% of the respondents, 10 – 15 years was represented by 24 % , 15 – 20 years which was represented by 26% and the ones who worked for above 21 years was represented by 17%. This concludes that the effects of

supplier relationship management in manufacturing industry can be undertaken successfully since the employees have the required skills and experience.

## Main Study Variables

### 4 Training and Leadership

**Table 8: Respondents view on how Training and Leadership influence organization performance**

<b>Training and Leadership</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
<b>My organization practices training and development often</b>	51%	40%	7%	2%	0%
<b>Our organization has assigned a budget and time to training and development</b>	47%	38%	9%	4%	2%
<b>Our organization has been training and developing employees to gain competitive advantage</b>	54%	40%	6%	0%	0%

The study was interested in establishing how training and development affects organizational performance in the manufacturing sector in relation to BAMB Cement limited, the study variable was assessed using a Lickert scale respondents were required to respond to the following questions, and the researcher sought to examine how training and development affects organizational performance at BAMB Cement. A set of three questions used to define the research variable and the results are presented in Table 8. The results of the study are discussed using descriptive statistics to provide answers. The study results were as follows: Under this study variable, the researcher inquired if at BAMB Cement, they practice training and development often and the responses were as follows; 51% strongly agreed, 40% agreed, 7% have been impartial and 2% disagreed with the query and strongly disagreed.

The second question asked under the variable seeks to find out if the organization has assigned a budget and time to training and development and the responses were as follows: 47% strongly agreed, 38% agree, 9% are neutral while 4% disagree and 2% strongly disagree. The researcher also asked BAMB Cement if they had trained and developed employees to gain a competitive advantage and the responses were as follows: 54% of respondents strongly agreed, 40% of respondents strongly agreed respondents agreed, while

6% of respondents were neutral and none disagreed or strongly disagreed. These findings show that training and development affects organizational performance at BAMB Cement. The findings are supported by other scholars who established that Training and development improve employee performance, and say in their research that training and development are key activities that improve organizational performance. Other researchers say that employee performance is a key factor and a building block for improving overall organizational performance.

### Performance Management

**Table 9: Respondents view on how Performance Management affects organizational performance**

Performance Management	SA	A	N	D	SD
My organization practices performance management on a regular basis	47%	38%	9%	4%	2%
My organization has measures in place that are used to measure performance	54%	40%	6%	0%	0%
Performance management reduces the rate of staff turnover in our organization	43%	55%	2%	0%	0%

The study was interested in establishing how performance management affects organizational performance in the manufacturing sector in relation to BAMB Cement limited, the study variable was assessed using a Lickert scale respondents were required to respond to the following questions, and the researcher sought to examine how performance management affects organizational performance at BAMB Cement. A set of three questions used to define the research variable and the results are shown in Table 9. The results of the study are discussed using descriptive statistics to provide answers. The study results were as follows: Under this study variable, the researcher inquired if at BAMB Cement, they practice performance management on a regular basis and the responses were as follows; 47% strongly agreed, 38% agreed, 9% were neutral and 4% disagreed with the question and 2% strongly disagreed.

The second question asked under the variable seeks to find out if the organization has measures in place that are used to measure performance and the responses were as follows:

54% strongly agreed, 40% agreed, 6% were neutral while non-disagreed and strongly disagreed. The researcher also inquired at BAMB Cement Performance management reduces the rate of staff turnover in our organization and the answers are as follows: 43% of the respondents strongly agree, 55% of the respondents agree, while 2% of the respondents are neutral and none disagreed or strongly disagreed. These findings show that Performance management affects organizational performance at BAMB Cement.

### Legal Framework

**Table 10: Respondents view on how Legal Framework affects organizational performance**

Legal Framework	SA	A	N	D	SD
Does legal framework affect our organizations performance?	46%	51%	3%	0%	0%
My organization uses the set legalities in accordance with staff turnover	54%	40%	6%	0%	0%
Legal framework has implications on how our organization partakes on some activities	55%	40%	3%	2%	0%

The study was interested in establishing how legal framework affects the organizational performance in the manufacturing sector in relation to BAMB Cement limited, the study variable was assessed using a Lickert scale respondents were required to respond to the following questions, and the researcher sought to examine how legal framework affects organizational performance at BAMB Cement. A set of three questions used to define the research variable and the results are presented in Table 10. The results of the study are discussed using descriptive statistics to provide answers. The study results were as follows: Under this study variable, the researcher inquired if at BAMB Cement, if legal framework affects the organizations performance and the responses were as follows; 46% strongly agreed, 51% agreed, 3% were neutral and none disagreed with the question or strongly disagreed.

The second question asked under the variable seeks to find out if the organization uses the set legalities in accordance with staff turnover and the answers are: 54% strongly agree, 40% agree, 6% neutral while disagree and strongly disagree. The researcher also inquired at

BAMB Cement if Legal framework has implications on how our organization partakes on some activities and the responses were as follows: 55% of the respondents strongly agree, 40% of the respondents agreed, while 3% of the respondents were neutral and 2% disagreed and none strongly disagreed. These findings show that legal framework affects organizational performance at BAMB Cement. In this case, the government can harmonize its legal policy with other policies and make a greater contribution to the proper management of projects in the manufacturing sector.

### Leadership Style

**Table 11: Respondents view on how Leadership Style affects organizational performance**

Leadership Style	SA	A	N	D	SD
My organization has a clearly defined leadership style	54%	40%	6%	0%	0%
Our organization leadership style affects our performance substantially	28%	21%	4%	36%	16%
My organizations leadership style is to ensure we remain competitive in the market	43%	51%	3%	3%	0%

The study was interested in establishing how leadership style affects organizational performance in the manufacturing sector in relation to BAMB Cement limited, the study variable was assessed using a Lickert scale respondents were required to respond to the following questions, and the researcher sought to examine how leadership style affects organizational performance at BAMB Cement. A set of three questions used to define the research variable and the results are presented in Table 11. The results of the study are discussed using descriptive statistics to provide answers. The study results were as follows: Under this study variable, the researcher inquired if at BAMB Cement, if the organization has a clearly defined leadership style and the responses were as follows; 54% strongly agreed, 40% agreed, 6% were neutral and none disagreed with the question or strongly disagreed.

The second question asked under the variable seeks to find out if the organization leadership style affects our performance substantially and the responses were as follows: 28% of respondents strongly agreed, 21% of them agreed, 4% were neutral while 36% disagreed and

16% strongly disagreed. The researcher also inquired at BAMB Cement if Legal framework has implications on the organization's leadership style is to ensure we remain competitive in the market and the responses were as follows: 43% of respondents strongly agree, 51% of respondents agree, while 3% of respondents are neutral and 3% disagree and have no objections. These findings show that leadership style affects organizational performance at BAMB Cement. In any organization, leaders are essential in motivating and supporting their employees to compete and participate in the achievement of organizational goals and objectives by using different styles effective leadership. Therefore, the use of different leadership styles in an organization aims to raise the standards of excellence in the career development of employees.

## **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **Summary of Findings**

From the findings it indicated the response rate where 70% of the respondents returned the questionnaires while only 30% of them did not. This indicated that the majority of them responded. It was found out that the organization has more males than females. The males represented 67% of the response rate which the majority of the response while the minority was the females represented by 33%. The age brackets of the respondents found out that between 18-25years were represented by 24%, 26 – 25 years was represented by 19%, 36 – 45 years was 40% while above 45 years was represented by 17%. The response from the highest level of education showed that tertiary college was the majority represented by 48% secondary level who were represented by 31% while there was a response of 21% which represented university level. The organizations employees with the least education is secondary level. Finally on the work experience it indicated that 21% indicated that those who have worked in the organization for less than five years , 5-10years was 12%,10-15 years was represented by 24%, 15-20 years was represented by 26% who were the majority and while above 21 years was represented 17%.

### **Training and Development**

The study was interested in establishing how training and development affects organizational performance in the manufacturing sector in relation to BAMB Cement limited, the study variable was assessed using a Lickert scale respondents were required to respond to the following questions, and the researcher sought to examine how training and development

affects organizational performance at BAMB Cement. A set of three questions used to define the research variable and the results are presented in Table 8. The results of the study are discussed using descriptive statistics to provide answers. The study results were as follows: Under this study variable, the researcher inquired if at BAMB Cement, they practice training and development often and the responses were as follows; 51% strongly agreed, 40% agreed, 7% have been impartial and 2% disagreed with the query and strongly disagreed.

The second question asked under the variable seeks to find out if the organization has assigned a budget and time to training and development and the responses were as follows: 47% strongly agreed, 38% agree, 9% are neutral while 4% disagree and 2% strongly disagree. The researcher also asked BAMB Cement if they had trained and developed employees to gain a competitive advantage and the responses were as follows: 54% of respondents strongly agreed, 40% of respondents strongly agreed. respondents agreed, while 6% of respondents were neutral. and none disagreed or strongly disagreed. These findings show that training and development affects organizational performance at BAMB Cement. The findings are supported by other scholars who established that Training and development improve employee performance, and say in their research that training and development are key activities that improve organizational performance. Other researchers say that employee performance is a key factor and a building block for improving overall organizational performance.

### **Performance Management**

The study was interested in establishing how performance management affects organizational performance in the manufacturing sector in relation to BAMB Cement limited, the study variable was assessed using a Lickert scale respondents were required to respond to the following questions, and the researcher sought to examine how performance management affects organizational performance at BAMB Cement. A set of three questions used to define the research variable and the results are shown in Table 9. The results of the study are discussed using descriptive statistics to provide answers. The study results were as follows: Under this study variable, the researcher inquired if at BAMB Cement, they practice performance management on a regular basis and the responses were as follows; 47% strongly agreed, 38% agreed, 9% were neutral and 4% disagreed with the question and 2% strongly disagreed.



The second question asked under the variable seeks to find out if the organization has measures in place that are used to measure performance and the responses were as follows: 54% strongly agreed, 40% agreed, 6% were neutral while non-disagreed and strongly disagreed. The researcher also inquired at BAMB Cement Performance management reduces the rate of staff turnover in our organization and the answers are as follows: 43% of the respondents strongly agree, 55% of the respondents agree, while 2% of the respondents are neutral and none disagreed or strongly disagreed. These findings show that Performance management affects organizational performance at BAMB Cement.

### **5.1.3 Legal Framework**

The study was interested in establishing how legal framework affects the organizational performance in the manufacturing sector in relation to BAMB Cement limited, the study variable was assessed using a Lickert scale respondents were required to respond to the following questions, and the researcher sought to examine how legal framework affects organizational performance at BAMB Cement. A set of three questions used to define the research variable and the results are presented in Table 10. The results of the study are discussed using descriptive statistics to provide answers. The study results were as follows: Under this study variable, the researcher inquired if at BAMB Cement, if legal framework affects the organizations performance and the responses were as follows; 46% strongly agreed, 51% agreed, 3% were neutral and none disagreed with the question or strongly disagreed.

The second question asked under the variable seeks to find out if the organization uses the set legalities in accordance with staff turnover and the answers are: 54% strongly agree, 40% agree, 6% neutral while disagree and strongly disagree. The researcher also inquired at BAMB Cement if Legal framework has implications on how our organization partakes on some activities and the responses were as follows: 55% of the respondents strongly agree, 40% of the respondents agreed, while 3% of the respondents were neutral and 2% disagreed and none strongly disagreed. These findings show that legal framework affects organizational performance at BAMB Cement. In this case, the government can harmonize its legal policy with other policies and make a greater contribution to the proper management of projects in the manufacturing sector.

### **Leadership Style**

The study was interested in establishing how leadership style affects organizational performance in the manufacturing sector in relation to BAMB Cement limited, the study variable was assessed using a Lickert scale respondents were required to respond to the following questions, and the researcher sought to examine how leadership style affects organizational performance at BAMB Cement. A set of three questions used to define the research variable and the results are presented in Table 11. The results of the study are discussed using descriptive statistics to provide answers. The study results were as follows: Under this study variable, the researcher inquired if at BAMB Cement, if the organization has a clearly defined leadership style and the responses were as follows; 54% strongly agreed, 40% agreed, 6% were neutral and none disagreed with the question or strongly disagreed.

The second question asked under the variable seeks to find out if the organization leadership style affects our performance substantially and the responses were as follows: 28% of respondents strongly agreed, 21% of them agreed, 4% were neutral while 36% disagreed and 16% strongly disagreed. The researcher also inquired at BAMB Cement if Legal framework has implications on the organization's leadership style is to ensure we remain competitive in the market and the responses were as follows: 43% of respondents strongly agree, 51% of respondents agree, while 3% of respondents are neutral and 3% disagree and have no objections. These findings show that leadership style affects organizational performance at BAMB Cement. In any organization, leaders are essential in motivating and supporting their employees to compete and participate in the achievement of organizational goals and objectives by using different styles effective leadership. Therefore, the use of different leadership styles in an organization aims to raise the standards of excellence in the career development of employees.

## **Conclusions**

Based on the findings of the study, it can be concluded as follows: the study found that, the identified factors of the study affecting the staff turnover in manufacturing industries in Kenya. The study found out that there was need for the company to work on the same factors so as to see the factors affecting staff turnover.

The company was said to be improving and reviewing its technological systems and gadgets in order to facilitate quality performance. In this case the majority respondents indicated that the organization has put in place measures to ensure that all areas perform to the set target.

From the study analysis the researcher noted that training and development are essential accompaniment of all organization and sectors and has to be everywhere as a distinct and dominant thing. They should be revised every now and then to enable the quality performance.

Performance management as said to be one of the key player in performance in manufacturing industries in Kenya. In this regard the respondents indicated that the industries that are able to out in place government policies would be able to perform well. Thus, there is need for retail organizations to have strategic plans on the integration of legal framework so as to achieve the goals.

From the study analysis the researcher noted that planning is an essential accompaniment of all entities and has to be everywhere as a distinct and dominant activity. Therefore, leadership style is the custodian of processes taking place in the manufacturing organizations in Kenya and more so in BAMB Cement.

## **Recommendations**

### **Training and Development**

The study recommended that training and development should be incorporated in the industry's to facilitate quality services. Development with some technical proofs should be procured to facilitate the staffs increase in skills.

### **Performance Management**

The study recommends that advanced performance management should be implemented in the organization to ensure the staff are working in accordance with organization goals. The management should ensure that those performances are highly followed in the organization.

### **Legal Framework**

In this regard, it was recommended that legal framework should be implemented for smooth running of the organization. In doing this there will be a smooth flow of activities in the organization and it will also be an essential for service delivery in the organization.

### **Leadership Style**

The researcher recommends that organization should employ leadership styles of measuring the skills and also develop a staff evaluation system where they can measure the level of activities done by the organization.

### **Suggestions for further Study**

The researcher suggest that more studies need to be conducted on other factors and their effect on organization performance using a case-by-case analysis of other sector players such as insurance firms, manufacturing firms, and SMEs to validate the findings of this study by comparing the result

## **REFERENCES**

- Bratton, J. (2013). *Human Resource Management, Theory and Practice*, Third Edition. Palgrave Macmillan
- Beardwell, I. (1997) *Human Resource Management: A contemporary perspective*, pitman publishing, Cambridge
- Brian, E. (2009). *Employees Supervision*; *Journal of Human Resource Management*; Volume 21
- Amisano, C.(2010), eHow contributor “*Relationship between traning and employee performance*”
- Cole, G. A. (2012). *Personnel and Human Resource Management (5th Ed.)*. Continuum London: NewYork Publishers.
- Daniels, A.C. & Daniels, J. E. (2014). *R performance management: Changing behavior that drives organizational effectiveness*. Atlanta: Performance Management Publications
- Dessler,G. (2009). *Human Resource Management*, Third Edition Pearson Publishers
- Edward, C. (2010). *Cost of Employees Turnover*. *Journal of Management*. Volume 22

- ElKordy, M. (2013). *Transformational Leadership and Organizational Culture as predictors of employees attitudinal outcomes*. In *Business Management Dynamics*, (pp. 3(5),15-26.).
- Fredrick, P. (2010). *Employees' Turnover Repercussions*. *Journal of management*. Volume 6
- Hamlin, B., Stewart, J. (2011). What is HRD? A definitional review and synthesis of the HRD domain. *Journal of European Industrial Training*, 35, 199-220
- Hancott, D. E. (2014). The relationship between transformational leadership and organizational performance in the largest public companies in Canada.
- Horton, S. (2017). *Introduction- the competency-based movement: Its origins and impact on the public sector*. *International Journal of Public Sector Management*
- Komonen, K. (2012), "A cost model of industrial maintenance for profitability analysis and benchmarking", *International Journal of Production Economics*, Vol. 79 No. 1, pp. 15-31.
- Lee, T. W., & Mitchell, T. R. (1991). *The unfolding effects of organizational commitment and anticipated job satisfaction on voluntary employee turnover*. *Motivation and Emotion*, 15, 99-121.
- Miller, L. (2016). *Enhancing Employees Job Satisfaction*; *Journal of Human Resource Management*. Volume 44
- Martin, P. (2015). *Managing Employees Turnover* .(9th Edition).New Delhi. Sultan Chand & Sons. Jersey Press
- Mark A. Griffin. Andrew Neal.2010. "*Perceptions of Safety at Work: A Framework for Linking Safety Climate to Safety Performance, Knowledge, and Motivation*". *Journal of Occupational Health Psychology* Vol. 5(3), pp:347-358
- Mugenda, O.M., & Mugenda, A.G. (2013). *Research Methods: Quantative and Qualitative Approaches*. Nairobi: Acts Press
- Murphy, R. (2009). *Human Resource Planning*; Second edition; Pearson Publishers

- Ngige, C. D. (2015). *Performance management and productivity in public health institutions Enugu*: SACO Press.
- Obasan, K. (2011), *Small Business Management: An Entrepreneurial Approach*. Higher Education Books Publishers, Lagos
- Olalere, T.O. and Adesoji, A.A. (May, 2013), Human Capital Development in First Bank of Nigeria Plc, Mediterranean Journal of Social Science 4(2). MCSER-CEMAS-Sapienza University of Rome
- Oregon, L. (2014). *Staff Training and Development*. (1st Edition). New Jersey. Pearson Publishers
- Osuagwu, L. (2011), *Small Business and Entrepreneurship Management*. Grey Resources Limited, Lagos.
- Partlow, C.G. 1996. "Human-resources practices of TQM hotels", Cornell Hotel & Restaurant Administration Quarterly, Vol. 37 No.5, pp.67-77
- Pires, G.A (2016), *Personnel Management Theory & Practice 4th Edition*, London (UK) Letts Education
- Phillip, L. (2009). *Employees' Turnover and organization efficiency*. Journal of Management. Volume 22
- Premeaux , P. (2010). *Staff' Turnover and organization efficiency*. Journal of Management. Volume 10
- Smith, G, De Cronje H. (2010), How to Increase Job Satisfaction and Improve Employee Engagement
- Thomas N. Garavan. 1997. "Interpersonal skills training for quality service interactions" Industrial and Commercial Training Vol. 29 (3) ,pp:70-77
- Trevor,W. (2014). *Staff Training and development*. Second edition; Pearson Publishers U.S. Department of Labor, (2009). Staff Turnover Trends, Federal government report

Vandenberghe, C., Mignonac, K., & Manville, C. (2015). When normative commitment leads to lower well-being and reduced performance. In *Human Relations* (pp. 843- 870)

Zhang, Y. Y. (2014). *The impact of performance management system on employee performance* *Academy of Management Journal*, 2(23), 1-5

Zografos, A.J. (2015), "*Satisfaction and comparison income*", *Journal of Public Economics*, Vol. 61 No.3, pp.359-81

IJSER